“Growth in 2015, the strongest in five years, was characterised by the growing pace of recovery in Europe, in addition to the continuing expansion of the SPAR Brand in emerging markets.”

Tobias Wasmuht, Managing Director, SPAR International

Last year brought the strongest 12 months of growth internationally for SPAR in the past five years.

Total sales rose €1.2 billion, or 3.5%, to reach €33 billion. This growth was characterised by the growing pace of recovery in Europe, as well as continuing expansion of the SPAR Brand in emerging markets, particularly in Africa. SPAR continued to grow its presence by entering four new countries on four continents during the year. These included store openings in Indonesia, Cameroon, Oman and Azerbaijan. At the end of 2015 SPAR International had licenced partners in 42 countries worldwide.

The 2015 performance demonstrates the continuing strength and attractiveness of the SPAR Brand globally. We continue to be the partner of choice for independent retailers keen to embrace retail best practice and fast-track their development in the face of international competition.

The continuing growth of the brand in new and emerging markets in Asia, Africa and the Middle East, as well as the quickening pace of recovery in many of our traditional European markets, is testament to both the adaptability of the SPAR Brand and the entrepreneurial drive of our retail partners.

The last five years has seen SPAR continue to grow despite volatile international economic conditions. Even the impact of the fall in the price of oil on consumer confidence in strategic markets such as Russia, the Middle East and Nigeria, has not prevented SPAR from continuing to develop strongly in these markets. This sustained international growth has been achieved by meeting the needs of the local communities we serve with a commitment to deliver excellence in fresh foods, a passion for quality and best in class customer service. It is very pleasing to see this focus and investment paying dividends.

The 10 largest SPAR markets account for 80% of our global turnover. It was encouraging that all of our top 10 SPAR country organisations recorded positive growth during 2015.
Performance Highlights for 2015

Europe

Recovery in traditional European markets has gathered pace with strong retail sales growth achieved by all of the top five SPAR countries in Europe.

With the addition of 17 stores and 4% more retailing space at 1.13 million m², SPAR Austria’s sales rose 3.2% to €6.1 billion. With the addition of 17 stores and 4% more retailing space at SPAR countries in Europe.

With strong retail sales growth achieved by all of the top five Recovery in traditional European markets has gathered pace with strong retail sales growth achieved by all of the top five SPAR countries in Europe.

SPAR Austria’s sales rose 3.2% to €6.1 billion.

With the addition of 17 stores and 4% more retailing space at SPAR countries in Europe. With strong retail sales growth achieved by all of the top five... SPAR Austria’s sales rose 3.2% to €6.1 billion.

The SPAR business in Greece was badly hit by the economic and political turmoil in that country during 2015. With a cash shortage in the economy, retail conditions reached a low point and our longstanding partner Veropoulos Bros SA left the Greek market at the end of 2015.

Central & Eastern Europe

In Central Europe, SPAR Hungary achieved strong growth of 2.8%. SPAR International cooperated with SPAR Hungary to develop a new model store of 2,000m² in Budapest, and this model concept was rolled out across the country in 2015, scaled to meet the requirements of varying store profiles. The positive growth of independent partner SPAR retailers in Hungary has provided a significant impetus for SPAR Hungary and within the region.

Central and Eastern European markets showed strong growth. SPAR Croatia’s sales grew 15%, with the successful integration of 20 former Diona stores acquired during 2015. SPAR Poland opened 42 new stores and its sales grew by 17%. SPAR International has been working closely with our partner Bac Pol in Poland, on gaining a presence via store clusters in key cities in the southern part of the country. The most notable result of this has been the opening of 16 SPAR stores in Krakow in 2015.

SPAR Russia partners achieved sales growth of 19%, an excellent result that is even more remarkable in light of the extremely difficult market conditions in Russia due to the low price of oil, the devaluation of the rouble and the impact of economic sanctions.

During 2015 SPAR International collaborated closely with our partners there to continue to introduce SPAR to new territories and drive forward store conversions. As a result, there are now 420 SPAR stores in Russia. Our established Russian partners continued to invest, with great success, in the innovation and modernisation of stores, particularly the larger format EUROSPAR Supermarkets and INTERSPAR Hypermarkets.

Asia

In 2015 the SPAR Brand entered the Indonesian retail market in partnership with Ramayana, opening 15 stores there in just nine months. Sales in China grew 6.8% to €1.9 billion. Here, the expansion of our multi-format strategy has been a key feature, with a strong focus on the rapid expansion of the SPAR Express format and continued expansion of large format hypermarkets, particularly in lower tiered cities.

In India, SPAR is making strong progress, having opened 17 large format hypermarkets nationally. The re-entry of the brand into the local market has been strongly welcomed by customers, and store productivity and like-for-like sales for converted stores have been very positive.

Africa

SPAR now has a presence in 12 African markets which account for 17% of SPAR’s global retail turnover.

Africa, with its young and growing population of over 1 billion people and a growing middle class, is a key target of our future development strategy. Our largest partner there, and our second largest globally, ranked by retail sales, the SPAR Group in South Africa continues to perform strongly, with sales up 18%. The neighbouring countries of Botswana and Namibia also achieved consistent and sustained growth. During 2015 SPAR South Africa expanded strongly with the launch of large format SPAR stores as an anchor to the purpose built malls developed by the Artee Group. SPAR also launched its first store in Cameroon, Western Africa.

Middle East

There was significant expansion for SPAR in the Middle East in 2015. A direct master licence agreement was concluded with our partner Khimji Ramdas for the Sultanate of Oman. Along with our partners, SPAR strengthened its presence in the region by opening the first stores in Oman and expanding to 13 stores in the UAE.

Outlook

With recovery in Europe continuing and considerable untapped potential in many emerging markets, we see significant potential for future growth – both short term and long term. As part of our future strategy, we will continue to drive forward into significant new and high potential markets during 2016 and beyond. We already have in place partnerships that will see the SPAR Brand grow in Asia and Africa in the second half of the current year.

“SPAR remains the partner of choice for independent retailers”
Better Together Strategy

Today, with over 12,100 stores in 42 countries worldwide, our retail partners unite under one strong international brand. They represent a global collective of leading retailers working at a national, regional and individual store level, sharing common brand values and pooling resources for mutual benefit. The core promise of better together is very much alive and well.

Our purpose and goals serve as guiding principals for the development of the SPAR Brand worldwide and outline our commitment to working with partners to deliver best practice independent retailing.

OUR PURPOSE

To grow our brand, our presence and our partners by enhancing the competitiveness, productivity and profitability of our retail and wholesale partners worldwide.

OUR GOALS

- Be the No.1 retail brand of choice for retail partners globally
- Fast track development of regional retailers in the face of international competition
- Lead and innovate retail trends and developments
- Provide insight and resources to allow our partners to excel globally
- Grow and develop our SPAR People globally

Since our foundation, SPAR has grown in strength and influence by harnessing shared scale and resources to benefit retail and wholesale partners worldwide. Leveraging our scale we are able to generate value to reinvest in centralized resources. This, in turn, allows us to better serve the needs of retail partners.

With additional resources and the knowledge gained from operating in some of the world’s most advanced retail markets, we have grown our brand presence through targeted expansion into new markets of scale and long term potential.

The Better Together Strategy focuses on the collective benefits to our retail partners of an expanding SPAR store network and a maturing SPAR supply chain.

What this means today is that we are prioritising our expansion by targeting the growing economies in developing Europe and Eurasia, South Asia, Africa, and the Middle East.

We have committed to growing and modernising our retail space through the implementation of format innovation. This includes the development of flagship stores in tandem with partners in 30 countries over the next three years.

In response to the changing expectations and demands of increasingly “tech savvy” customers, SPAR International will lead and inspire technological change, including the adoption of state-of-the-art online retail and e-commerce solutions.

SPAR will harness and leverage the scale of our international network in joint buying and procurement and collaborate with partners to deliver productivity improvements throughout our supply chain.

We also have much to learn from our customers. So we are taking appropriate steps to ensure that we make full use of their insights to improve and tailor our offering, ensuring that it remains relevant, fresh and attractive to the people who avail of our services.

Finally, we have much to learn from each other, because together we really are better. To give practical application to these words, SPAR International plans to create an international competence centre which will pull together our worldwide knowledge and expertise and enable us to fast track and facilitate the training and development of our people.

Scope of Service

SPAR has experienced considerable growth as a result of our transitioning from a largely European organisation into a leading global food retail brand with a presence in 42 countries. Since 2000, SPAR has doubled its presence, having successfully launched in 20 new international markets. The growth of SPAR in the major developing markets of China, Russia and India as well as the regions of southern Africa, South Asia and the Middle East, has energized the SPAR global network. With over a decade of sustained growth we have gathered momentum and are confident for the future. It is a future in which we will see the SPAR Brand grow in mature markets as well as enter a further six countries, with an additional sales area of 1.2 million m² by the end of 2018.

The Board of SPAR International supports the development of the global strategy for the brand jointly with SPAR International. Board meetings in SPAR Partner countries facilitate visits to retailers, creating the opportunity to exchange information and share local knowledge.
“SPAR strives to unite and combine our worldwide knowledge and expertise to create an international competence centre to fast track and facilitate the training and development of our people.”
3.1% GROWTH IN AVERAGE SALES PER M²

Macro-Economic Environment
The Chinese economy has slowed significantly over the past two years. After a period of near double digit growth, official figures suggest growth will slow to less than 7% this year. However, many private sector analysts believe that the economy has actually slowed even more than that.

China is unlikely to go into recession, however, especially given the relative strength of its domestic services sector. Rather, a gradual slowdown in growth is likely. Slower growth is the “new normal” for China, with the official growth rate likely to be around 6% in the year ahead. Furthermore, growth is already shifting away from exports and investment toward consumer demand. The speed at which this transition takes place will depend on the degree to which the government implements reforms aimed at boosting the consumer sector.

Retail Industry in China

The retail market in China grew 10.7% in 2015, compared to growth of 12% in 2014 and 13% in 2013. This was the result of the deceleration of macro-economic growth, slower growth in disposable income, especially in urban areas, and increased operational costs, including rent, wages and utilities. Yet despite the tougher trading environment China’s retail industry is still evolving rapidly.

SPAR China in 2015

6.8% GROWTH OVER PAST YEAR IN RETAIL SALES FROM 347 STORES

SPAR China’s total revenue in 2015 grew 6.8% to €1.9 billion. During the year, 48 new stores were opened, bringing the total number of SPAR stores to 347, operated by seven SPAR Partners in eight different provinces. The total sales area now stands at close to 990,000m².

During the course of 2015, SPAR China modernised its retail store portfolio and launched a number of initiatives in response to changing shopper needs, increased competition in the hypermarket format and a rise in category specialists and online retailing.

Some non-food categories, such as shoes and clothing, within the SPAR Hypermarket format are not performing as well as expected and are being replaced by a stronger fresh food offer in order to drive store productivity. SPAR Shandong was particularly successful in remodeling a number of SPAR Hypermarkets.

Despite tough trading conditions and competition in the Southern Chinese province, SPAR Guangdong opened five new SPAR stores; two of which are convenience-led stores with a strong focus on deli and Food-to-Go. This model is currently being rolled-out in other stores.

Since 2013, SPAR Shanshi has been trialling cooperation with independent retailers in Taiyuan city. This is an active programme targeted at a well educated, young entrepreneurship segment of the market.

Overall, SPAR imports performed strongly in 2015. SPAR Shandong and SPAR Beijing launched pilot projects focused on increasing the range of imported goods. Within the pilot stores a section is dedicated to cross-border e-commerce. Shoppers had the opportunity to review product samples in a modern retail environment and place orders on-the-spot for imported goods via a dedicated website.

SPAR Sichuan is particularly strong in Eastern and Western Sichuan province and SPAR stores in lower tier cities there are performing well in meeting the needs of local customers.

Since joining the SPAR family last year SPAR Henan has opened and converted a large number of stores and currently operates 25 SPAR outlets. SPAR also entered a new region last year with the opening of a SPAR Hypermarket in Xiaogan, Hubei province.

Investment in the Supply Chain
There is a continued drive to improve supply chain efficiencies as well as use a network of modern distribution centres to gain enhanced reach within lower tier cities. This is in line with the strategic objective of SPAR China and is essential for future growth.

With the support of SPAR International, SPAR Shandong is restructuring its network of fresh and ambient distribution centres across Shandong province. A new distribution centre is being planned for Western Shandong province in Laiwu City.

Due to the growth of the business, SPAR Guangdong is planning to extend the current footprint of its distribution centre in Dongguan. SPAR Shanxi is currently constructing a second distribution centre in the southern part of Shanxi province, Yuncheng. SPAR Beijing is planning to increase its chilled distribution capabilities by extending the current facility.

SPAR Sichuan recently implemented a new warehouse management system in its distribution centre.

Chairman, SPAR China
Mr Wang Peihuan

BETTER TOGETHER

China + Success

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“Over the past 15 years, SPAR has a proven record of resonating with Russian shoppers. Our scale and presence today mean SPAR now ranks among the top 10 retailers in Russia.”

Sergey Loktev, Managing Director, SPAR Russia, Central Office

19% SALES GROWTH IN ROUBLE OVER PREVIOUS YEAR

Continuous Growth in Challenging Times

SPAR Russia showed extraordinary resilience last year. Its 420 stores, with a combined sales area of 294,740m², delivered sales growth of 19% year-on-year in local currency. This was achieved at a time when the economy shrank by 4%, unemployment and interest rates remained high, the rouble depreciated further against the euro (down 40% in the space of two years), trade sanctions severely restricted fresh food imports and there was a 10% fall in overall retail sales.

SPAR Russia now operates with 11 partners spanning the country from St Petersburg in the Northwest to Chelyabinsk in the Southern Urals and Khabarovsk on the border with Mongolia to the East. The continuing challenging market conditions however saw the departure of five partners from SPAR International during 2015.

Our largest Russian partner, SPAR Middle Volga, opened four world class EUROSPAR Supermarkets and ended 2015 with 146 stores. It plans to open a further 30 stores this year, building on the multi-format strategy developed since launching the brand.

SPAR Northwest, which operates in St Petersburg, Arkhangelsk, Karelia and the Moscow region, opened 20 supermarkets and three hypermarkets, ending the year with 77 stores. It achieved 28% sales growth and plans to open 43 stores in 2016.

SPAR Tula opened three stores in 2015 and now operates 67 in all, utilising the multi-format strategy to expand. The company plans to open a sophisticated centralised food production factory to support its strong Food-to-Go offer.

“During 2015 we opened another three EUROSPAR and three SPAR concept stores. All of our new supermarkets have been highly appreciated by the customers and are showing excellent results to date.”

Albert Gusev, Chairman, SPAR Russia

SPAR Own Brand Growth

Our partner in the Urals, SPAR Chelyabinsk, now operates 24 stores, including five SPAR Hypermarkets, and achieved sales growth of 28% in 2015. SPAR Chelyabinsk has the highest level of SPAR Own Brand penetration in SPAR Russia accounting for 9% of total store sales.

SPAR Irkutsk continued its aggressive expansion, launching 25 stores in 2015 to bring its total to 65 stores with a sales area of 39,455m². SPAR International is instrumental in the introduction of new product categories to SPAR Irkutsk with distribution centre redesign, new technology and improved operational practices.

New partners, SPAR Udmurtia, SPAR Tomsk and SPAR Kemerovo, continue to develop gradually by adapting their store formats, converting supermarket portfolios to SPAR whilst responding to economic difficulties by reducing costs, improving efficiencies and introducing a strong value proposition.

SPAR Russia – Developing EUROSPAR Together

Last December SPAR Middle Volga, in operation since 2002, opened a 2,500m² state-of-the-art EUROSPAR Supermarket with WI, sushi, own production, restaurant quality Food-to-Go and other innovations. SPAR Russia Chairman and owner of SPAR Middle Volga, Albert Gusev operates seven distribution centres in Middle Volga serving 26,000 retail outlets daily and is a partner of leading A-brand suppliers.

SPAR Kaliningrad, which joined in 2014, is also developing EUROSPAR alongside its 12 modern SPAR Supermarkets in the territory bordering Poland, Latvia and the Baltic Sea. The 1,400m² EUROSPAR, opened March 2015, offers a wider range of fresh foods, artisan tandoori bakery and patisseries, Food-to-Go, own production, sushi, juice and smoothie bars – all within a modern shopping environment.

SPAR Orenburg operates an ambient, frozen, chilled and alcohol distribution network in its region and Kazakhstan has developed SPAR quickly, with 12 SPAR Supermarkets opened in 2015.

SPAR Kaliningrad ended the year with 12 modern SPAR Supermarkets with a total sales area of 6,537m². SPAR Kaliningrad’s owner, Oleg Ponomarev, is Chairman of the Independent Retailers Association of Russia and has been instrumental in the introduction of new potential partners to SPAR Russia.

SPAR Russia’s Central Office supports its partners, focusing on retail expansion, administration, the delivery of a strong annual conference programme, and the development of SPAR Russia’s highly successful own brand portfolio.

SPAR Success

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BETTER TOGETHER

1,831 RUSSIAN OWN BRAND PRODUCTS
583 NATIONALY DEVELOPED
914 IMPORTS INCLUDING 98 SPAR PREMIUM SKU’s FROM AUSTRIA AND 284 PRODUCTS FROM SPAR INTERNATIONAL.
“Our trade mission to India is designed to share knowledge, forge partnerships and encourage co-operation between Dutch and Indian companies. It is greatly encouraging to see a company like SPAR, which started as a partnership of Dutch retailers and wholesalers more than 80 years ago, now active in India as well as 40 other countries around the world.”

Mark Rutte, Prime Minister of the Netherlands

Successful Re-Launch of SPAR in India

SPAR re-entered India in August 2014 in partnership with Max Hypermarkets Pvt. Over a period of seven months SPAR International and SPAR India worked closely to successfully re-launch 16 SPAR Hypermarkets, ranging in size from 3,200m² to 7,000m². The process focused on underpinning the SPAR India customer proposition of ‘Live Better, Spend Less’ whilst improving the quality and service instore. “These conversions resulted in an immediate uplift in sales”, said managing director Viney Singh.

Throughout 2015 SPAR India was supported by SPAR Partners in Africa with detailed study tours to distribution centres, hosted store visits and classroom sessions on independent retailing and the wholesale model. SPAR International has supported with category management training, supply chain advice, e-commerce study tours and high level consultancy in online and multi-channel retail disciplines.

SPAR India is now active in online and home delivery and will begin small store format operation in 2017. It is anticipated that SPAR India’s turnover will reach £300 million by 2019.

Last June SPAR welcomed the Prime Minister of the Netherlands, Mr. Mark Rutte, the Minister for Agriculture, Sharon Dijksma, and the Dutch Ambassador to India, H.E. Alfonso Stoelinga, to SPAR Pacific Hypermarket in Delhi, along with a high level trade delegation. During the visit they saw how SPAR supports and encourages local producers and offers a comprehensive range of products to local customers.

SPAR Launches in Indonesia

SPAR launched in Indonesia in March 2015 with strategic partner PT Ramayana Lestari Sestosa Tbk, a leading publicly quoted retail chain with 116 stores across the islands. The official launch involved the opening of three stores in one day, with the ceremony including an address by the Dutch Ambassador in Jakarta, H.E. Rob Swartbol. With organised retail commanding just 25% market share in Indonesia, there is a huge opportunity to develop SPAR strongly in South East Asia and Oceania.

SPAR Partner Ramayana, a traditionally strong general merchandise retailer, invested strongly in the refurbishment, upgrade and modernisation to SPAR of 15 stores of an average of 1,800m² per store by the end of 2015. These conversions have resulted in dramatic uplifts in sales, introducing a world class fresh food offering, extensive fruit & vegetables, serve-over counters and food service. The future strategy is to convert Ramayana’s Robinson supermarkets to SPAR and to open 30 modern hypermarkets by the end of 2017.

To drive footfall and increase margins in SPAR stores, SPAR International and Ramayana have agreed a detailed strategy which requires a full overhaul of supply chain and warehouse management systems. SPAR International is supporting SPAR Indonesia with process improvement advice for an ambient distribution centre in Tambun and cold chain improvements to distribution centres in Pulo Gadung and Sidoarjo.

In addition, SPAR International is supporting SPAR Indonesia’s cultural change initiatives, including customer service training for associates and how SPAR Indonesia can engage more effectively with its existing millions of loyalty card members, who account for an above average share of their transactions.

“Nous sommes ravis de collaborer avec SPAR International pour l’avenir de notre développement de notre magasin de détail.”

Agus Makmur, President, Ramayana

“Future Growth in South East Asia

SPAR International has been active in targeting South East Asia as a growth market. There are significant growth opportunities for the modernisation of food retail and economic development in Malaysia, the Philippines and Thailand. South East Asia has a population of 625 million people and GDP is expected to grow here at an annual rate of 4.5%. The population is young, with a median age of 23 in the Philippines and 35 in Thailand. These factors all make South East Asia a strategic target for SPAR International.

SPAR International plans to launch in Thailand in 2016 through an established strategic partner, with the supermarket and convenience sector targeted for development over the next five years. Other markets within Asia are being explored for further strategic opportunities and how SPAR Indonesia can engage more effectively with more than 2.5 million existing loyalty card members, who account for an above average share of their transactions.”

Agus Makmur, President, Ramayana
As a voluntary chain, SPAR has always focused on service to the community – an ethos that resonates with Khimji Ramdas.”

Sridhar Moosapeta,
CEO, SPAR Oman

Accelerated Growth in the Middle East

SPAR has developed strongly in Abu Dhabi, launching nine new stores in 2015. These include one hypermarket, one supermarket and seven SPAR Express stores, contributing to a growth in overall retail space to 16,834m². Boosted by increased customer numbers, and an increase of 5% in average basket size, turnover rose 37% to €73 million for the year. Ambitious expansion plans, which envisage the development of a further eight stores in 2016, include entry into the high-profile Dubai market.

In 2015 SPAR UAE opened its largest flagship SPAR Hypermarket, a 6,500m² store in Al Ain. Today, Al Ain is one of the leading communities in the UAE, and a modern 2,000m² SPAR Supermarket in Al Ain, a residential area in the city of Al Jurf. SPAR UAE also announced a partnership with Abu Dhabi Farmer Services Centre to convert local agricultural stores into modern SPAR Express outlets.

SPAR Oman, which has been developed through our partner Khimji Ramdas, plans to open 24 new stores in the Sultanate by the end of 2017. SPAR Oman ended 2015 with four modern stores in Madinat Sultan Qaboos, Alkhuwair and Al Ghoubra. All of the stores, including a SPAR Express, offer strong ‘Food-to-Go’, convenience and home delivery. Home delivery now accounts for 10% of overall sales of SPAR Stores operating this service in Oman.

SPAR International has also partnered with Al-Sadhan Group in Riyadh, Saudi Arabia, a family supermarket retail business established in 1993, which plans to develop 16 SPAR Supermarkets within three years. Al-Sadhan has a successful track record of licence brand development across Saudi Arabia. SPAR Qatar is set to launch in 2016 with three modern convenience stores in Doha and a 6,000m² hypermarket in the prestigious Tawar Mall.

SPAR Nigeria, led by partner Artlee Group, achieved excellent sales growth in 2015 of 19%, to €76 million, with seven stores trading from a total sales area of 8,962m². This year further developments are planned for Lupeju, Calabar Mall, Urushah, Enugu Mall, Gwarinpa and Tejuju. SPAR Nigeria continues to invest in developing high standards in-store, both through staff training and product ranges. Their unique membership card and innovative marketing campaigns increase customer loyalty and brand awareness.

Last September SPAR International announced the opening of a SPAR compact hypermarket in Douala, Cameroon with our partner, L’Atrium, owned by Rakesh Panjabi and Jean Jacques Arnopoules. On the back of the strong sales performance of this modern store, L’Atrium has announced plans to open three more SPAR Supermarkets in Yaounde and in Douala.

SPAR International also re-entered Malawi with the opening of a 1,800m² store in Lilongwe by a new partner, Peoples Trading Centre (PTC). PTC plan a further 10 SPAR stores in Malawi over the next three years.

SPAR South Africa also drove market entry for SPAR into the Seychelles. Last May, SPAR Eden Island opened in a 1,200m² former FoodMart supermarket. This is the first internationally branded supermarket in the Seychelles.

“SPAR success in Georgia is derived from committed partnerships and the combination of global expertise with local knowledge”

Archil Geganaeva,
General Director, SPAR Georgia

Targeting Growth in Eurasian Markets

Growth in the Caucasus saw strong development with our partner in Georgia, FoodMart. SPAR Georgia now operates 20 stores and in 2015 achieved a 13% growth in like-for-like sales. Plans for 2016 include the further development of an existing delivery centre and the conversion of 30 stores to SPAR Supermarkets.

SPAR Georgia’s success has been facilitated by strong relationships with the Small Enterprise Assistance Fund and FMO Dutch Development Bank, as well as support from SPAR International. In December 2015 the first SPAR Supermarket opened in Baku, the capital of Azerbaijan. SPAR Partner Araz provides services to over 37,000 customers daily through a portfolio of neighbourhood, convenience and supermarket outlets.

Vusal Sharifov, General Director of SPAR Azerbaijan said “Food retailing continues to be one of the most dynamic sectors of Azerbaijan’s economy and Araz has strong plans for growth. We aim to open at least eight new SPAR stores with a total sales area of 12,000m² by the end of 2017.”
“SPAR has become renowned for cutting-edge architecture and ongoing investment into the modernisation of the retail stores.”

Gerhard Drexel,
CEO, SPAR Austria
As our global footprint has grown, the adaptability and flexibility of our formats has become a key strength of the brand.”

Multi-Format Strategy
A key ingredient in the global success of SPAR International in recent years has been our multi-format strategy. SPAR was the first retail chain to expand into four formats; each designed to meet and exceed the specific needs of both our partners and the end customer.

The SPAR Supermarket format remains our most successful format, delivering 59.2% of the total retail sales in 2015. The solid foundation of this format enabled the development into the remaining three formats – SPAR Express, EUROSPAR and INTERSPAR. Expansion in emerging markets over the last decade or so has seen significant advances in SPAR’s larger hypermarket format, with the opening of stores in China, Russia, South Africa and India of up to 12,000m³ in size in response to customer demand.

Despite their size, these stores retain the SPAR core values of excellence in fresh, passion for quality and best in class customer service, providing a consistent and world class shopping experience, wherever the location.

The rapidly changing face of retail has resulted in consumers expecting to be able to purchase food-to-go which is of a high quality but at a reasonable price at any time of day. SPAR has kept pace with the trend towards convenience in all of its formats, modernising the shopping experience through enhanced product offer and store layout, irrespective of size, location or type.

Successful entry and growth into new and emerging markets, such as China and Russia, in recent years leaned heavily on insights and experience gained in SPAR’s more traditional European markets. As those markets mature, we’re now increasingly seeing learnings shared across the globe, and our multi-format strategy is being driven by cutting edge insights from partners operating in some of the world’s most advanced retail marketplaces.

The Role of Diversification
The growing pace of recovery in Western Europe, following a number of challenging years, has seen our partners look to take advantage of the upturn by diversifying their store portfolios and adopting their own bespoke multi-format strategies.

One of the most significant developments of recent years has been the rise of the discounters in Europe, prompting many partners to look to compete directly by opening larger EUROSPAR and INTERSPAR stores, while many others took advantage of the smaller SPAR Express store format to expand their presence in the likes of petrol forecourts, airports, and railway and bus stations.

Throughout, the SPAR neighbourhood store has maintained its leadership position in local communities across the continent.

Our goal is to further the development of the EUROSPAR Brand in Ireland. This relates not only in having consistency in corporate identity, but more fundamentally in how our core brand values, which differentiate EUROSPAR from the competition, are communicated throughout the store estate.”

EUROSPAR Lucan, Ireland
In 1997 the EUROSPAR format made its debut in the Irish retail market with the opening of EUROSPAR Lucan, on the outskirts of Dublin. When BWG Group, operators of the SPAR Brand in Ireland, came to develop and implement an innovative new strategy and store design, EUROSPAR Lucan was the natural choice.

The revamped and redesigned store opened its doors to the public in March 2015 and included an enhanced focus on product freshness, value, diversity of range, and customer experience.

In line with the latest retail fit-out trends, the new look EUROSPAR store includes warmer surfaces, a renovated colour scheme, new signage highlighting value and reward opportunities, reinforcing the retailer’s focus on customer service and experience.

The EUROSPAR Supermarket boasts a range of in-store departments including fruit & veg, bakery, butchery, beers & wine, health & beauty and mothers & children. The new format store also has a strong focus on own brand.
Supply Chain

The changing expectations of customers before, during and after their store visit, demands that SPAR responds quickly to their needs. E-commerce, in particular, is both driving change and having a profound effect throughout the supply chain, including on the growth of instore technology.

In response to the rapidly changing technology landscape, SPAR International updated the StoreIT manual to encompass the latest devices, applications and thinking available to partners. As the demands on retail technology changes, SPAR International is increasing the focus in this vital area, enabling greater insight into developing trends, new technologies and information sharing with a focus on what technology will enable the store of the future.

Last July, SPAR UK became the first supermarket to accept Apple Pay on its launch in the UK. The device-based proximity payment service allows iPhone and Watch users to pay quickly and easily for their purchases. More than providing a new alternative payment method, SPAR UK’s early adoption sends a clear message to consumers about SPAR’s position as an alert and active player in the connected retail marketplace.

It was a busy year for SPAR supply chains, with developments introduced to enhance the customer experience, meet the changing expectations and improve efficiencies for partners across Asia, Europe and the Middle East. SPAR Partners worldwide are exploring ways of achieving ever more efficient movement of product from the production line to the store shelf.

In addition to intense work being undertaken to improve general operational efficiencies in warehouses and stores, SPAR Partners are also embracing the concept of technology enabled ‘End-to-End’ supply chain management. This focus on the entire chain is increasingly being recognised as offering significant advantages.

Understanding the operational costs from the end of the production line to the shelf in store, identifying more efficient ways of working, reducing costs, improving margins and removing excess inventory supports our competitiveness and profitable business growth. SPAR South Africa are leading the way with extensive supply chain modelling that has removed significant transport and handling costs between suppliers and their warehouses.

The principles of end-to-end supply chains were introduced at LOGIT by Dr. Martin Christopher of the UK’s Cranfield University, who has been at the forefront of new thinking in logistics and supply chain management for over 30 years. Building on these principles, the delegates discussed practical examples from South Africa and opportunities for implementation across SPAR worldwide.

LOGIT 2015 also explored the hot topic of interacting with connected consumers, with a particular focus on learning from examples of best practice from SPAR Partners in South Africa, Norway, Austria and the UK.

In China, where most SPAR China partners now operate modern warehouses, SPAR International has become increasingly focused on helping partners optimise their warehouse cost efficiencies by maximising handling efficiencies while minimising stock holding. In 2015, for example, SPAR International supported SPAR Shandong with a strategic review of its supply chain, including reconfiguring its existing warehouses and expansion to establish a hub and spoke network, maximising handling efficiencies whilst minimising stock holding.

“Apple Pay offers huge benefits to our customers. It is perfect for high value purchases at our stores and also offers our SPAR retailers huge benefits from increased footfall, improved customer service and faster transactions in-store.”

Debbie Robinson, Managing Director, SPAR UK

SPAR Portugal

SPAR Portugal operates 94 stores, 19 of which are company owned. Supplying a successful and expanding business in Portugal, the warehouse in Alverca ran low on space. With no room for expansion, the overstretched warehouse was compromising process efficiency.

However, SPAR Portugal identified a new 6,000m² site for expansion that would address the problem and provide capacity for future growth. With the support of SPAR International, it identified an optimal warehouse layout and prepared transition plans and investment priorities. SPAR Portugal successfully moved warehouses in early January 2016, with its distribution service only disrupted for four days.

The new warehouse has dedicated inbound and outbound areas and the stock picking operation is no longer on higher levels in the warehouse, significantly improving operational efficiency. SPAR Portugal is now in a position to include more SKU’s that can be handled centrally through the warehouse. A centralised chilled operation is also planned for the new warehouse, as is a regional warehouse on the Azores Islands with the help of SPAR International.

“Apple Pay offers huge benefits to our customers. It is perfect for high value purchases at our stores and also offers our SPAR retailers huge benefits from increased footfall, improved customer service and faster transactions in-store.”

Debbie Robinson, Managing Director, SPAR UK

“Apple Pay offers huge benefits to our customers. It is perfect for high value purchases at our stores and also offers our SPAR retailers huge benefits from increased footfall, improved customer service and faster transactions in-store.”

Debbie Robinson, Managing Director, SPAR UK

12,176
STORES BEING SUPPLIED WORLDWIDE

“Apple Pay offers huge benefits to our customers. It is perfect for high value purchases at our stores and also offers our SPAR retailers huge benefits from increased footfall, improved customer service and faster transactions in-store.”

Debbie Robinson, Managing Director, SPAR UK

“The ability to fail fast, learn fast and adapt fast is crucial in this dynamic area – learning and sharing experiences is more important than ever before.”

James Wallman, Futurologist, LOGIT 2015
SPAR Partners Support Many Sports

SPAR Partners also sponsor many school and club activities in a wide variety of sports. The SPAR Brand can be seen around stadia, along running tracks, on sports clothing and in sports halls across the globe. Team sports sponsored include handball, skiing, football, speedway, table-tennis, swimming, cycling and sailing. Individual sponsorships are also widespread; one successful Polish Paralympic hand-cyclist, for example, would be unable to compete at the highest level of this sport without SPAR support.

The broad range of events, people and teams supported by SPAR Partners worldwide reflects the community involvement inherent in our brand. We are delighted to be able to support so many sportsmen and sportswomen around the world.

SPAR Focus on Running for Families

Complementing the international sponsorship, an increasing number of SPAR organisations choose to build on the role that athletics can play as part of a healthy lifestyle. Running, in particular, has been a common and consistent thread, with an increasing focus to support major road running races in many of the markets where SPAR operates. These are just some of the many examples:

• The South African SPAR Ladies Series which has been established across South Africa for many years brings large numbers of families together to train for the races and support the many thousands of women runners that take part. Facebook groups inspire competitors, generating nationwide interest and participation.

• The high profile SPAR Great Ireland Run received national media coverage in 2015, with 6,800 runners competing in a series of races over the course of a single day. TV coverage attracted a large audience, and was complemented by extensive print and digital coverage before, during and after the race. A fun day which focuses on family, the event reflects SPAR Ireland’s family focused marketing.

• SPAR Hungary is the main sponsor of the Budapest Marathon which last year attracted 4,531 runners from 81 countries. The extensive awareness campaign before the event delivers throughout the year, not just on the day, through instore collection boxes and information.

• For the second year running, SPAR Gran Canaria supported local runners in a charity event raising funds for local Down Syndrome and Breast Cancer awareness charities. This sponsorship delivers throughout the year, not just on the day, through instore collection boxes and information.

RUNNERS FROM 80 COUNTRIES COMPETED IN 10 EVENTS AT THE SPAR BUDAPEST MARATHON

SPAR International Support of Athletics

SPAR is a long-term sponsor and supporter of sports events at an international, national, regional and local level. Sponsoring the European Athletics Super League brings significant brand visibility and, by supporting athletes at the highest level of competition in Europe, complements individual athletics sponsorships by our SPAR Partners around the world.

Three major events fell within the scope of our sponsorship during 2015: the European Athletics Indoor Championships, the European Athletics Team Championships and the SPAR European Athletics Cross-Country Championships.

Last year, these events brought opportunities to SPAR Russia and SPAR France to build on the competitions being held in their home markets, by leveraging the sponsorship both instore and through other communication channels.

Recognising the marketing possibilities of these events, SPAR International shares its resources, experience and ideas with partners, enabling them to optimise the value of the sponsorship. Learning from the success of previous campaigns in different markets is part of the spirit of SPAR.
“SPAR supports many sporting activities and is principal sponsor of the European Athletics Super League events, which covers indoor and outdoor track and field events competed in by 50 member federations’ top athletes, striving to win coveted titles for their nation and themselves.”
Own Brands

The international joint development of SPAR Own Brand products has always played an important role in SPAR International’s strategy. Working together across borders by pooling the volume of SPAR International partners creates a strong value proposition for both our retailers and our customers.

While the global economic recession proved a challenging period for many in retail and wider business, it has proved to be an inflexion point for SPAR International Own Brands in terms of delivering and meeting customer needs of low prices, quality and value. Harnessing the international buying power and scale of 27 countries is critical to the realisation of SPAR International’s future strategy.

In 2015, SPAR International developed and delivered SPAR Own Brands into 27 countries, demonstrating the value of the work undertaken by SPAR International in this area in conjunction with its partners. The growing international presence of SPAR is reflected in the substantially increased investment by SPAR International’s commercial team in product innovation, marketing and packaging on own brand. It has resulted in a stronger and wider worldwide distribution of product, helping to build brand awareness and increase customer loyalty.

The Growth of Hero Products

The international promotion and amplification of SPAR International Own Brand ‘hero products’, such as the SPAR Taste the World Range, SPAR Chocolate Spread, and SPAR American Cola has achieved the desired ‘halo’ effect of promoting the overall quality and value credentials of our international SPAR Own Brand portfolio. An example of this was the SPAR Chocolate Spread winning the respected industry Q Award in the UK. In competition with discounters, hero products are playing a pivotal role in elevating the value proposition, delivering both sales volume and margin benefits to SPAR Partners.

Own Brand Design Guidelines

The introduction of own brand development guidelines and artwork to support partners wishing to enhance or develop their own local product ranges was one of the highlights of 2015. The development of a single and universally accepted packaging design standard delivered significant cost savings, but far more than this, the development of local SPAR branded products, tailor made to individual market needs and customer preferences, is in tandem with the development of SPAR International Brands in the standard categories, helping to differentiate SPAR in each marketplace.

Internationalisation of SPAR Own Brands

The offer of a strong mix of variety and value through SPAR Own Brands is a powerful strategic tool to engage a diversity of shoppers and respond more quickly to emerging consumer trends. Countries that have recognised this and used the new design guidelines to develop new local SPAR Own Brand products to complement the SPAR International range include Russia, China, Indonesia and Australia.

SPAR Russia was awarded a prize at the 2016 International Own Brand Show in Moscow, in recognition of their successful and extensive own brand range.

In recent years SPAR International has focused on developing a brand that carries significant value in consumers’ minds and on becoming a producer of own label products that can compete directly and successfully with name label goods.

Growing Market Share

Working with SPAR UK, and the five wholesalers within SPAR UK who together represent a combined SPAR sales value of over €4 billion, we introduced a continuous range of new SPAR International brands during the year. This added volume and value to the SPAR International warehouse, and delivered variety and value to SPAR customers.

SPAR Ireland, another supporter of the own brand work carried out by SPAR International’s office in Amsterdam and a strong partner in the convenience format, achieved exceptional 18% growth in own brand sales in 2015 – much of that the result of a dedicated focus on own brand development.

SPAR Ireland and SPAR UK demonstrate the mutual benefit that can be achieved through working in collaboration and true partnership with SPAR International in terms of increased market penetration, growth and profitability.

Potential for Future Growth

Asia’s wealth is increasing exponentially, with many consumers enjoying real discretionary spending power and access to ‘affordable luxuries’ for the first time. This rapidly expanding middle-class represents the greatest opportunity for the SPAR International and SPAR Partners’ Own Brand offerings.

While the penetration of own brands in developed markets will remain high, growth in those markets will be modest in comparison to the increasing share achieved in the under penetrated markets of the developing world.

By 2025, mainstream own brands are expected to become the largest market segment, accounting for about a third of the total market globally. It is therefore great to report on the strong developments in this area achieved in 2015.
Online & Digital

25% GROWTH IN ONLINE IN KEY WESTERN EUROPEAN MARKETS 40% OF ONLINE IS VIA MOBILE CONNECTION

Digitisation of Shopping Behaviour
Globally there are now an estimated 7.5 billion mobile connections, around 40% of which are mobile broadband connections. Our customers have become more connected than ever before. Significantly, while home broadband is particularly high in Western Europe, mobile broadband has a much larger share of internet connectivity in markets such as Africa and Asia. By 2020 it is expected that 70% of all mobile connections, estimated at 9 billion, will either be a 3G or 4G connection. This means that virtually any product will be available at the touch of a button.

In grocery e-commerce, sales have been developing in an evolutionary, rather than revolutionary, way. But in the last two years, online grocery has become a serious sales channel for the majority of multinational retailers in Europe. In the UK, France, Netherlands and Germany, online grocery is now growing at a rate of at least 25% a year. But this growth is not confined to developed economies. In Asia online grocery is widespread and increasingly popular, with the Chinese market, the world’s largest online-grocery marketplace worth more than $40 billion in 2015, set to more than quadruple by 2020. SPAR China commenced operating its own online grocery channel in Guangdong in 2011 and has since grown its online presence in partnership with JD.com as well as Alibaba. These trends will continue to change the way we live, and affect significantly the shopping behaviour of our customers. With less need to plan ahead, shopping missions have become more diverse and ad hoc. The traditional weekly family shop has been complemented with additional trips at different times of day. With competing products, special offers and ad hoc, customers it is vital that SPAR Partners, as grocery retailers, adjust to this new digital environment.

Changing Shopper Needs – Loyalty and Big Data
A solid loyalty and rewards programme with a reliable data and analytics structure allows SPAR Partners to have a better understanding of their customers and thus allows us to tailor our proposition to better meet the needs.

SPAR has offered loyalty programmes for many years. In terms of customer penetration, SPAR Slovenia leads the way with over 85% of turnover generated by SPAR Plus programme members. The loyalty card provides Slovenian members with special member prices and promotions tailored to their shopping habits. With around 2 million members, SPAR Norway has digitised its Trumf loyalty card and offers members exclusive coupons to be redeemed via the SPAR Norway App, again based on measurable shopping behaviour. SPAR China with over 5 million active loyalty card members uses the loyalty card to drive customer engagement through tailored member programmes including events such ‘members only’ day trips organised by SPAR Partners for their customers.

The revamp of the EUROSPAR Supereasy Rewards programme was a major development in Ireland in 2015. SPAR International supported SPAR Ireland with a review of the existing loyalty programme, with a particular focus on the customer interaction and the back end systems for data capture and analytics. The results of this review formed the basis for redevelopment of the programme.

The learnings from different loyalty programmes within SPAR have been incorporated in the SPAR Family Card, an international loyalty programme that is available to all SPAR Partners worldwide. The SPAR Family Card is a fully customisable loyalty framework that provides solutions for the customer facing elements, as well as the back end systems such as data collection, storage and management, analytics and staff training.

SPAR Netherlands successfully launched its online shopping platform in 2013. Although the entire Dutch online grocery market was only worth about €500 million last year, it is growing rapidly at a rate of around 55% annually. SPAR Netherlands now offers an online shopping experience through 120 of its independently owned stores. Customers can visit www.spar.nl, select their nearest store using their postcode, and shop online from the range of products available from that particular retailer. Shopping can then either be collected from the store or delivered to their home.

For 2016 the objective is to launch online shopping with same day delivery in all SPAR Netherlands stores. The company has recognised the importance of supporting SPAR retailers in their efforts to diversify and modernise their sales channels in a highly competitive market. The personal approach provided by each local retailer when a customer from their community shops online at their store affords them a competitive advantage over larger players in the market who find it difficult to achieve such relationships.
Nutrition

SPAR seeks to provide its customers with a wide variety of choices in all categories instore to support evolving dietary choices and needs.

Global Support

SPAR International has been a member of the Dutch Government backed ‘Amsterdam Initiative against Malnutrition’ (AIM) since 2012. AIM brings different stakeholders together to improve food and nutrition security through a broad portfolio of projects. SPAR International strives to help people make informed choices through the SPAR Nutrition Zone, a programme that includes a website dedicated to helping people achieve a healthy lifestyle by offering exercise tips, recipes and nutritional information about the foods we consume on a daily basis. SPAR Partners can use this information and the supporting materials to complement their local activities.

SPAR Partners worldwide provide information on nutrition in a variety of ways, from magazines and websites to in-store information sessions and social media. SPAR Austria, for example, recently launched an innovative new health app with a focus on nutrition, while SPAR Croatia launched an online magazine dedicated to nutrition in 2015.

SPAR Partners encourage healthy lifestyles through product ranges tailored to specific dietary requirements. SPAR Ireland offers products identified as ‘Better Choices’ and SPAR UK has reduced the sugar content of its soft drinks by 10% and expanded its range of nutritionally healthy items.

Future Generations

Children require healthy options – a need met by ensuring availability of suitable offers instore and providing appropriate information to parents. Last year, for example, nutritional awareness was increased by a SPAR competition around healthy lunch boxes in Oman and a nutritional road show in South Africa.

In Italy, DESPAR Nordest ran a ‘Healthy Habits’ programme in collaboration with local Government and schools for the past five years, providing teachers with training materials on different topics each year. About 40,000 children have benefited so far.

In the Netherlands, SPAR supports an annual education programme that encourages schools to tend their own vegetable gardens and help children learn more about the food they eat.

Indonesia

Despite appearing relatively healthy, about 35% of Indonesian children under 5 years old are suffering from micronutrient deficiency. This amounts to approximately 7 million infants across the country who are classified as malnourished, which can have a significant impact on their adult lives.

When it launched last year, SPAR Indonesia was determined to play its part in helping address this condition. Each supermarket has a SPAR Nutrition Zone dedicated to education about nutrition for children and families. All colleagues working in the stores are well informed about vitamin deficiency and the importance of a varied and balanced diet and the crucial first 100 days of a child’s life. In the Nutrition Zone shoppers are encouraged to taste different fruits and vegetables and are shown how they can be included in a diet without added sugars or flavoures.

Employer of Choice

The modern retail landscape is evolving at an unprecedented rate, with technology radically changing how our customers expect us to interact with them. At a time of such change, our people are of crucial importance because they have the potential to delight customers in our stores every day and to make our stores an integral part of the communities we serve. Recognising this, SPAR Partners worldwide put a strong emphasis in 2015 on developing tailored training programmes, delivering them both physically and on-line.

Training Online

This combined approach of delivering training by colleagues and on-line facilitates continuous learning; with 24/7 on-line availability allowing people to learn at times that suit them. This combined approach has been adopted with great success by many SPAR Partners in countries such as Austria, China and the UK.

Training Academies in Africa

At the start of 2015, SPAR South Africa set up a countrywide online Training Academy which reduces the need to travel. Within the first 14 months, 245 SPAR retailers had signed up to the programme and 13,400 colleagues had completed nearly 80,000 modules, equivalent to 2,300 days of e-learning.

During the year, SPAR Botswana launched a new Academy of Learning which was opened by the Minister of Education, Unity Dow. Incorporating a test kitchen to provide training in fresh food handling, the Academy delivers both theoretical and hands-on training.

SPAR Norway

In 2015, SPAR Norway added valuable new modules to its online training tool, SPARSim. Launched the previous year, SPARSim is a simulation-based training course for retailers. It uses a series of interactive experiential simulations to develop employees’ skills in those aspects of the business in which instore teams can make the biggest impacts, such as customer service, stock control and food safety. More than 10,000 employees have completed the first modules, with 81% of trainees saying it has helped to improve their performance – a key contributor to the 2.4% like-for-like revenue growth during the year.

SPARSim allows trainees to move freely around a three dimensional store, interacting with customers while also undertaking daily tasks such as stock replenishment, tidying the store, working on tills, waste handling and hot and cold food prep and service. Through a combination of scenarios, questions and interactive feedback, trainees learn the best approaches and ways of working. The new modules added in 2015 are accessible on tablet devices and have enhanced the game playing aspects of the training.

“People are our most important asset in ensuring customer satisfaction and building the brand.”

Ole Fjeldheim, Managing Director, SPAR Norway

People

2,300

HOURS ONLINE TRAINING IN SOUTH AFRICA IN 14 MONTHS

Back to Basics

SPAR International continues to support its partners in these endeavours. In 2015 the ‘train-the-trainer’ programme was further developed and customer service training with SPAR Partners in Oman, Indonesia, India and Europe on topics ranging from customer service and category management to staff motivation was undertaken.

Information is shared within SPAR worldwide through various channels. In 2015, HR Directors and Managers participated in people development training at the Retail College of SPAR South Africa whilst Future Leaders of SPAR met in Slovenia for one week’s intense training based on best practice.

35% OF CHILDREN IN INDONESIA UNDER THE AGE OF 5 ARE MALNOURISHED

BETTER TOGETHER
### SPAR Worldwide

#### Western Europe

- **Global Sales Share**: 63.1%
- **Global Store Share**: 71.2%
- **Global Sales Area Share**: 53.6%
- **Average Store Size**: 398m²

**Regional Sales Share per Format**
- **SPAR EXPRESS < 200m²**: 3.3%
- **SPAR 200 – 1000m²**: 13.6%
- **EUROSPAR 1000 – 2500m²**: 17.9%
- **SUPERSPAR > 2500m²**: 64.5%

#### Africa & Middle East

- **Global Sales Share**: 17.3%
- **Global Store Share**: 7.8%
- **Global Sales Area Share**: 15.8%
- **Average Store Size**: 1,153m²

**Regional Sales Share per Format**
- **SPAR EXPRESS < 200m²**: 0.3%
- **SPAR 200 – 1000m²**: 39%
- **EUROSPAR 1000 – 2500m²**: 60.7%
- **SPAR HYPERMARKET > 2500m²**: 12%

### Central & Eastern Europe

- **Global Sales Share**: 12.7%
- **Global Store Share**: 10.3%
- **Global Sales Area Share**: 14.3%
- **Average Store Size**: 796m²

**Regional Sales Share per Format**
- **SPAR EXPRESS < 200m²**: 1.7%
- **SPAR 200 – 1000m²**: 62.3%
- **EUROSPAR 1000 – 2500m²**: 7.5%
- **SPAR HYPERMARKET > 2500m²**: 28.5%

### Asia Pacific

- **Global Sales Share**: 6.9%
- **Global Store Share**: 4.7%
- **Global Sales Area Share**: 10.3%
- **Average Store Size**: 796m²

**Regional Sales Share per Format**
- **SPAR EXPRESS < 200m²**: 4%
- **SPAR 200 – 1000m²**: 13.6%
- **EUROSPAR 1000 – 2500m²**: 17.9%
- **SPAR HYPERMARKET > 2500m²**: 64.5%

### M² Average Per Store

- **SPAR EXPRESS**: 573
- **Western Europe**: 308
- **Africa & Middle East**: 318
- **Central & Eastern Europe**: 786
- **Asia Pacific**: 206

### Global Format Sales

- **SPAR EXPRESS**: 63.1%
- **SPAR**: 17.3%
- **EUROSPAR**: 15.8%
- **SPAR HYPERMARKET**: 7.8%

**Regional Breakdown**
- **Western Europe**: 12.7%
- **Africa & Middle East**: 17.3%
- **Central & Eastern Europe**: 12.7%
- **Asia Pacific**: 6.9%

**Format Breakdown**
- **SPAR EXPRESS</200m²**: 62.3%
- **SPAR 200 – 1000m²**: 39%
- **EUROSPAR 1000 – 2500m²**: 15.6%
- **SPAR HYPERMARKET > 2500m²**: 12%

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**SPAR EXPRESS**
A distinct retail format responding to the convenience needs of today’s consumer lifestyles.

**SPAR**
The local supermarket or neighbourhood store.

**EUROSPAR**
The large supermarket aimed at fulfilling the needs of weekly family shopping.

**INTERSPAR**
Hypermarket format with up to 50% of the sales surface in non-food.
Western Europe

SPAR Austria

The largest partner in SPAR worldwide, SPAR Austria achieved another strong performance in 2015. The 3.2% rise in sales to €6.1 billion was accompanied by investment in retailing space, which expanded 4% to 1.13 million m², and the refurbishment and upgrading of 115 existing stores. The number of stores increased to 1,556, with 784 operated by independent retailers. SPAR Austria also re-opened 52 stores as certified climate protection supermarkets (ÖGNI-certificate).

The SPAR Express store co-operation with Shell and Doppler was again successful and there are now 91 of these forecourt stores nationwide operated by independent retailers. The INTERSPAR format was expanded in eastern Austria and two completely new INTERSPAR Hypermarkets were opened in Vienna, bringing the total to 72.

The construction of an innovative, environmentally friendly warehouse in Lower Austria progressed during the year. The central warehouse in Wels, Upper Austria, which has fully automated order picking, was enlarged by 10,000m². Both are scheduled for completion by June 2016.

With 41,200 employees and 2,400 apprentices, SPAR Austria is the country’s largest private employer and last year it joined ‘Businesses for Families’, which supports the national drive towards improved work-life balance. SPAR Austria donated approximately €1 million to national charities. Supporting local sourcing, SPAR Austria sells approximately 39,000 regional products from 2,500 domestic producers.

SPAR Belgium

SPAR Belgium retail sales grew 6.2% in 2015 to €9.642 million. Retail selling space under the SPAR, EUROSPAR and SPAR Express brands increased 4.5% to 148,154m² while the number of stores increased from 281 to 302.

SPAR Retail operates 211 stores, comprising independent and company-owned stores, with a turnover of €804 million. SPAR Retail focused last year on growing own brand, developing an online communication platform, individualised promotion campaigns and stronger store opening campaigns.

The second partner in Belgium, SPAR Lambrechts, operates 91 stores, covering 28,752m², through independent retailers. It generated retail turnover of €138 million.

SPAR Denmark

Following the purchase of the Dagrofa business by NorgesGruppen in 2014, SPAR Denmark decided to convert all EUROSPAR Supermarkets to another format. The focus of the SPAR Brand is now on convenience and neighbourhood supermarkets operated by independent retailers.

This change resulted in the number of stores falling to 126 and a drop in retail turnover for 2015 to €495 million. Total retail selling area in the country is now 80,839m², with the average store size being 642m².

Marketing campaigns are focused on delivering good value through price focused promotions and own brand range – which has increased in partnership with NorgesGruppen.

SPAR France

A year of consolidation resulted in a slight drop in store numbers to 908 and total sales of €918 million.

SPAR France celebrated its 60th anniversary with innovative campaigns reflecting the community focus in each store and a drive to grow online retailing facilities.

SPAR France’s most visible sponsorship is of the Toulon rugby team. Strongly supported by local retailers, it delivers a national brand presence. In 2015 SPAR France also supported the SPAR European Cross-Country Championships.

SPAR in France is operated within the Casino Group which offers a number of other formats although SPAR is reserved for independent retailers.

SPAR Germany

SPAR Germany has expanded its convenience solution, introducing SPAR Express at airports, train stations and other high footfall locations. The most prominent of the new stores are in Hannover, Frankfurt and Hamburg.

At year-end SPAR Germany operated 439 SPAR Express stores, an increase of 3%. The average store size remains unchanged at 81m².

The recognised market leader in convenience, SPAR Germany won the “Convenience Store of the Year” Award in 2015.

SPAR in Germany is operated under licence within the Edeka group which has a number of retail formats in addition to SPAR Express.

SPAR Greece

The Veropoulos family, which has operated SPAR in Greece since 1969, sold the business in the first quarter of 2016 to Metro SA, a locally owned and operated chain.

Store closures during the year saw the group end 2015 with 180 EUROSPAR and SPAR Supermarkets. A decline in retail sales to €400 million reflected the impact of the country’s difficult economic conditions on the business.

Despite this, SPAR Greece continued to support communities and farms through a local sourcing policy and its responsible retailing approach included employee training, team building days and support for charities.
SPAR Ireland

Economic recovery in Ireland helped SPAR sales grow to just over €1.1 billion, from 432 SPAR, SPAR Express and EUROSPAR stores. The opening of 29 new stores contributed to this growth, as did the continued development of own brand.

Independent retailers operating the SPAR and EUROSPAR formats made investments in store development;

two international flagship stores were developed in consultation with SPAR International.

SPAR Ireland continues to support many community initiatives both locally and nationally, continuing to sponsor the SPAR Great Ireland Run and becoming a partner of the Football Association of Ireland, which is involved in school football across the country.

SPAR Portugal

SPAR Portugal’s retail turnover increased by 3% in 2015 to reach €699 million. At year-end there were 94 SPAR stores in Portugal, with a total retail sales area of 28,755m². A distribution centre was opened in Averca to support the growth of the brand and SPAR International is supporting its expansion in 2016.

SPAR Portugal intends to develop a network of SPAR neighbourhood stores beyond the current key tourist locations. Last year brought growth in Lisbon, Algarve and in the north, with a total of 12 company owned stores opened as flagships in order to showcase best practice to independent retailers.

SPAR Italy

The 1,131 SPAR stores in Italy achieved sales of €3.2 billion in 2015 as intense competition brought consolidation between partners and a drop in store numbers, although average sales area per store rose by 5.5%.

The addition of new products sourced locally and internationally increased own brand sales by 12%.

SPAR International supported the development of larger EUROSPAR Supermarkets and expansion of existing SPAR Supermarkets. Store acquisition was undertaken during the year by Aspiag, operating the brand in the north east of Italy. This partner grew into neighbouring provinces, developing the presence of EUROSPAR and SPAR Supermarkets in new regions.

SPAR Spain

Despite economic and social challenges, SPAR Spain achieved a retail turnover of €1.3 billion in 2015. It ended the year with 1,085 stores operating out of 436,685m² space. SPAR has expanded its own brand range to over 1,800 SKU’s.

SPAR independent retailers continue to invest in modernisation of stores and expansion. SPAR International supported SPAR Gran Canaria with the development of a very successful flagship SPAR Express store at the island’s international airport.

SPAR Partners support many community activities at local and regional level, sponsoring a series of running competitions and a local basketball team, amongst others.

SPAR Netherlands

In an increasingly competitive trading environment, store numbers at year-end were 242. The roll out of new city stores and a refreshed neighbourhood format supported retail sales growth to €436 million.

The number of stores offering an e-commerce solution rose to 120. Demand continues to grow for both this and the ‘Eet Smakelijk’ meal service, which enables elderly consumers to eat balanced meals in their own homes, a concept which won SPAR Netherlands the ‘Development in Food Retail Award’ at the 2015 Challenge Awards.

Approximately 2,000 employees participated in diverse training programmes run by the SPAR Academy, with a focus on creative solutions for shop floor improvements.

SPAR Switzerland

SPAR Switzerland has grown again in store numbers, focusing on the SPAR Express forecourt format and other high footfall stores. In 2015 there were 185 independent retailer and company owned stores, with a total sales area of 73,032m² trading under the SPAR, EUROSPAR and SPAR Express brands. Retail sales were €558 million and sales per square metre rose.

SPAR Switzerland continues to support Ladies Handball and several road races.

In early 2016, SPAR Switzerland announced the sale of 60% of its shares to SPAR Group Limited, South Africa. The existing management team and shareholders will remain in the business.

SPAR Norway

A division of NorgesGruppen A.S.A., SPAR Norway focused in 2015 on the expansion of the independent retailers operating SPAR neighbourhood supermarkets, with the 18 stores opened during the year bringing the number of stores nationwide to 252 SPAR and 31 EUROSPAR Supermarkets. Total square metres rose 14% to 174,692m².

Work began in 2015 on a new distribution centre, which will be completed in 2016, facilitating greater growth. Increased use of mobile messaging resulted in an increase in meal solution purchases, greater awareness of promotional campaigns and other marketing activities. Sponsorship of the all-round men’s ski team was renewed for 2015/16.

SPAR UK

SPAR UK retail sales in 2015, when converted into euro, were €3.6 billion. SPAR UK accounts for 5% of SPAR’s worldwide retail area and has the greatest number of stores, ending 2015 with 2,434 EUROSPAR, SPAR and SPAR Express stores.

Despite the competitive retail environment, the five UK Partners continued to modernise in retail and wholesale with many awards being won as these developments were recognised by the industry.

Own Brand now accounts for over 25% of retail turnover after expansion of local and international ranges. A number of digital initiatives were undertaken, including a refreshed website, digitally focused promotions and improved intranet and communication tools for retailers.

SPAR Portugal

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SPAR Portugal intends to develop a network of SPAR neighbourhood stores beyond the current key tourist locations. Last year brought growth in Lisbon, Algarve and in the north, with a total of 12 company owned stores opened as flagships in order to showcase best practice to independent retailers.
“SPAR’s independent retailers recognise the value added by our brand and support services.”

Graham O’Connor,
CEO, SPAR Group Ltd South Africa
Central & Eastern Europe

**ASPIAG (Austrian SPAR International AG)**

**SPAR Hungary**
Expansion and refurbishment of stores helped SPAR Hungary increase turnover in 2015 by 2.8% to just under €1.6 billion in a highly competitive market. Its retail selling area was 404,794m², with a store average of 888m². The number of independent retailers grew from 24 to 75, while partnership with OMV saw 45 SPAR Express forecourt stores operational by year-end.

SPAR Hungary expanded its meat production facility in 2015 and began exporting product to neighbouring SPAR markets. Mom Park SPAR Supermarket was selected as “Market of the Year” in a national competition and for the eighth year, SPAR Hungary won the “Superbrand” title.

**SPAR Slovenia**
2015 saw a new SPAR Supermarket concept introduced, as well as the opening of Slovenia’s first SPAR Supermarket operated by an independent retailer. Store numbers grew by 8% to 99, with total sales area of 152,721m², up 4% on 2014. Retail sales for the year were €735 million. Extensive work was carried out on the modernisation of the flagship

INTERSPAR Hypermarket in City Park, Ljubljana.

Through innovative campaigns, a strong loyalty scheme and investment in modern retail solutions, SPAR Slovenia retains strong loyalty from consumers. Bakery continues to be a key department, with 10 national awards won in 2015.

**SPAR Croatia**
SPAR Croatia celebrated its 10th anniversary in 2015 with retail sales growth of 14.5% to €664 million. The total number of SPAR stores at year-end was 52. SPAR Croatia operates 17 INTERSPAR Hypermarkets and 35 SPAR Supermarkets, with total retail sales area of 89,730m².

During the year, the conversion to SPAR of 20 Diona stores acquired in 2014 was completed, improving brand visibility, especially in the capital city, Zagreb.

In September 2015, SPAR Croatia launched an online version of its consumer magazine, while the introduction of the centralised delivery of fresh meat has simplified sourcing and improved quality control.

**SPAR Turkey**
SPAR Partners in Turkey experienced a challenging year in 2015. The highly competitive environment and the high cost of borrowing inhibited expansion plans and five regional partners either closed or sold their businesses, resulting in fewer partners operating the SPAR Brand. Despite this, SPAR Turkey performed strongly, with a 19.2% growth in sales in local currency – although depreciation of rouble resulted in a 10% drop in euro sales to €1.3 billion.

Store numbers were unchanged at 420, although total sales area grew by 3.3% to 294,740m², reflecting the investment made by several partners in the development of larger supermarkets and hypermarkets.

SPAR Russia grew its own brand range strongly, adding many locally sourced products. SPAR Russia supplies products to neighbouring SPAR Partners, enhancing the development of own brand in the region. SPAR International supported this work with design guidelines for own brand products.

Training of staff continues to be an important area of focus for all SPAR Partners in Russia, from category management to Food-to-Go to customer service.

Innovative marketing campaigns continue to support growth, with customers enthusiastic about the different loyalty programmes offered by partners. Online retailing is still small but partners are exploring opportunities to grow this channel of their business.

Supply chain development remains a concern for SPAR Partners keen to continue to expand their store portfolio and possibilities to improve supply chain are closely monitored.

**SPAR Georgia**
In its second year of trading SPAR Georgia’s turnover of €10.4 million reflects a full year of trading by six stores and conversion of 14 stores, with 20 SPAR branded corporate stores operational at year-end.

Like-for-like growth of 13% was achieved. The opening of the first SPAR in Kutaisi extended the brand beyond Tbilis and further expansion is planned in 2016.

**SPAR Azerbaijan**
Azerbaijan was the second country in the Caucasus to join SPAR. Despite difficult trading conditions and a currency devaluation, the first SPAR Supermarket opened in Baku in December 2015. This 1,800m² SPAR Supermarket offers a great variety of fresh produce and international best practice in store layout and merchandising. There are plans to open a further eight stores within two years.
COUNTRIES
14 Africa & Middle East

SPAR Worldwide +

SPAR South Africa

SPAR South Africa ended the year with 822 SPAR, SUPERSPAR and SPAR Express outlets, almost all owned by independent retailers. Sales grew 18% in 2015 to over €5 billion, an excellent result in a highly competitive market.

SPAR operates a combination of retail formats in both urban and rural areas, with 953,309m² of retail space. This retail estate is constantly modernised, meeting ever-changing consumer needs and adapted to suit each location. SPAR South Africa introduced a coffee barista solution, branded the Bean Tree concept.

SPAR has put in place a development programme for small-scale emerging farmers, expanding their capacity and building additional channels to market.

As one of the larger employers in the country, SPAR South Africa has a strong programme of education for retail and distribution employees, at all levels.

During 2015 the company’s e-learning project was expanded, increasing the number of modules and bringing more retailers online, who then offer the training solution to their staff.

The supply chain capability of SPAR South Africa has been expanded with the development of a new fresh produce distribution centre in Johannesburg and plans are also in place to expand the capacity of KwaZulu Natal distribution centre.

SPAR South Africa also supports other SPAR Partners in Africa with own brand products, training support, and marketing.

As a responsible retailer, SPAR has many local community based sponsorships and charitable projects. It also supports the national women’s netball team, a regional football team and offers a series of road running races for women around the country.

SPAR Botswana

SPAR Botswana retail sales increased 16.8% to €140 million in 2015. Store numbers increased to 29, comprising of 22 SPAR and seven SUPERSPAR stores, with SPAR accounting for 67% of total sales. Retail selling space increased 2.8% to 29,655m².

To develop retail and distribution employees, SPAR Botswana launched its Academy of Learning in September. The following month, SPAR became the first retail group in the country to offer redeemable electronic coupons with the launch of SPAR Rewards.

With a strong focus on community involvement, SPAR Botswana sponsored a number of sporting activities and charities during the year.

SPAR Namibia

SPAR Namibia enjoyed good growth in 2015, with the addition of two SPAR Supermarkets increasing the number of stores at the year-end to 30. This growth in retail selling space to 33,900m² resulted in an increase in turnover to €152 million, 14.8% higher than in the previous year.

There is strong competition in the market from regional players but the independent SPAR retailer continues to grow, benefiting from SPAR South Africa’s support with retail design, training, product supply and the strength of the global brand, which is both recognised and appreciated by the growing numbers of tourists visiting Namibia each year.

SPAR Angola

Opened in June 2014, in its first full year’s trading the independently operated 1,200m² SPAR Supermarket in the province of Cabinda achieved €9.2 million turnover. There is an instore restaurant plus bakery, Food-to-Go and butchery departments. Own brand is sourced from South Africa and Portugal. A second 700m² store opened last December in Luanda and more stores are planned.

SPAR Mozambique

At an average store size of 2,150m², SPAR Mozambique operates three large supermarkets with a comprehensive offer. Sales in 2015 were up 2.3% to €11.2 million.

SPAR South Africa has supported the development of a strong independent retail partner since 2012 which benefits from accessing the SPAR South African expertise, training and extensive own brand ranges.

SPAR Cameroon

In September 2015 L’Atrium S.A. opened the first SPAR Supermarket in the capital, Douala. This 2,500m² SPAR Supermarket offers a broad range of products and service departments. Own brand ranges sourced from SPAR International complement locally sourced products.

A second supermarket will open in the capital in mid-2016 and a third in the city of Yaounde later in the year.

SPAR Seychelles

A licence was granted in 2015 to SPAR South Africa for the Seychelles Islands. This entity in turn licenced independent retailers to open a 900m² SPAR Supermarket on Eden Island in mid-2015, providing them with the expertise required for the modernisation and upgrading of an existing supermarket to SPAR standards. Own brand is sourced via SPAR South Africa.

SPAR Nigeria

SPAR Nigeria achieved a 19% growth in retail sales to €76.1 million from its seven stores, with a combined retail selling area of 8,960m² – reflecting steady year-on-year growth.

A wide variety of products spanning from convenience through to non-food and white goods ensure a comprehensive offer in the large supermarkets and hypermarkets operated by SPAR Nigeria.

Brand recognition is particularly high in Lagos and Port Harcourt, with innovative marketing campaigns distinguishing the brand in a market with few formal supermarkets.

Staff training remains important to the success of the brand, bringing greater skills to employees at all levels of the supply chain.
SPAR Malawi

The first SPAR Supermarket was opened in October 2015 by Peoples Trading Centre, which has a countrywide network of stores. SPAR Malawi intends to roll out SPAR and SPAR Express stores; in 2016 SPAR will launch in Blantyre and a second store will open in Lilongwe.

Own brand products sourced regionally and internationally complement fresh local produce.

SPAR Zambia

SPAR Zambia has doubled its retail selling area over the past five years, ending 2015 with 27,231m² sales area in 16 SPAR Supermarkets, combining company-owned and independently operated stores. Retail turnover of €57.2 million was achieved despite a difficult trading environment. SPAR Own Brand products are sourced regionally and internationally, building on the brand reputation and appealing to the tourist market.

MIDDLE EAST

SPAR UAE

SPAR UAE expanded rapidly in 2015 from four to 13 stores. Retail sales rose 34% to €73 million, reflecting this expansion and positive customer response to the modern stores.

The combination of operating SPAR Hypermarket, SPAR Supermarket and SPAR Express formats enable SPAR UAE to meet a full range of customer needs.

SPAR Oman

Three SPAR stores opened in Oman during 2015, including two in Muscat. SPAR Oman operates SPAR and SPAR Express formats, both focused on fresh service departments and Food-to-Go. Total sales in 2015 were €6.3 million, generated from 2,240m² retail sales area. Home delivery accounts for about 10% of retail turnover. Own brands are being introduced, sourced locally, regionally and internationally, complementing the current instore offer.

SPAR Mauritius

Store numbers remained at six whilst retail sales were €24.6 million despite difficult economic conditions. Growth in retail sales came from the completion of the refurbishment of a number of stores.

The management team, which changed during 2015, is considering licensing independent retailers and the development of a B2B channel to drive future growth.

SPAR Zimbabwe

Independent SPAR Retailer Darren Lanca acquired the company-owned SPAR Supermarkets from Innscor at the end of 2015. A change in business strategy by Innscor saw store numbers drop from 43 to 27 during the year and retail turnover fall 34% to €103 million. SPAR International is working closely with the licence partner to develop a growth strategy.

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Although the focus was on developing SPAR Express, retail selling space increased by 17% to 16,834m² and a further 11 stores are due to open in 2016.

Consumer reaction to the growth in local and international products has resulted in larger than average basket sales and a 30% increase in customer visits.

SPAR Zambia

SPAR Mauritius

SPAR Zimbabwe

SPAR Oman

SPAR International is working closely with the licence partner to develop a growth strategy.
SPAR Australia

SPAR Australia’s retail turnover of €178 million came from 129 SPAR Supermarkets with an average of 343m² per store. This was achieved against a background of ever increasing competition. Despite difficult trading conditions, a number of new stores were opened and existing ones refurbished. This result reflects a strong focus on initiatives to drive investment and profitability, to grow the business through supporting community activities and by offering great campaigns. SPAR Australia believes regular contact with retailers and supporting them through promotions and store investment programmes are critical to the success of SPAR’s independent network of retailers.

SPAR Indonesia

SPAR Indonesia launched in Indonesia in early 2015. With a selling area of 25,500m², the 15 SPAR Supermarkets opened during the year achieved sales of €21 million. SPAR Indonesia plans to open a further 15 stores during 2016 and is developing a supply chain capability to support this growth. Already three million shoppers have joined SPAR Indonesia’s loyalty card programme. The business strongly supports community activities and has introduced a nutrition campaign to assist shoppers with low disposable incomes. Staff training has been another focus since the signing of the partnership, encouraging employees in each store to adhere to SPAR values.

SPAR China

SPAR China achieved 6.8% growth in retail sales to €1.9 billion in 2015, with store numbers up by 48 to 347 and a 3.6% increase in retail selling space to 969,927m². China remains SPAR’s 9th largest country by turnover.

SPAR Shandong opened 18 new SPAR stores in the province. Despite difficult trading conditions, SPAR Guangdong opened five new SPAR stores, two of which are convenience-led stores. SPAR Shanxi opened 16 new SPAR stores, including both convenience stores and neighbourhood supermarkets.

SPAR Henan has opened and converted a large number of SPAR stores since joining in 2015 and currently operates 25 SPAR stores in the province. SPAR expanded into a new region in China with the opening of the first SPAR Hypermarket in Xiaogan, in Hubei province.

Online retailing is increasingly important in the Chinese market and SPAR Partners in China have adopted this additional channel. Consumers receive special offers via social media platforms and can order products also from the online webstore. Digital marketing continues to evolve with QR-codes being a popular communication medium to share information.

Mr Yoep Man has been Managing Director of SPAR China with effect from 1 January 2016. The SPAR China office brings partners together to share areas of expertise and joint purchasing, runs conferences and events and manages an online training academy.

Through the facilitation of training across a wide range of topics, SPAR Partners are able to improve the knowledge and skills of their staff, which in turn helps to improve staff retention. With more than 50,000 employees, SPAR is a major employer in China.

SPAR India

At the end of 2015 SPAR India operated 17 SPAR Hypermarkets, generating turnover of €123 million and covering 72,837m². There are plans to have a further eight operational by the end of 2017 and an e-commerce platform is scheduled for roll out this year. SPAR India was honoured to welcome Dutch Prime Minister Mark Rutte and a high-level Dutch trade delegation to its re-launched SPAR Hypermarket in New Delhi in June 2015.

SPAR India supports over 4,000 local vendors who supply food and merchandise and in 2015 there was a focus on training staff on the end-to-end supply chain.

SPAR Japan

SPAR Partner, Seicomart, operates the SPAR Brand in the Hokkaido region. In what was a challenging year store numbers dropped to 60 while sales fell 12.7% to €42 million.

The convenience-focused, independently operated stores, averaging 109m² selling area, are facing succession planning challenges as many independent retailers reach retirement age. This situation is compounded by the challenging economic situation of declining exports and currency fluctuations. SPAR Japan continues to explore high footfall locations for expansion continuing the focus on convenience. Own brand is locally and regionally sourced, with international wines adding to the breadth on offer.
### Statistics

<table>
<thead>
<tr>
<th>Country</th>
<th>Year joined SPAR</th>
<th>Retail Sales 000's</th>
<th>Retail Store Numbers</th>
<th>Retail Sales Area (m²)</th>
<th>Average Store Size (m²)</th>
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<td>747</td>
</tr>
<tr>
<td>Ukraine</td>
<td>2001</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

* Seychelles, Azerbaijan, Malawi, Cameroon and Qatar all joined in 2015, will report sales in 2016

** Average currency rates to Euro used in calculations; SPAR Ukraine were unable to report statistics in 2015 but remain operational.

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**2013 – 2015 Growth at a Glance**

- **Growth in Retail Sales in Asia Pacific**: 38.4%
- **Growth in Retail Sales in Africa & Middle East**: 16.8%
- **Growth in Retail Sales in Croatia**: 23.3%
- **Growth in Retail Sales in Norway**: 8.6%
- **Growth in Retail Sales in Russia**: 11.8%
- **Growth in Retail Sales in South Africa**: 29.2%
- **Increase in Retail Sales in Austria**: 5.1%
- **Increase in Retail Sales in China**: 16.0%
- **Increase in Retail Sales in Czech Republic**: 43.1%
- **Increase in Retail Selling Area in Russia**: 26.8%