

Capital
Markets
Day

Singapore & India

THE SAPMENA OPPORTUNITY

ASHUTOSH SRIVASTAVA



VEROS
VENTURES

A BIT ABOUT MY JOURNEY

30+ YEARS

Media | Retail | Data & Tech | Consumer Experience
CPG | QSR | Financial Services | Auto | Media Platform



Ashutosh Srivastava
VEROS VENTURES
(SAPMENA)

- 2024**
 - Founder & CEO Veros Ventures
 - Advisory Board Out There Media (Austria), Stepathlon Lifestyle (UK), FPG Retail Media Network (SG)
- 2020**
 - CEO Group M - Asia Pacific
- 2015**
 - CEO Mindshare - APAC, MENA, SSA & Russia/CIS
- 2006**
 - CEO Mindshare - APAC
- 2004**
 - CEO Group M - South Asia
- 2002**
 - Managing Director Mindshare - India



A REGION
ON THE RISE
SAPMENA

A REGION ON THE RISE



ECONOMIC
GROWTH AND
MOMENTUM



FAVOURABLE
DEMOGRAPHIC
DYNAMICS



TRANSFORMATIVE
DIGITAL
ECONOMY



RISE IN CONSUMER
SPENDING AND
ASPIRATIONS



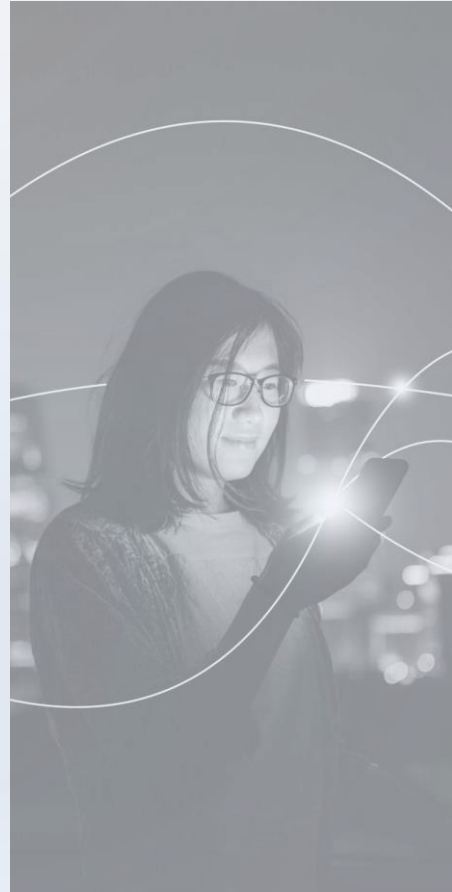
RETAIL AND
ECOMMERCE
EXPLOSION AND
INNOVATION



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RETAIL AND
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EXPECTED GROWTH WILL GATHER MOMENTUM

G20



India



Australia



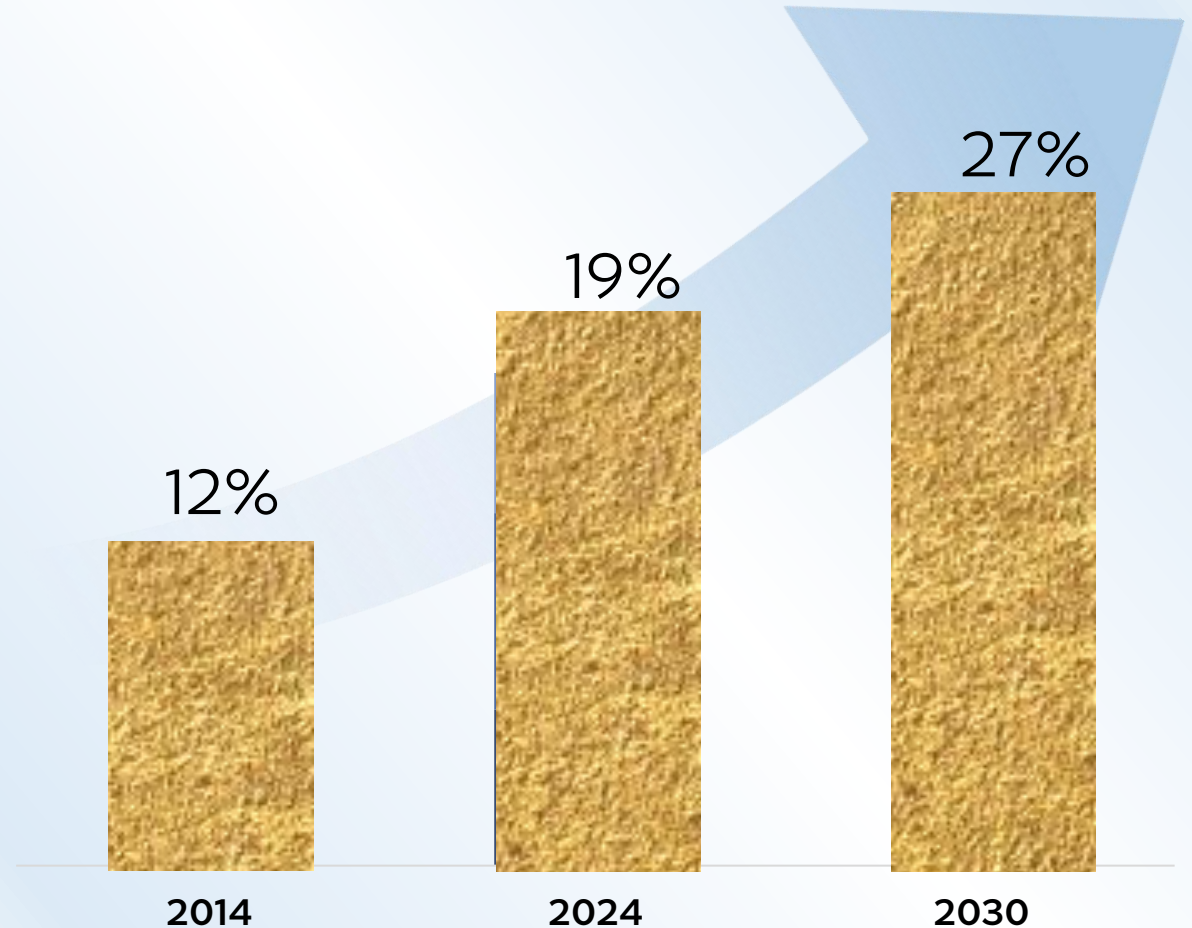
Indonesia



Saudi Arabia

A VISION FOR TRANSFORMATION
TOWARD SUSTAINABLE GROWTH
AND ECONOMIC DIVERSIFICATION

THE CONTRIBUTION TO GLOBAL ECONOMIC OUTPUT %



Likely half of incremental global growth

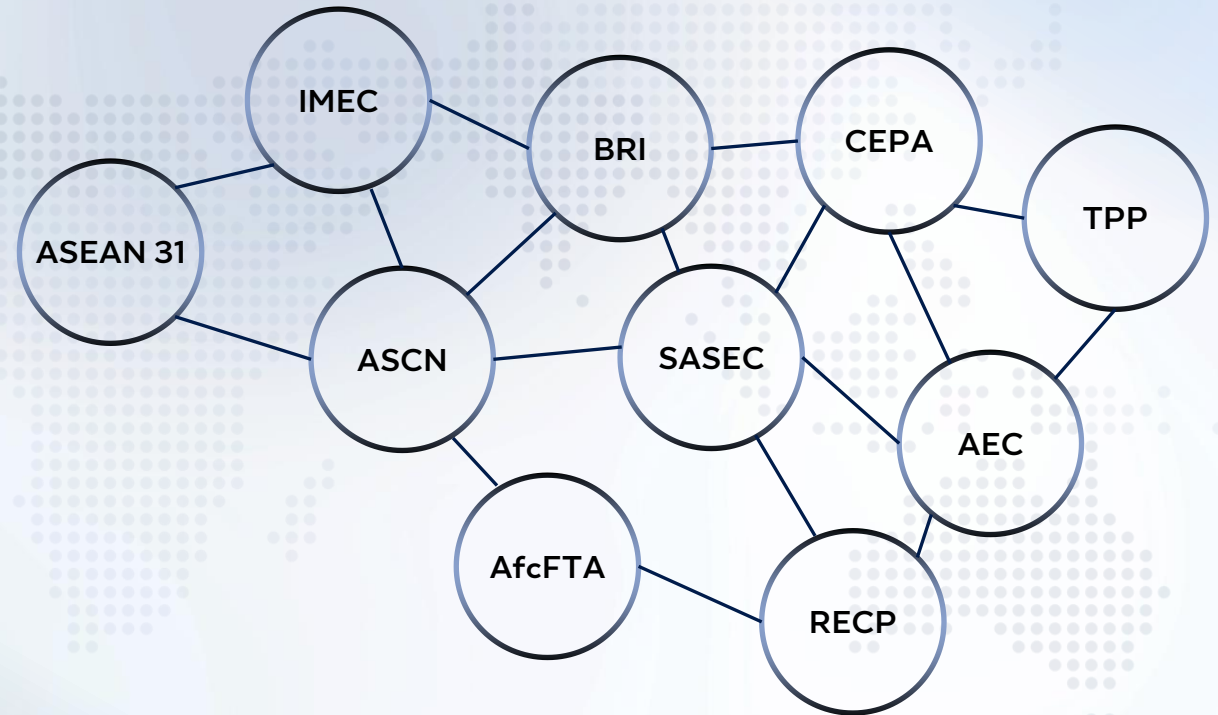
WHAT IS
POWERING
THIS GROWTH?



COUNTRY VISIONS AND REGIONAL INITIATIVES TO DIVERSIFY THE ECONOMY

NATIONAL VISION AND STRATEGY

COMPLEMENTED BY REGIONAL INITIATIVES



**SCALING PHYSICAL &
DIGITAL INFRASTRUCTURE**



DPI: INCLUSIVE GROWTH, GOVERNANCE, INNOVATION, Interoperability, accessibility, security

DIGITAL IDENTITY SYSTEMS

**DIGITAL PAYMENT
ECOSYSTEMS**

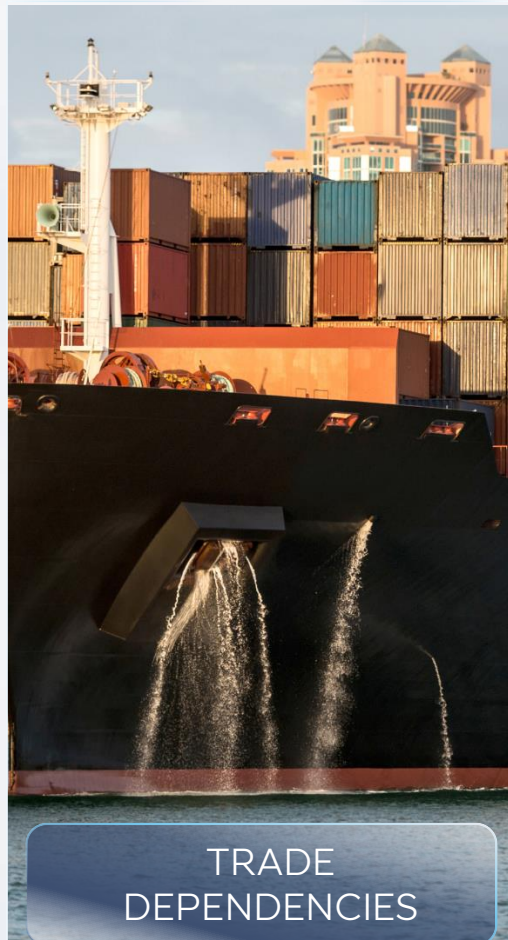
OPEN APIS AND PLATFORMS

E-GOVERNANCE

**DIGITAL LITERACY AND
INCLUSION**

POTENTIAL HEADWINDS

MANAGING CHALLENGES TO FUTURE GROWTH



GEOPOLITICAL TENSIONS

POTENTIAL TAILWINDS

THE CHINA FACTOR

SUPPLY CHAINS, CHINA+1, RENEWABLES

SURGE IN FDI

60% OF ALL APAC IN 2024 in SE Asia

THIS CAN ADD

\$2-3TN

MORE TO GDP

BY 2030

Climate resilience

Renewable energy
capacity growth

Physical infrastructure,
SMART cities

Robust digital public
infrastructure(DPI)

Consumer market expansion

E-commerce &
digital trade

Employment creation,
workforce skilling

Economic diversification, new
revenue streams, reduced
resource dependency

Inclusive, equitable
development goals



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FAVOURABLE DEMOGRAPHIC DYNAMICS

40% WORLD POPULATION

HALF MILLIENIALS & GEN Z

LOW DEPENDENCY RATIO

URBANIZING AROUND
MEGACITIES

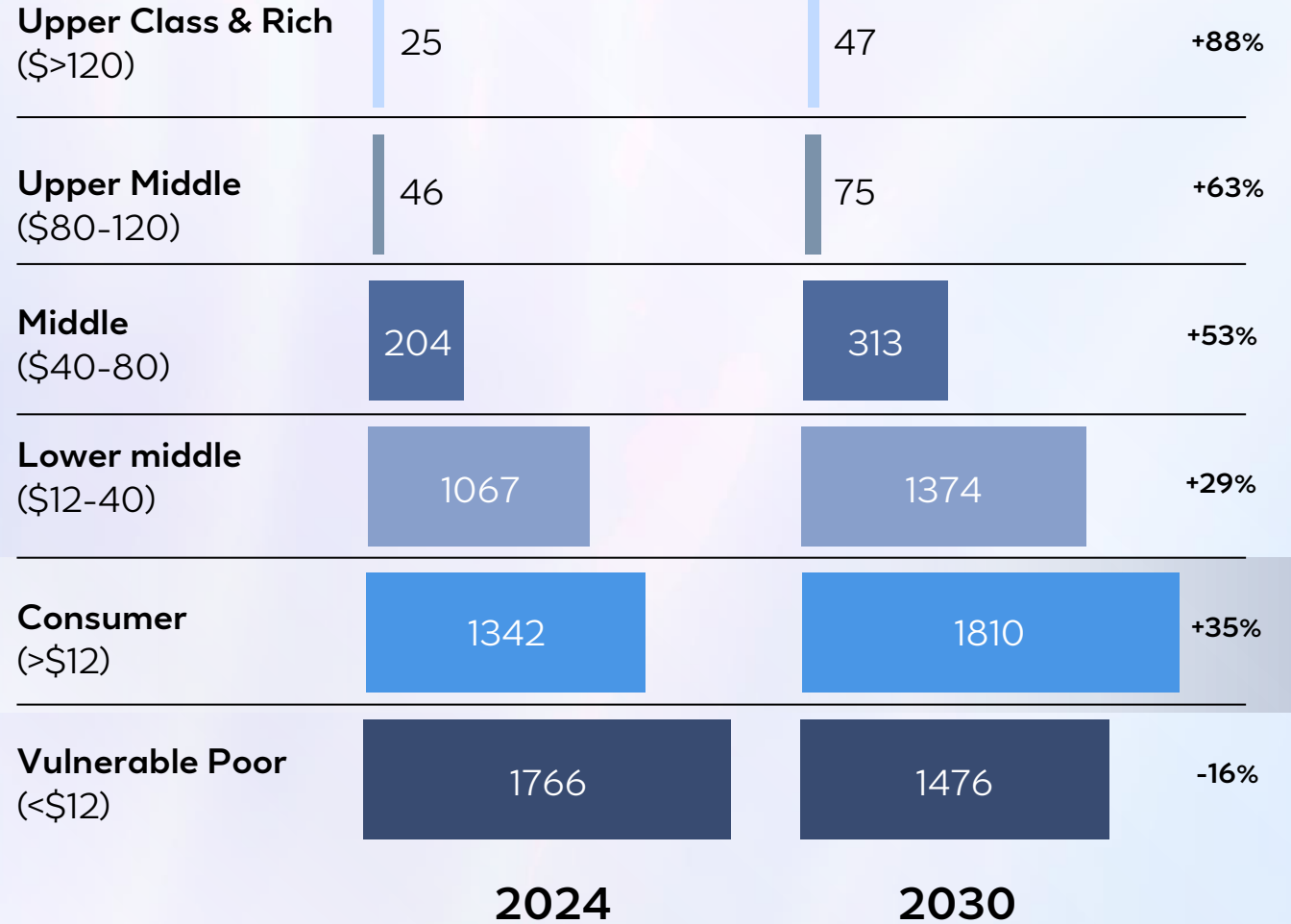
| | MENA | S Asia | SE Asia | Global |
|----------------------------|------|--------|---------|--------|
| Population Growth % | 1.7 | 1.6 | 1.5 | 0.9 |
| Urban Population % | 65 | 35 | 50 | 57 |
| Disposable Income growth % | 2.5 | 3.5 | 4 | 2 |
| Consumer Spending Growth % | 3 | 4.5 | 5 | 2.8 |

FAVOURABLE DEMOGRAPHIC DYNAMICS

468MN NEW CONSUMERS BY 2030

UPWARDLY MOBILE, ASPIRATIONAL

MOBILE FIRST, SOCIAL,
E-COMMERCE SAVVY





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TRANSFORMATIVE DIGITAL ECONOMY

- ✦ Best of **East & West** platforms
- ✦ Highest **social media** adoption and influence
- ✦ Ecommerce **growth** faster than Rest of World
- ✦ Social commerce **global leader**
- ✦ **Digital** payments thrive
- ✦ Super app **ecosystems**



CREATING UNIQUE OPPORTUNITIES

LOCALIZED E-COMMERCE PLATFORMS

MENA: Noon and Souq regional languages, preferences, payment systems.

South Asia: Flipkart (India) vernacular interfaces.

Southeast Asia: Lazada, Shopee dominate, localized marketing campaigns.

CROSS-BORDER E-COMMERCE

Booming in SE Asia, with integrated digital payments like GrabPay

SOCIAL COMMERCE LEADERSHIP

ID Indonesia: Social commerce (TikTok, Instagram, WhatsApp) ~45% of e-commerce, support over 10mn small businesses

IN India: Social platform Meesho empowers entrepreneurs, enabling DTC

TH Thailand: Live streaming e-commerce, LINE live shopping features.



TRANSFORMING ACCESS AND INCLUSION

RAPID ADOPTION OF PAYMENT SYSTEMS

MENA GCC



Lead in digital wallets like STC Pay

INDIA



15 billion UPI transactions monthly in 2024

BANGLADESH



bKash enables rural mobile, driving financial inclusion

SEA



Mobile wallets GrabPay, GCash, MoMo widely adopted

ANZ



Mature economy with high adoption of ApplePay, GPay, BNPL

SUPER APP ECOSYSTEMS INSPIRED BY WECHAT



Messaging
Payments
Food delivery
E-Commerce



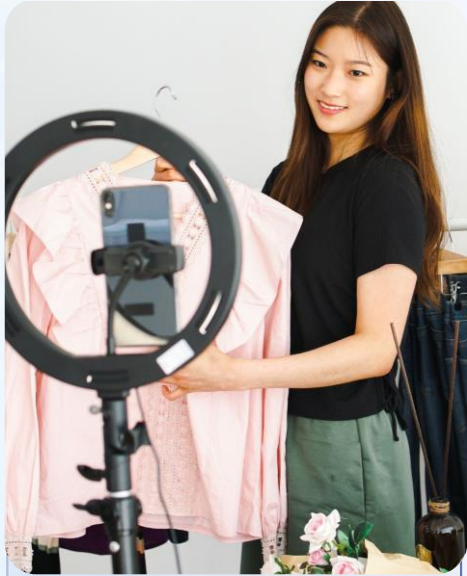
Messaging
Government services
Payments
Live shopping



Ride Hailing
Food delivery
Payments
E-Commerce

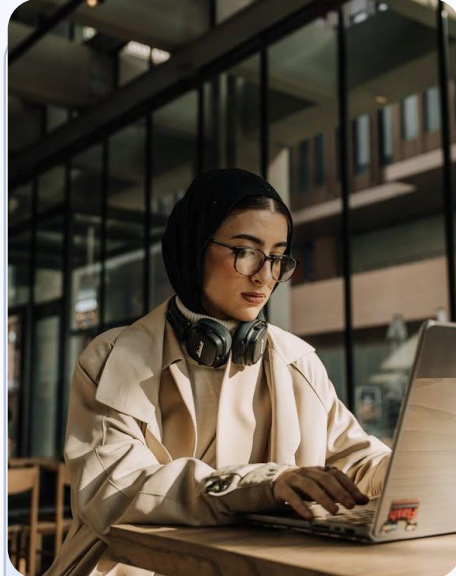


IMPACTING LIVES BEYOND SOCIAL AND COMMERCE



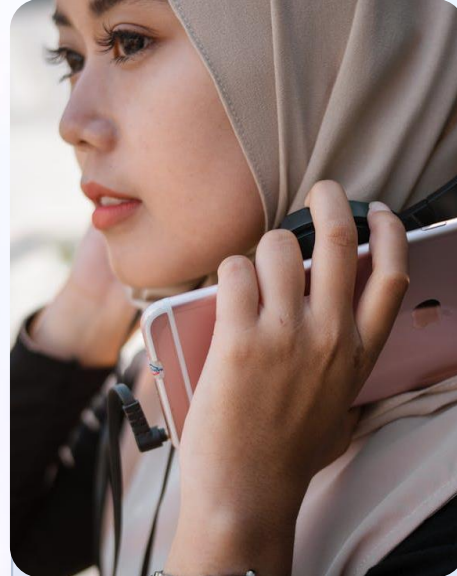
SMALL BUSINESSES

10 MN+ small businesses sell via TikTok, WhatsApp, Instagram, Lazada, Shopee In Indonesia



WOMEN EMPOWERMENT

Meesho empowers 15Mn+ women entrepreneurs with DTC



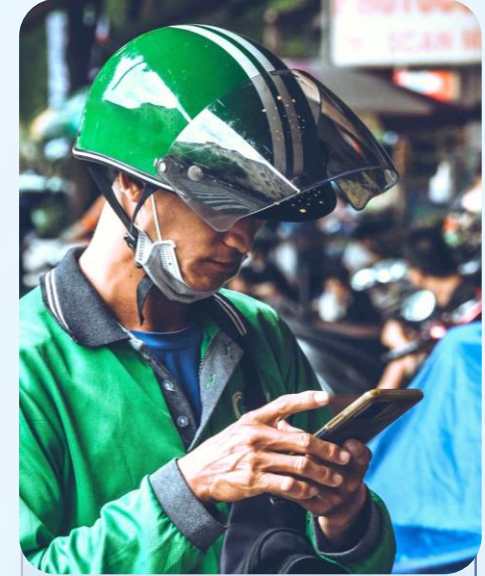
EDUCATION

Ruangguru (Indonesia): delivers digital learning to millions.



HEALTHCARE

Halodoc (Indonesia), Practo (India) connect patients & doctors virtually



TRANSPORT

Gojek, Grab, and Careem provide integrated urban transport solutions.



ENTREPRENEURSHIP



INTEGRATION INTO EVERYDAY LIFE

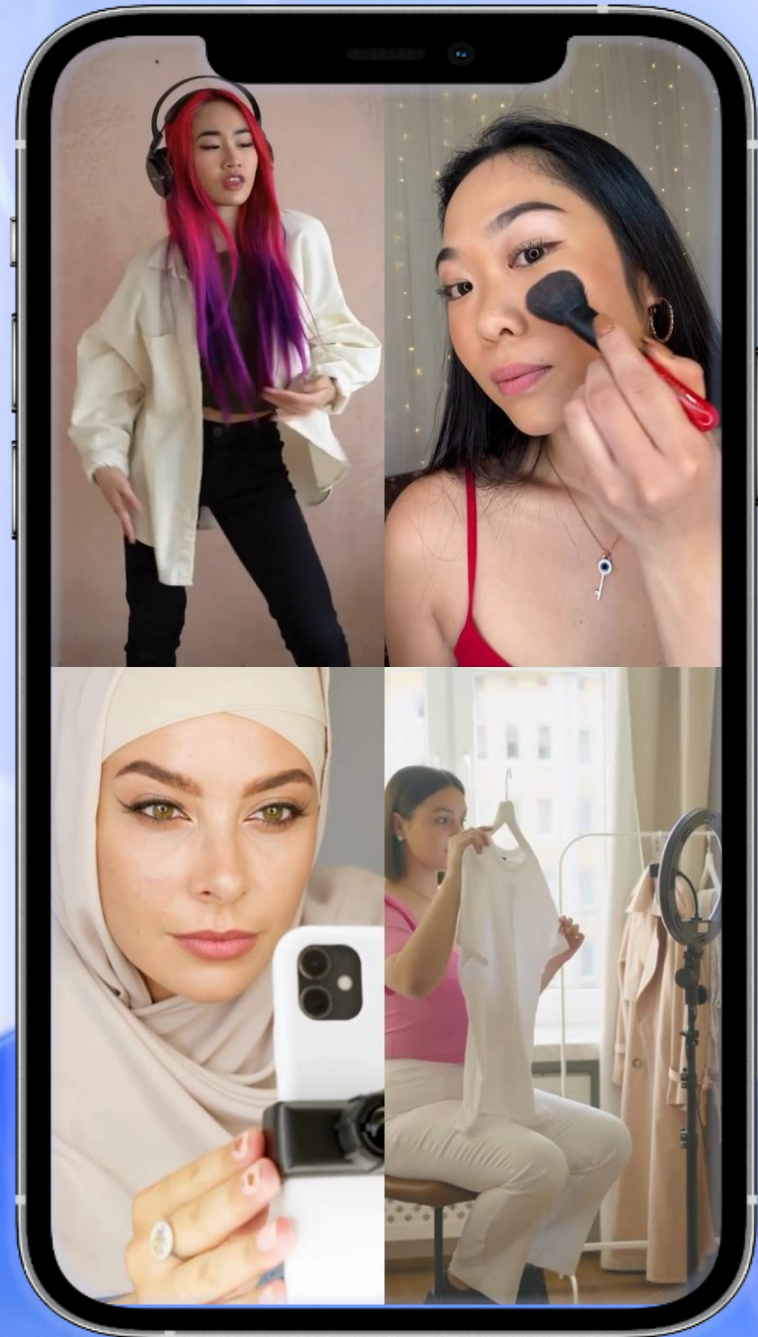
LEADING THE REST OF THE WORLD, WITH UNIQUE INNOVATION

SE Asia: Integration of video commerce as a dominant channel in e-commerce.

India: World leader in scalable DPI (UPI, Aadhaar) leading DPI implementations.

MENA: Pioneering regulatory frameworks for crypto and data privacy.

ANZ: Highly developed digital payment ecosystem with strong consumer trust in fintech solutions, setting global benchmarks





FUELING CONSUMPTION GROWTH

SAPMENA

Scale of Digital Economy
\$900B GMV, 15-25% YoY growth

E-commerce Adoption
10-15%, driven by video commerce.
Vernacular, regional platforms

Digital Payments
Cashless. QR codes, e-wallets, UPI 15b
transactions and rising

AI Integration
AI Infra investment, Smart Cities,
fintech, Governance, E-services

Social Commerce

Indo/SE Asia lead, Mena emerging,
small businesses

Consumer Behavior

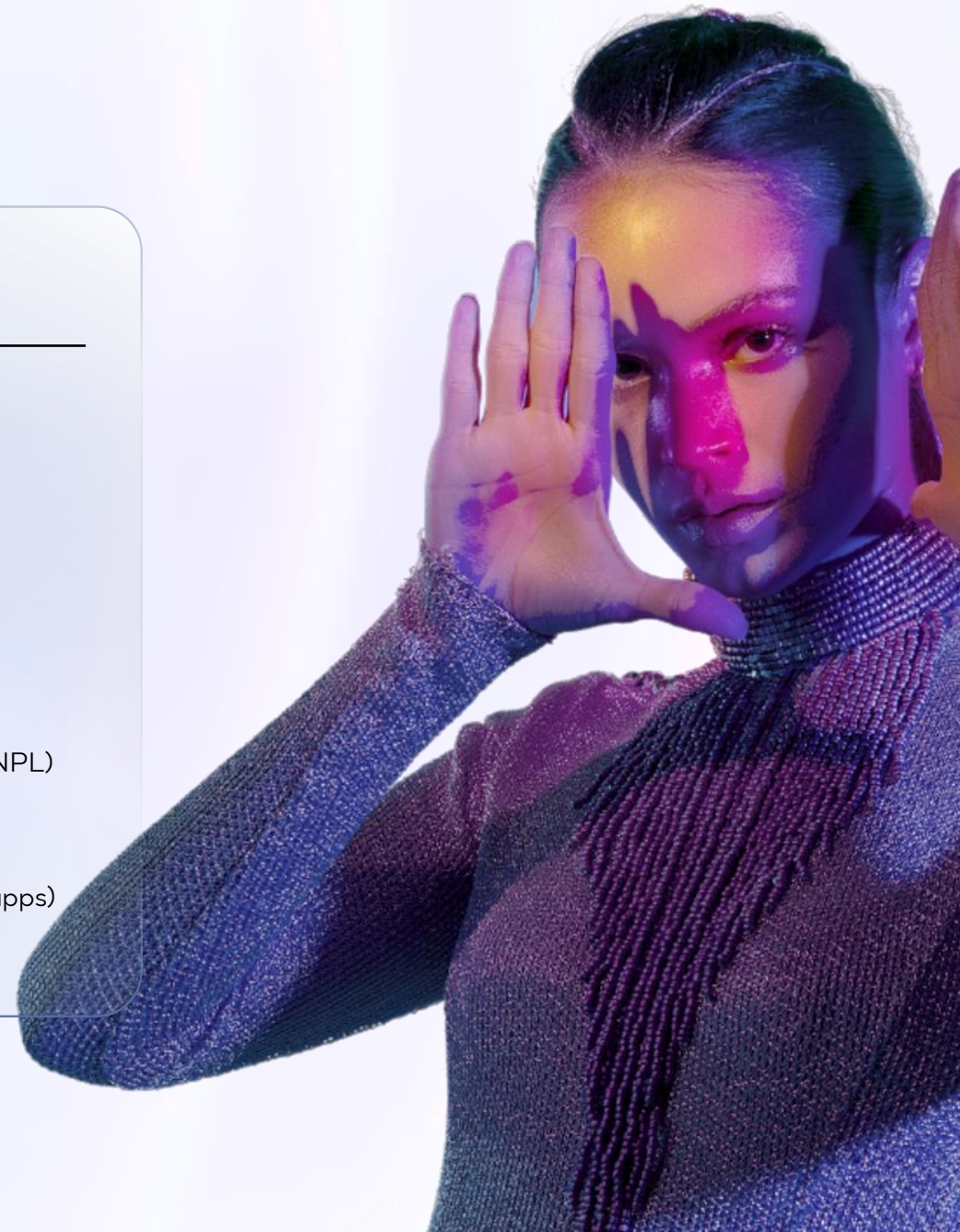
Mobile first, social media driven, urban
centric adoption, luxury booming.
Quick commerce

Challenges

Competitions, Infrastructure gap,
digital divide

THE DIGITAL ECONOMY TODAY

| Metric | MENA | South Asia | Southeast Asia | ANZ |
|-------------------------------------|-----------------------|---------------------------|---------------------------|--------------------------|
| Internet Penetration (%) | ~75% | ~43% | ~75% | ~90% |
| Mobile Penetration (%) | ~110% | ~85% | ~90% | ~95%+ |
| Social Media Users (Mn) | ~300 | ~700 | ~450 | ~20 |
| Digital Payment Transactions (2024) | \$100B+ (STC, GCC) | \$250B+/month (UPI) | \$50B+ (GrabPay, etc.) | \$30B+ (PayPal, BNPL) |
| Super App Users (Mn) | ~40 (Careem) | ~500 (Paytm, Phone Pe) | ~250 (Gojek, Grab) | N/A (No super apps) |





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MEGACITIES, THE CATALYSTS FOR CONSUMER SPENDING AND ASPIRATIONS



Concentration of disposable income



e-commerce and digital payment systems



Efficient omnichannel marketing, seamless last mile delivery, localized targeting and products



Reduced logistics costs, efficient transportation, centralized warehousing



Vast consumer touchpoint data, AI driven insights, heat maps



Modern retail systems with emerging retail technologies



Greater adoption of premium and luxury brands and experiences



Evolving ecosystems for collaboration and innovation

FUELING DEMAND FOR PREMIUM PRODUCTS AND EXPERIENCES



MENA

Luxury Goods Growth:
GCC sales up 19% in 2023, UAE and Saudi Arabia lead spending on luxury watches, perfumes, and fashion.

High-End Services:
Premium travel, dining, wellness sectors **expanded by 25%** in the last two years.



South Asia

Premium Beauty Growth:
India's premium beauty sector, estimated at \$1bn, **growing at 14% CAGR**, driven by urban millennials.

Luxury Spending:
Projected to **grow 3.5 times** by 2030 to **\$85-90bn**. Fastest growing, with surge in demand for luxury homes and cars.



Southeast Asia

Luxury Consumption:
20% YoY growth in luxury goods sales, with Thailand and Singapore leading.

Premium Skincare:
Regional preference for **K-beauty and J-beauty** highlights aspirations for high-quality products.



ANZ

Sustainability-Focused Premium Products:
Clean beauty and eco-friendly goods dominate, reflecting a shift towards responsible consumption.

GROWING MATURITY AND SOPHISTICATION



**YOUTHFUL
DEMOGRAPHICS
+
STRONG
ECONOMIC GROWTH**



**RAPID DIGITAL
ADOPTION**



**MOBILE FIRST
CONSUMER BASE
AND SHOPPING
BEHAVIOUR**



**TRUST IN
SOCIAL PROOF**



**PREFERENCE FOR
PERSONALISED AND
LOCALIZED
PRODUCTS**





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EVOLVING NEW MODELS MOBILE SOCIAL E-COMMERCE

GEN Z AND MILLENNIALS LEAD BEAUTY TREND CONSUMPTION

Account for 40% of TikTok's global audience.

Spend over 3 hours daily on social media, watching videos and transacting online.

FOLLOW TRENDS AND FAVOR 'INSTAGRAMABLE' PACKAGING

Prefer brands with compelling stories that signal status. Highly influenced by peer-driven recommendations. Brand fickle, demanding instant deliveries.

SEARCH BEGINS ON MOBILE ACROSS DIVERSE SOURCES

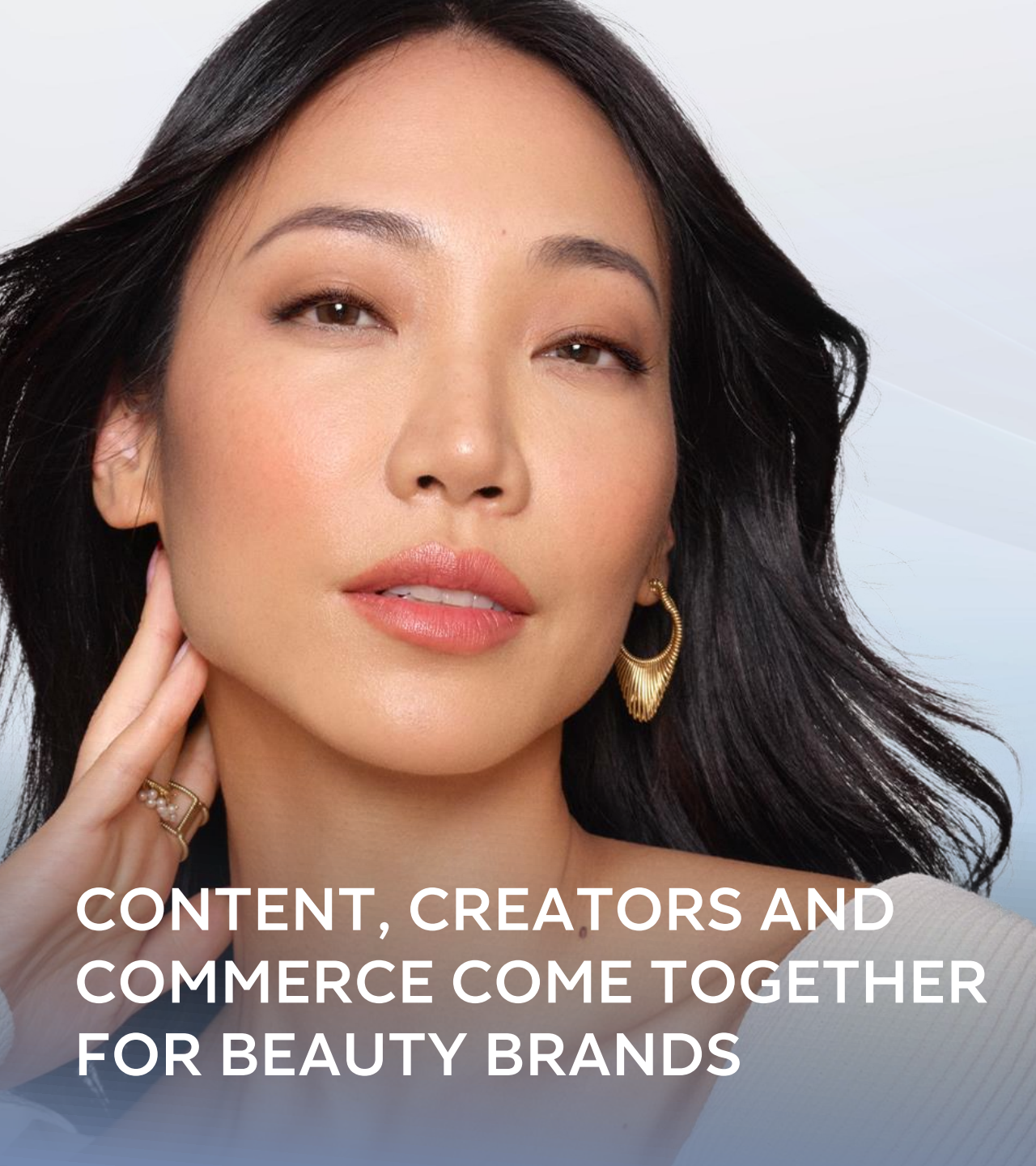
40-60% shop on marketplaces (e.g., Shopee, Lazada, Nykaa).

30-40% transact through social media (e.g., TikTok, Instagram, YouTube) or retailer websites.

IMPACT ON E-COMMERCE GROWTH

Prefer brands with compelling stories that signal status. Highly influenced by peer-driven recommendations. Brand fickle, demanding instant deliveries.





CONTENT, CREATORS AND COMMERCE COME TOGETHER FOR BEAUTY BRANDS

CONTENT



CATERING TO EVERY
SEGMENT

COMMUNITY



INFLUENCER MODEL
SCALING
BEAUTY INFLUENCERS'
CONTENT OUTSIZED

COMMERCE



AFFILIATE MODELS
AND STORES



THE NEW MARKETING ECOSYSTEM LEVELS PLAYING FIELD FOR NEWBIES

MORE PLATFORMS BECOMING RELEVANT FOR DISCOVERY



Snapchat **AR filters** for beauty aware, Snapchat **Star** to connect brands with creators (200mn MAUs in India)



Pinterest **mood boards** as a virtual discovery and experimentation hub

PLATFORMS INCORPORATING SOCIAL COMMERCE AND BUILDING AN ECOSYSTEM

TikTok shops and **TikTok Shop** partners

Instagram shops and the **Meta** ecosystem

Live streaming on Lazada and Shopee, Line and Zalo

Affiliate programmes (e.g. NAP from Nykaa engaging users through creator communities)

Agency/tech partners/content **studios** to produce video content on scale, and analyse performance in near real time



PROLIFERATION OF NEW BRANDS AS COST OF ENTRY DROPS : **THE NEW PLAYBOOK**



Launch on E-commerce
/Social commerce
(TikTok shops)



Use Creator network to
produces content on massive scale



Scale quickly and expand
to **omnichannel presence**



Use TSPs and other
partners **to optimize**



Expand channels and unify brand communication across all platforms



Invest in retail and enhance **integrated shopping experiences**

GROWING USE OF AI / TECH FROM MARKETERS



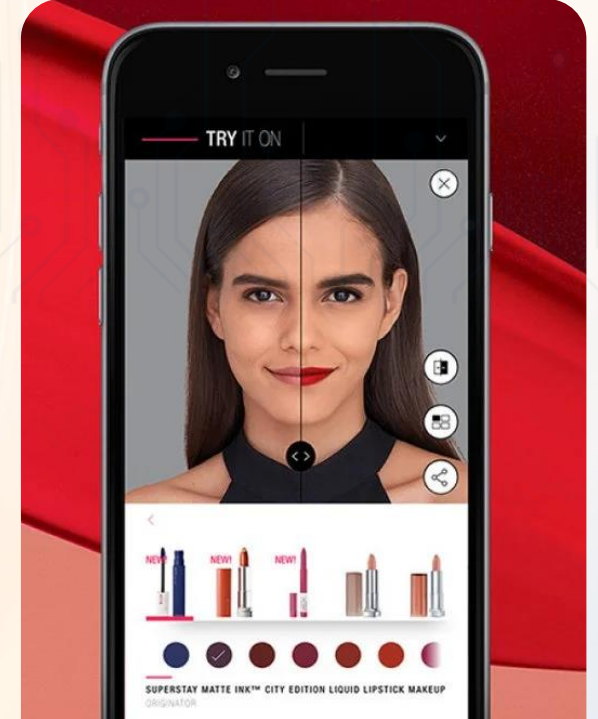
**PERSONALIZATION
OF USER JOURNEYS**



CONTENT CREATION



**AI POWERED SEARCH
FOR PERSONALIZED
RECOMMENDATIONS,
USING SKIN ANALYSIS
TOOLS**



**REAL STORE EXPERIENCE
WITH MOBILE VIRTUAL
TRY ONS**



SYNERGIES FOR MARKETERS

BIG GROWTH AHEAD, DESPITE VOLATILITY

**UNIFIED STRATEGIES, WITH LOCALIZED
NUANCES, ADAPTED TO REGIONAL
INNOVATIONS**

**MORE EFFICIENT MARKETING ORGANIZATION
AND A STRONGER TALENT MAGNET**

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