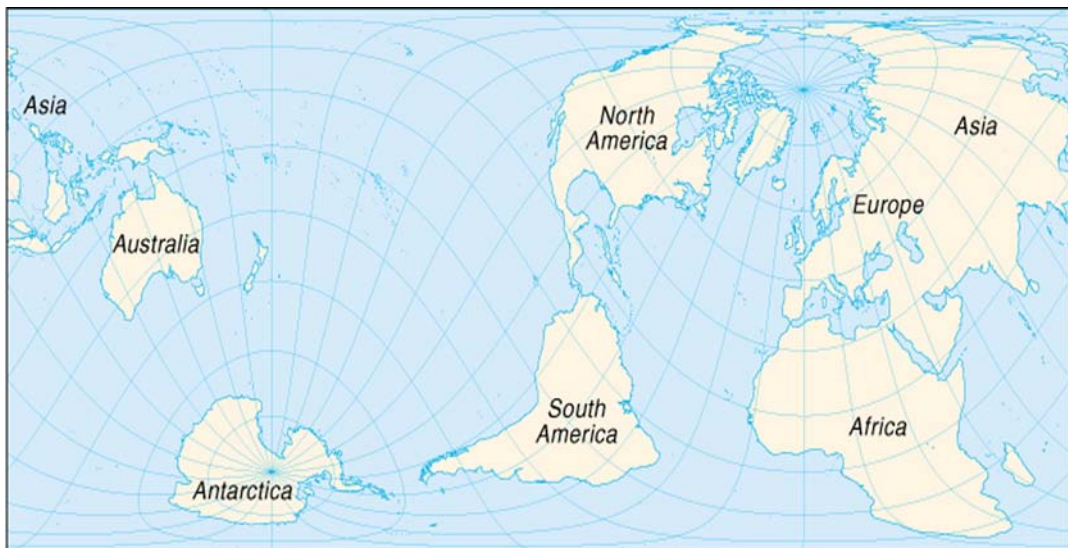


The 2009-2014 World Outlook for Online Retail Sales (e-Commerce)



by
Professor Philip M. Parker, Ph.D.
Chaired Professor of Management Science
INSEAD (Singapore and Fontainebleau, France)

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About the Author

Dr. Philip M. Parker is the Eli Lilly Chaired Professor of Innovation, Business and Society at INSEAD where he has taught courses on global competitive strategy since 1988. He has also taught courses at MIT, Stanford University, Harvard University, UCLA, UCSD, and the Hong Kong University of Science and Technology. Professor Parker is the author of six books on the economic convergence of nations. These books introduce the notion of “physioeconomics” which foresees a lack of global convergence in economic behaviors due to physiological and physiographic forces. His latest book is *Physioeconomics: the basis for long-run economic growth* (MIT Press 2000). He has also published numerous articles in academic journals, including, the *Rand Journal of Economics*, *Marketing Science*, the *Journal of International Business Studies*, *Technological Forecasting and Social Change*, the *International Journal of Forecasting*, the *European Management Journal*, the *European Journal of Operational Research*, the *Journal of Marketing*, the *International Journal of Research in Marketing*, and the *Journal of Marketing Research*. He is also on the editorial boards of several academic journals.

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About this Series

This series was created for international firms who rely on foreign markets for a substantial portion of their business or who might be threatened by international competition. The estimates given in this report were created using a methodology developed by and implemented under the direct supervision of Professor Philip M. Parker, the Eli Lilly Chaired Professor of Innovation, Business and Society, at INSEAD. The methodology relies on historical figures across countries. Reported figures should be seen as estimates of past and future levels of latent demand.

Acknowledgements

Some of the methodologies and research approaches used in this report have benefited from the R&D Committee at INSEAD, whose research support is gratefully acknowledged.

About Icon Group International, Inc.

Icon Group International, Inc.'s primary mission is to assist managers with their international information needs. U.S.-owned and operated, Icon Group has published hundreds of multi-client databases, and global/regional market data, industry and country publications.

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1 INTRODUCTION

1.1 OVERVIEW

This study covers the world outlook for online retail sales (e-commerce) across more than 200 countries. For each year reported, estimates are given for the *latent demand*, or *potential industry earnings (P.I.E.)*, for the country in question (in millions of U.S. dollars), the percent share the country is of the region and of the globe. These comparative benchmarks allow the reader to quickly gauge a country vis-à-vis others. Using econometric models which project fundamental economic dynamics within each country and across countries, latent demand estimates are created. This report does not discuss the specific players in the market serving the latent demand, nor specific details at the product level. The study also does not consider short-term cyclicalities that might affect realized sales. The study, therefore, is strategic in nature, taking an aggregate and long-run view, irrespective of the players or products involved.

This study does not report actual sales data (which are simply unavailable, in a comparable or consistent manner in virtually all of the 230 countries of the world). This study gives, however, my estimates for the worldwide latent demand, or the P.I.E. for online retail sales (e-commerce). It also shows how the P.I.E. is divided across the world's regional and national markets. For each country, I also show my estimates of how the P.I.E. grows over time (positive or negative growth). In order to make these estimates, a multi-stage methodology was employed that is often taught in courses on international strategic planning at graduate schools of business.

Another reason why sales do not equate to latent demand is exchange rates. In this report, all figures assume the long-run efficiency of currency markets. Figures, therefore, equate values based on purchasing power parities across countries. Short-run distortions in the value of the dollar, therefore, do not figure into the estimates. Purchasing power parity estimates of country income were collected from official sources, and extrapolated using standard econometric models. The report uses the dollar as the currency of comparison, but not as a measure of transaction volume. The units used in this report are: US\$ Million.

1.2 WHAT IS LATENT DEMAND AND THE P.I.E.?

The concept of *latent demand* is rather subtle. The term *latent* typically refers to something that is dormant, not observable or not yet realized. *Demand* is the notion of an economic quantity that a target population or market requires under different assumptions of price, quality, and distribution, among other factors. Latent demand, therefore, is commonly defined by economists as the industry earnings of a market when that market becomes accessible and attractive to serve by competing firms. It is a measure, therefore, of *potential* industry earnings (P.I.E.) or total revenues (not profit) if a market is served in an efficient manner. It is typically expressed as the total revenues potentially extracted by firms. The “market” is defined at a given level in the value

chain. There can be latent demand at the retail level, at the wholesale level, the manufacturing level, and the raw materials level (the P.I.E. of higher levels of the value chain being always smaller than the P.I.E. of levels at lower levels of the same value chain, assuming all levels maintain minimum profitability).

The latent demand for online retail sales (e-commerce) is not actual or historic sales. Nor is latent demand future sales. In fact, latent demand can be lower or higher than actual sales if a market is inefficient (i.e. not representative of relatively competitive levels). Inefficiencies arise from a number of factors, including the lack of international openness, cultural barriers to consumption, regulations, and cartel-like behavior on the part of firms. In general, however, latent demand is typically larger than actual sales in a country market.

For reasons discussed later, this report does not consider the notion of “unit quantities”, only total latent revenues (i.e. a calculation of price times quantity is never made, though one is implied). The units used in this report are U.S. dollars not adjusted for inflation (i.e. the figures incorporate inflationary trends) and not adjusted for future dynamics in exchange rates. If inflation rates or exchange rates vary in a substantial way compared to recent experience, actually sales can also exceed latent demand (when expressed in U.S. dollars, not adjusted for inflation). On the other hand, latent demand can be typically higher than actual sales as there are often distribution inefficiencies that reduce actual sales below the level of latent demand.

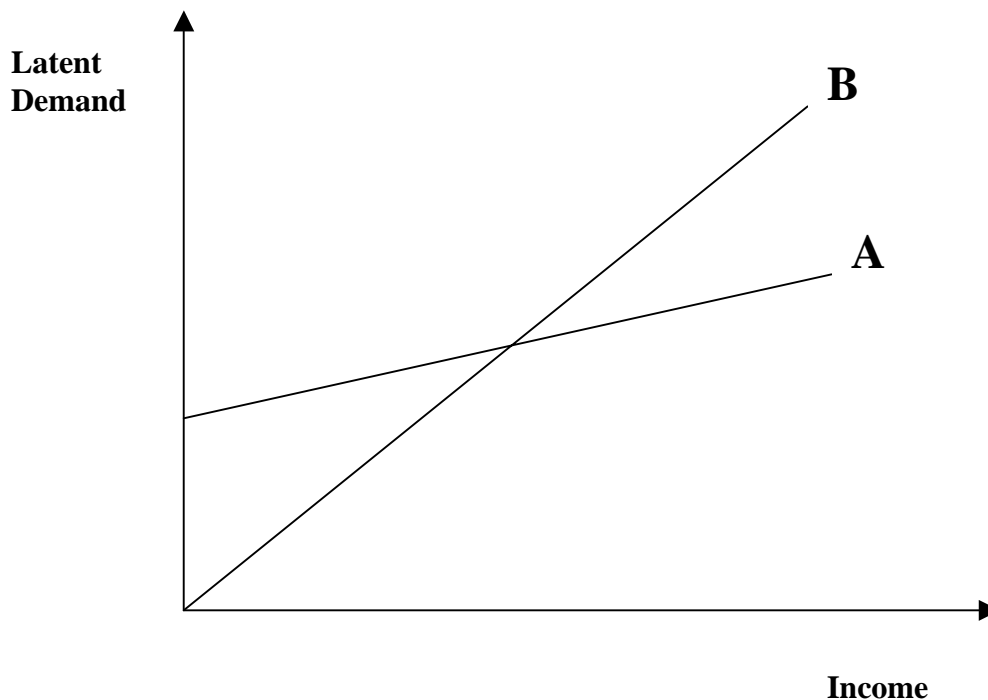
As mentioned in the introduction, this study is strategic in nature, taking an aggregate and long-run view, irrespective of the players or products involved. If fact, all the current products or services on the market can cease to exist in their present form (i.e. at a brand-, R&D specification, or corporate-image level) and all the players can be replaced by other firms (i.e. via exits, entries, mergers, bankruptcies, etc.), and there will still be an international latent demand for online retail sales (e-commerce) at the aggregate level. Product and service offering details, and the actual identity of the players involved, while important for certain issues, are relatively unimportant for estimates of latent demand.

1.3 THE METHODOLOGY

In order to estimate the latent demand for online retail sales (e-commerce) on a worldwide basis, I used a multi-stage approach. Before applying the approach, one needs a basic theory from which such estimates are created. In this case, I heavily rely on the use of certain basic economic assumptions. In particular, there is an assumption governing the shape and type of aggregate latent demand functions. Latent demand functions relate the income of a country, city, state, household, or individual to realized consumption. Latent demand (often realized as consumption when an industry is efficient), at any level of the value chain, takes place if an equilibrium is realized. For firms to serve a market, they must perceive a latent demand and be able to serve that demand at a minimal return. The single most important variable determining consumption, assuming latent demand exists, is income (or other financial resources at higher levels of the

value chain). Other factors that can pivot or shape demand curves include external or exogenous shocks (i.e. business cycles), and or changes in utility for the product in question.

Ignoring, for the moment, exogenous shocks and variations in utility across countries, the aggregate relation between income and consumption has been a central theme in economics. The figure below concisely summarizes one aspect of problem. In the 1930s, John Maynard Keynes conjectured that as incomes rise, the average propensity to consume would fall. The average propensity to consume is the level of consumption divided by the level of income, or the slope of the line from the origin to the consumption function. He estimated this relationship empirically and found it to be true in the short-run (mostly based on cross-sectional data). The higher the income, the lower the average propensity to consume. This type of consumption function is labeled "A" in the figure below (note the rather flat slope of the curve). In the 1940s, another macroeconomist, Simon Kuznets, estimated long-run consumption functions which indicated that the marginal propensity to consume was rather constant (using time series data across countries). This type of consumption function is show as "B" in the figure below (note the higher slope and zero-zero intercept).¹ The average propensity to consume is constant.



Is it declining or is it constant? A number of other economists, notably Franco Modigliani and Milton Friedman, in the 1950s (and Irving Fisher earlier), explained why the two functions were different using various assumptions on intertemporal budget constraints, savings, and wealth. The shorter the time horizon, the more consumption can depend on wealth (earned in previous years)

¹ For a general overview of this subject area, see *Principles of Macroeconomics* by N. Gregory Mankiw, South-Western College Publishing; ISBN: 0030340594; 2nd edition (February 2002).

and business cycles. In the long-run, however, the propensity to consume is more constant. Similarly, in the long run, households, industries or countries with no income eventually have no consumption (wealth is depleted). While the debate surrounding beliefs about how income and consumption are related and interesting, in this study a very particular school of thought is adopted. In particular, we are considering the latent demand for online retail sales (e-commerce) across some 230 countries. The smallest have fewer than 10,000 inhabitants. I assume that all of these countries fall along a "long-run" aggregate consumption function. This long-run function applies despite some of these countries having wealth, current income dominates the latent demand for online retail sales (e-commerce). So, latent demand in the long-run has a zero intercept. However, I allow firms to have different propensities to consume (including being on consumption functions with differing slopes, which can account for differences in industrial organization, and end-user preferences).

Given this overriding philosophy, I will now describe the methodology used to create the latent demand estimates for online retail sales (e-commerce). Since ICON Group has asked me to apply this methodology to a large number of categories, the rather academic discussion below is general and can be applied to a wide variety of categories, not just online retail sales (e-commerce).

1.3.1 Step 1. Product Definition and Data Collection

Any study of latent demand across countries requires that some standard be established to define "efficiently served". Having implemented various alternatives and matched these with market outcomes, I have found that the optimal approach is to assume that certain key countries are more likely to be at or near efficiency than others. These countries are given greater weight than others in the estimation of latent demand compared to other countries for which no known data are available. Of the many alternatives, I have found the assumption that the world's highest aggregate income and highest income-per-capita markets reflect the best standards for "efficiency". High aggregate income alone is not sufficient (i.e. China has high aggregate income, but low income per capita and can not assumed to be efficient). Aggregate income can be operationalized in a number of ways, including gross domestic product (for industrial categories), or total disposable income (for household categories; population times average income per capita, or number of households times average household income per capita). Brunei, Nauru, Kuwait, and Lichtenstein are examples of countries with high income per capita, but not assumed to be efficient, given low aggregate level of income (or gross domestic product); these countries have, however, high incomes per capita but may not benefit from the efficiencies derived from economies of scale associated with larger economies. Only countries with high income per capita and large aggregate income are assumed efficient. This greatly restricts the pool of countries to those in the OECD (Organization for Economic Cooperation and Development), like the United States, or the United Kingdom (which were earlier than other large OECD economies to liberalize their markets).

The selection of countries is further reduced by the fact that not all countries in the OECD report industry revenues at the category level. Countries that typically have ample data at the aggregate

level that meet the efficiency criteria include the United States, the United Kingdom and in some cases France and Germany.

Latent demand is therefore estimated using data collected for relatively efficient markets from independent data sources (e.g. Euromonitor, Mintel, Thomson Financial Services, the U.S. Industrial Outlook, the World Resources Institute, the Organization for Economic Cooperation and Development, various agencies from the United Nations, industry trade associations, the International Monetary Fund, and the World Bank). Depending on original data sources used, the definition of “online retail sales (e-commerce)” is established. In the case of this report, the data were reported at the aggregate level, with no further breakdown or definition. In other words, any potential product or service that might be incorporated within online retail sales (e-commerce) falls under this category. Public sources rarely report data at the disaggregated level in order to protect private information from individual firms that might dominate a specific product-market. These sources will therefore aggregate across components of a category and report only the aggregate to the public. While private data are certainly available, this report only relies on public data at the aggregate level without reliance on the summation of various category components. In other words, this report does not aggregate a number of components to arrive at the “whole”. Rather, it starts with the “whole”, and estimates the whole for all countries and the world at large (without needing to know the specific parts that went into the whole in the first place).

Given this caveat, in this report we define online retail sales (e-commerce) as including all commonly understood products falling within this broad category, such as the process consumers go through to purchase products or services over the Internet, irrespective of product packaging, formulation, size, or form. Companies participating in this industry include Amazon.com, Best Buy, Sears, Circuit City, and Quelle. In addition to the sources indicated below, additional information available to the public via news and/or press releases published by players in the industry (including reports from AMR Research, Global Industry Analysts, Forrester Research, Frost & Sullivan, Gartner, IDC, and MarketResearch.com) was considered in defining and calibrating this category.

1.3.2 Step 2. Filtering and Smoothing

Based on the aggregate view of online retail sales (e-commerce) as defined above, data were then collected for as many similar countries as possible for that same definition, at the same level of the value chain. This generates a convenience sample of countries from which comparable figures are available. If the series in question do not reflect the same accounting period, then adjustments are made. In order to eliminate short-term effects of business cycles, the series are smoothed using an 2 year moving average weighting scheme (longer weighting schemes do not substantially change the results). If data are available for a country, but these reflect short-run aberrations due to exogenous shocks (such as would be the case of beef sales in a country stricken with foot and mouth disease), these observations were dropped or "filtered" from the analysis.

1.3.3 Step 3. Filling in Missing Values

In some cases, data are available for countries on a sporadic basis. In other cases, data from a country may be available for only one year. From a Bayesian perspective, these observations should be given greatest weight in estimating missing years. Assuming that other factors are held constant, the missing years are extrapolated using changes and growth in aggregate national income. Based on the overriding philosophy of a long-run consumption function (defined earlier), countries which have missing data for any given year, are estimated based on historical dynamics of aggregate income for that country.²

1.3.4 Step 4. Varying Parameter, Non-linear Estimation

Given the data available from the first three steps, the latent demand in additional countries is estimated using a “varying-parameter cross-sectionally pooled time series model”.³ Simply stated, the effect of income on latent demand is assumed to be constant across countries unless there is empirical evidence to suggest that this effect varies (i.e. . the slope of the income effect is not necessarily same for all countries). This assumption applies across countries along the aggregate consumption function, but also over time (i.e. not all countries are perceived to have the same income growth prospects over time and this effect can vary from country to country as well). Another way of looking at this is to say that latent demand for online retail sales (e-commerce) is more likely to be similar across countries that have similar characteristics in terms of economic development (i.e. African countries will have similar latent demand structures controlling for the income variation across the pool of African countries).

This approach is useful across countries for which some notion of non-linearity exists in the aggregate cross-country consumption function. For some categories, however, the reader must realize that the numbers will reflect a country’s contribution to global latent demand and may never be realized in the form of local sales. For certain country-category combinations this will result in what at first glance will be odd results. For example, the latent demand for the category “space vehicles” will exist for “Togo” even though they have no space program. The assumption is that if the economies in these countries did not exist, the world aggregate for these categories

² This report was prepared from a variety of sources including excerpts from documents and official reports or databases published by the World Bank, the U.S. Department of Commerce, the U.S. State Department, various national agencies, the International Monetary Fund, the Central Intelligence Agency, various agencies from the United Nations (e.g. ILO, ITU, UNDP, etc.), and non-governmental sources, including Icon Group International, Inc., Euromonitor, the World Resources Institute, Mintel, the U.S. Industrial Outlook, and various public sources cited in the trade press.

³ The interested reader can find longer discussions of this type of modeling in *Studies in Global Econometrics (Advanced Studies in Theoretical and Applied Econometrics V. 30)*, by Henri Theil, et al., Kluwer Academic Publishers; ISBN: 0792336607; (June 1996), and in *Principles of Econometrics*, by Henri Theil John Wiley & Sons; ISBN: 0471858455; (December 1971), and in *Econometric Models and Economic Forecasts* by Robert S. Pindyck, Daniel L. Rubinfeld McGraw Hill Text; ISBN: 0070500983; 3rd edition (December 1991).

would be lower. The share attributed to these countries is based on a proportion of their income (however small) being used to consume the category in question (i.e. perhaps via resellers).

1.3.5 Step 5. Fixed-Parameter Linear Estimation

Nonlinearities are assumed in cases where filtered data exist along the aggregate consumption function. Because the world consists of more than 200 countries, there will always be those countries, especially toward the bottom of the consumption function, where non-linear estimation is simply not possible. For these countries, equilibrium latent demand is assumed to be perfectly parametric and not a function of wealth (i.e. a country's stock of income), but a function of current income (a country's flow of income). In the long run, if a country has no current income, the latent demand for online retail sales (e-commerce) is assumed to approach zero. The assumption is that wealth stocks fall rapidly to zero if flow income falls to zero (i.e. countries which earn low levels of income will not use their savings, in the long run, to demand online retail sales (e-commerce)). In a graphical sense, for low income countries, latent demand approaches zero in a parametric linear fashion with a zero-zero intercept. In this stage of the estimation procedure, low-income countries are assumed to have a latent demand proportional to their income, based on the country closest to it on the aggregate consumption function.

1.3.6 Step 6. Aggregation and Benchmarking

Based on the models described above, latent demand figures are estimated for all countries of the world, including for the smallest economies. These are then aggregated to get world totals and regional totals. To make the numbers more meaningful, regional and global demand averages are presented. Figures are rounded, so minor inconsistencies may exist across tables.

1.3.7 Step 7. Latent Demand Density: Allocating Across Cities

With the advent of a "borderless world", cities become a more important criteria in prioritizing markets, as opposed to regions, continents, or countries. This report also covers the world's top 2000 cities. The purpose is to understand the density of demand within a country and the extent to which a city might be used as a point of distribution within its region. From an economic perspective, however, a city does not represent a population within rigid geographical boundaries. To an economist or strategic planner, a city represents an area of dominant influence over markets in adjacent areas. This influence varies from one industry to another, but also from one period of time to another.

Similar to country-level data, the reader needs to realize that latent demand allocated to a city may or may not represent real sales. For many items, latent demand is clearly observable in sales, as in the case for food or housing items. Consider, again, the category "satellite launch vehicles."

Clearly, there are no launch pads in most cities of the world. However, the core benefit of the vehicles (e.g. telecommunications, etc.) is "consumed" by residents or industries within the world's cities. Without certain cities, in other words, the world market for satellite launch vehicles would be lower for the world in general. One needs to allocate, therefore, a portion of the worldwide economic demand for launch vehicles to regions, countries and cities. This report takes the broader definition and considers, therefore, a city as a part of the global market. I allocate latent demand across areas of dominant influence based on the relative economic importance of cities within its home country, within its region and across the world total. Not all cities are estimated within each country as demand may be allocated to adjacent areas of influence. Since some cities have higher economic wealth than others within the same country, a city's population is not generally used to allocate latent demand. Rather, the level of economic activity of the city vis-à-vis others.

2 SUMMARY OF FINDINGS

Based on the methodology described above, the latent demand for online retail sales (e-commerce) is estimated to be \$1,178.6 billion in 2009. The distribution of the world latent demand (or potential industry earnings), however, is not be evenly distributed across regions. Asia is the largest market with \$360.7 billion or 30.60 percent, followed by North America & the Caribbean with \$287.3 billion or 24.37 percent, and then Europe with \$311.3 billion or 26.41 percent of the world market. In essence, if firms target these top 3 regions, they cover come 81.38 percent of the global latent demand for online retail sales (e-commerce).

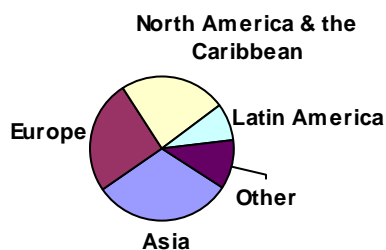
2.1 THE WORLDWIDE MARKET POTENTIAL

Worldwide Market Potential for Online Retail Sales (e-Commerce) (US\$ Million): 2009

Region	Latent Demand US\$ Million	% of Globe
Asia	360,715	30.6
Europe	311,311	26.4
North America & the Caribbean	287,264	24.4
Latin America	95,747	8.1
Middle East	59,923	5.1
Africa	47,401	4.0
Oceania	16,287	1.4
Total	1,178,648	100.0

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Worldwide Market Potential for Online Retail Sales (e-Commerce) (US\$ Million): 2009



World Market for Online Retail Sales (e-Commerce): 2004 - 2014

Year	World Market US\$ Million
2004	706,066.43
2005	800,614.88
2006	894,662.80
2007	988,887.89
2008	1,083,663.03
2009	1,178,648.08
2010	1,274,528.58
2011	1,371,695.44
2012	1,471,127.21
2013	1,577,333.88
2014	1,691,566.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3 AFRICA

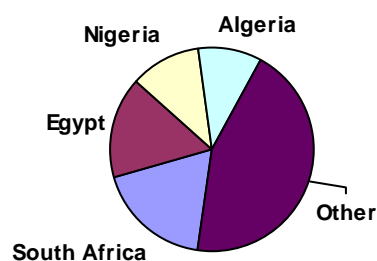
3.1 EXECUTIVE SUMMARY

Market Potential for Online Retail Sales (e-Commerce) in Africa (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Africa
South Africa	8,498.29	17.93%
Egypt	7,931.10	16.73%
Nigeria	5,390.68	11.37%
Algeria	4,877.84	10.29%
Morocco	2,276.59	4.80%
Sudan	2,031.67	4.29%
Angola	1,541.08	3.25%
Libya	1,434.66	3.03%
Tunisia	1,410.94	2.98%
Kenya	1,054.18	2.22%
Ethiopia	1,023.60	2.16%
Tanzania	797.50	1.68%
Cameroon	720.98	1.52%
Cote d'Ivoire	587.92	1.24%
Uganda	574.65	1.21%
Ghana	570.80	1.20%
Equatorial Guinea	483.95	1.02%
Botswana	438.11	0.92%
Senegal	374.22	0.79%
Madagascar	364.80	0.77%
Gabon	364.26	0.77%
Congo (formerly Zaire)	349.86	0.74%
Mozambique	327.69	0.69%
Burkina Faso	316.85	0.67%
Zambia	290.88	0.61%
Other	3,368.14	7.11%
Total	47,401.22	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Online Retail Sales (e-Commerce) in Africa (US\$ Million): 2009



The Market for Online Retail Sales (e-Commerce) in Africa: 2004 - 2014

Year	US\$ Million	% of Globe
2004	29,040.57	4.11
2005	32,670.67	4.08
2006	36,300.09	4.06
2007	39,962.54	4.04
2008	43,673.69	4.03
2009	47,401.22	4.02
2010	51,193.55	4.02
2011	55,073.50	4.01
2012	59,078.46	4.02
2013	63,360.90	4.02
2014	67,966.23	4.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.2 ALGERIA

Online Retail Sales (e-Commerce) (US\$ Million): Algeria 2004 - 2014

Year	Algeria	% of Region	% of Globe
2004	3,108.78	10.70%	0.44%
2005	3,469.97	10.62%	0.43%
2006	3,824.69	10.54%	0.43%
2007	4,176.29	10.45%	0.42%
2008	4,527.04	10.37%	0.42%
2009	4,877.84	10.29%	0.41%
2010	5,229.74	10.22%	0.41%
2011	5,584.00	10.14%	0.41%
2012	5,944.05	10.06%	0.40%
2013	6,324.75	9.98%	0.40%
2014	6,729.83	9.90%	0.40%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Algeria: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Algiers	143	1,764.07	36.17	3.72	0.15
Oran	270	736.30	15.09	1.55	0.06
Constantine	371	516.23	10.58	1.09	0.04
Annaba	490	358.20	7.34	0.76	0.03
Batna	718	213.05	4.37	0.45	0.02
Blida	744	200.17	4.10	0.42	0.02
Setif	747	199.00	4.08	0.42	0.02
Sidi-Bel-Abbes	794	179.10	3.67	0.38	0.02
Ech-Cheliff	863	152.18	3.12	0.32	0.01
Skikda	865	151.01	3.10	0.32	0.01
Tlemcen	871	148.66	3.05	0.31	0.01
Bejaia	917	134.62	2.76	0.28	0.01
Bechar	952	125.25	2.57	0.26	0.01
Total		4877.84	100.00	10.29	0.41

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.3 ANGOLA**Online Retail Sales (e-Commerce) (US\$ Million): Angola 2004 - 2014**

Year	Angola	% of Region	% of Globe
2004	741.23	2.55%	0.10%
2005	878.12	2.69%	0.11%
2006	1,026.56	2.83%	0.11%
2007	1,188.26	2.97%	0.12%
2008	1,362.82	3.12%	0.13%
2009	1,541.08	3.25%	0.13%
2010	1,732.31	3.38%	0.14%
2011	1,939.65	3.52%	0.14%
2012	2,165.54	3.67%	0.15%
2013	2,416.85	3.81%	0.15%
2014	2,697.32	3.97%	0.16%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Angola: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Luanda	194	1,209.49	78.48	2.55	0.10
Lubango	1,103	87.04	5.65	0.18	0.01
Namibe	1,133	82.90	5.38	0.17	0.01
Huambo	1,349	51.40	3.34	0.11	0.00
Lobito	1,359	49.74	3.23	0.10	0.00
Benguela	1,481	33.99	2.21	0.07	0.00
Malanje	1,556	26.53	1.72	0.06	0.00
Total		1541.08	100.00	3.25	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.4 BENIN

Online Retail Sales (e-Commerce) (US\$ Million): Benin 2004 - 2014

Year	Benin	% of Region	% of Globe
2004	141.12	0.49%	0.02%
2005	157.43	0.48%	0.02%
2006	173.43	0.48%	0.02%
2007	189.27	0.47%	0.02%
2008	205.06	0.47%	0.02%
2009	220.84	0.47%	0.02%
2010	236.66	0.46%	0.02%
2011	252.58	0.46%	0.02%
2012	268.73	0.45%	0.02%
2013	285.81	0.45%	0.02%
2014	303.97	0.45%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Benin: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Cotonou	959	124.19	56.24	0.26	0.01
Porto-Novo	1,334	53.04	24.02	0.11	0.00
Parakou	1,678	16.83	7.62	0.04	0.00
Abomey	1,720	13.77	6.24	0.03	0.00
Natitingou	1,731	13.01	5.89	0.03	0.00
Total		220.84	100.00	0.47	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.5 BOTSWANA

Online Retail Sales (e-Commerce) (US\$ Million): Botswana 2004 - 2014

Year	Botswana	% of Region	% of Globe
2004	278.48	0.96%	0.04%
2005	311.00	0.95%	0.04%
2006	342.99	0.94%	0.04%
2007	374.72	0.94%	0.04%
2008	406.41	0.93%	0.04%
2009	438.11	0.92%	0.04%
2010	469.93	0.92%	0.04%
2011	502.00	0.91%	0.04%
2012	534.62	0.90%	0.04%
2013	569.13	0.90%	0.04%
2014	605.86	0.89%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Botswana: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Gaborone	1,181	74.59	17.02	0.16	0.01
Mahalapye	1,222	67.87	15.49	0.14	0.01
Serowe	1,264	62.49	14.26	0.13	0.01
Tutume	1,302	57.11	13.04	0.12	0.00
Bobonong	1,464	36.28	8.28	0.08	0.00
Francistown	1,486	32.93	7.52	0.07	0.00
Selebi-Phikwe	1,507	30.91	7.06	0.07	0.00
Lobatse	1,670	17.47	3.99	0.04	0.00
Molepolole	1,716	14.11	3.22	0.03	0.00
Kanye	1,725	13.44	3.07	0.03	0.00
Mochudi	1,748	12.09	2.76	0.03	0.00
Maun	1,781	10.08	2.30	0.02	0.00
Ramotswa	1,808	8.74	1.99	0.02	0.00
Total		438.11	100.00	0.92	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.6 BURKINA FASO**Online Retail Sales (e-Commerce) (US\$ Million): Burkina Faso 2004 - 2014**

Year	Burkina Faso	% of Region	% of Globe
2004	204.09	0.70%	0.03%
2005	227.30	0.70%	0.03%
2006	249.98	0.69%	0.03%
2007	272.37	0.68%	0.03%
2008	294.62	0.67%	0.03%
2009	316.85	0.67%	0.03%
2010	339.07	0.66%	0.03%
2011	361.37	0.66%	0.03%
2012	383.94	0.65%	0.03%
2013	407.77	0.64%	0.03%
2014	433.07	0.64%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Burkina Faso: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ouagadougou	811	169.75	53.58	0.36	0.01
Bobo-Dioulasso	1,095	88.72	28.00	0.19	0.01
Koudougou	1,633	19.97	6.30	0.04	0.00
Ouahigouya	1,709	14.98	4.73	0.03	0.00
Banfora	1,724	13.44	4.24	0.03	0.00
Kaya	1,782	9.99	3.15	0.02	0.00
Total		316.85	100.00	0.67	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.7 BURUNDI

Online Retail Sales (e-Commerce) (US\$ Million): Burundi 2004 - 2014

Year	Burundi	% of Region	% of Globe
2004	72.42	0.25%	0.01%
2005	81.25	0.25%	0.01%
2006	90.00	0.25%	0.01%
2007	98.75	0.25%	0.01%
2008	107.56	0.25%	0.01%
2009	116.39	0.25%	0.01%
2010	125.31	0.24%	0.01%
2011	134.36	0.24%	0.01%
2012	143.63	0.24%	0.01%
2013	153.47	0.24%	0.01%
2014	163.99	0.24%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Burundi: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bujumbura	1,135	82.53	70.91	0.17	0.01
Gitega	1,529	28.72	24.68	0.06	0.00
Bururi	1,979	2.42	2.08	0.01	0.00
Rumonge	2,012	1.51	1.30	0.00	0.00
Ngozi	2,023	1.21	1.04	0.00	0.00
Total		116.39	100.00	0.25	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.8 CAMEROON

Online Retail Sales (e-Commerce) (US\$ Million): Cameroon 2004 - 2014

Year	Cameroon	% of Region	% of Globe
2004	476.85	1.64%	0.07%
2005	528.14	1.62%	0.07%
2006	577.69	1.59%	0.06%
2007	626.02	1.57%	0.06%
2008	673.58	1.54%	0.06%
2009	720.98	1.52%	0.06%
2010	767.95	1.50%	0.06%
2011	814.60	1.48%	0.06%
2012	861.43	1.46%	0.06%
2013	910.57	1.44%	0.06%
2014	962.52	1.42%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cameroon: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Douala	516	335.42	46.52	0.71	0.03
Yaounde	717	213.80	29.65	0.45	0.02
Nkongsamba	1,483	33.63	4.66	0.07	0.00
Maroua	1,498	31.83	4.41	0.07	0.00
Garoua	1,510	30.63	4.25	0.06	0.00
Bafoussam	1,591	22.82	3.17	0.05	0.00
Kumba	1,686	16.22	2.25	0.03	0.00
Bamenda	1,713	14.41	2.00	0.03	0.00
Foumban	1,746	12.31	1.71	0.03	0.00
Limbe	1,785	9.91	1.37	0.02	0.00
Total		720.98	100.00	1.52	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.9 CAPE VERDE

Online Retail Sales (e-Commerce) (US\$ Million): Cape Verde 2004 - 2014

Year	Cape Verde	% of Region	% of Globe
2004	40.68	0.14%	0.01%
2005	46.02	0.14%	0.01%
2006	51.40	0.14%	0.01%
2007	56.87	0.14%	0.01%
2008	62.44	0.14%	0.01%
2009	68.05	0.14%	0.01%
2010	73.77	0.14%	0.01%
2011	79.65	0.14%	0.01%
2012	85.74	0.15%	0.01%
2013	92.26	0.15%	0.01%
2014	99.28	0.15%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cape Verde: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Praia	1,456	37.39	54.95	0.08	0.00
Mindelo	1,541	27.67	40.66	0.06	0.00
Ribeira Grande	2,013	1.50	2.20	0.00	0.00
Sal Rei	2,050	0.75	1.10	0.00	0.00
Santa Maria	2,051	0.75	1.10	0.00	0.00
Total		68.05	100.00	0.14	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.10 CENTRAL AFRICAN REPUBLIC

Online Retail Sales (e-Commerce) (US\$ Million): Central African Republic 2004 - 2014

Year	Central African Republic	% of Region	% of Globe
2004	36.32	0.13%	0.01%
2005	40.41	0.12%	0.01%
2006	44.39	0.12%	0.00%
2007	48.32	0.12%	0.00%
2008	52.21	0.12%	0.00%
2009	56.09	0.12%	0.00%
2010	59.97	0.12%	0.00%
2011	63.85	0.12%	0.00%
2012	67.78	0.11%	0.00%
2013	71.92	0.11%	0.00%
2014	76.31	0.11%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Central African Republic: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bangui	1,448	38.54	68.70	0.08	0.00
Berberati	1,851	6.45	11.51	0.01	0.00
Bouar	1,926	3.55	6.33	0.01	0.00
Bambari	1,936	3.36	5.98	0.01	0.00
Bangassou	1,983	2.32	4.14	0.00	0.00
Mbaiki	2,003	1.87	3.34	0.00	0.00
Total		56.09	100.00	0.12	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.11 CHAD

Online Retail Sales (e-Commerce) (US\$ Million): Chad 2004 - 2014

Year	Chad	% of Region	% of Globe
2004	209.33	0.72%	0.03%
2005	226.23	0.69%	0.03%
2006	241.52	0.67%	0.03%
2007	255.51	0.64%	0.03%
2008	268.52	0.61%	0.02%
2009	281.29	0.59%	0.02%
2010	293.30	0.57%	0.02%
2011	304.52	0.55%	0.02%
2012	315.18	0.53%	0.02%
2013	326.06	0.51%	0.02%
2014	337.33	0.50%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Chad: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
N'Djamena	892	140.78	50.05	0.30	0.01
Sarh	1,480	34.10	12.12	0.07	0.00
Moundou	1,581	23.92	8.50	0.05	0.00
Abeche	1,637	19.52	6.94	0.04	0.00
Bongor	1,645	18.97	6.74	0.04	0.00
Doba	1,666	17.60	6.26	0.04	0.00
Lai	1,690	15.95	5.67	0.03	0.00
Koumra	1,872	5.50	1.96	0.01	0.00
Kelo	1,882	4.95	1.76	0.01	0.00
Total		281.29	100.00	0.59	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.12 COMOROS**Online Retail Sales (e-Commerce) (US\$ Million): Comoros 2004 - 2014**

Year	Comoros	% of Region	% of Globe
2004	16.46	0.06%	0.00%
2005	17.81	0.05%	0.00%
2006	19.05	0.05%	0.00%
2007	20.19	0.05%	0.00%
2008	21.25	0.05%	0.00%
2009	22.29	0.05%	0.00%
2010	23.27	0.05%	0.00%
2011	24.20	0.04%	0.00%
2012	25.08	0.04%	0.00%
2013	25.99	0.04%	0.00%
2014	26.92	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Comoros: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Moroni	1,763	10.89	48.84	0.02	0.00
Mutsamudu	1,843	6.74	30.23	0.01	0.00
Fomboni	1,944	3.11	13.95	0.01	0.00
Mitsamiouli	2,010	1.56	6.98	0.00	0.00
Total		22.29	100.00	0.05	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.13 CONGO (FORMERLY ZAIRE)

Online Retail Sales (e-Commerce) (US\$ Million): Congo (formerly Zaire) 2004 - 2014

Year	Congo (formerly Zaire)	% of Region	% of Globe
2004	209.16	0.72%	0.03%
2005	236.61	0.72%	0.03%
2006	264.29	0.73%	0.03%
2007	292.41	0.73%	0.03%
2008	321.05	0.74%	0.03%
2009	349.86	0.74%	0.03%
2010	379.29	0.74%	0.03%
2011	409.53	0.74%	0.03%
2012	440.85	0.75%	0.03%
2013	474.38	0.75%	0.03%
2014	510.45	0.75%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Congo (formerly Zaire): Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kinshasa	802	174.93	50.00	0.37	0.01
Lubumbashi	1,469	35.79	10.23	0.08	0.00
Mbuji-Mayi	1,537	27.88	7.97	0.06	0.00
Kananga	1,640	19.18	5.48	0.04	0.00
Kisangani	1,654	18.65	5.33	0.04	0.00
Likasi	1,737	12.79	3.65	0.03	0.00
Kalemie	1,756	11.34	3.24	0.02	0.00
Bukavu	1,757	11.27	3.22	0.02	0.00
Kamina	1,771	10.55	3.01	0.02	0.00
Kikwit	1,789	9.69	2.77	0.02	0.00
Matadi	1,791	9.56	2.73	0.02	0.00
Mbandaka	1,827	8.24	2.35	0.02	0.00
Total		349.86	100.00	0.74	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.14 COTE D'IVOIRE

Online Retail Sales (e-Commerce) (US\$ Million): Cote d'Ivoire 2004 - 2014

Year	Cote d'Ivoire	% of Region	% of Globe
2004	404.52	1.39%	0.06%
2005	444.35	1.36%	0.06%
2006	482.09	1.33%	0.05%
2007	518.22	1.30%	0.05%
2008	553.21	1.27%	0.05%
2009	587.92	1.24%	0.05%
2010	621.82	1.21%	0.05%
2011	654.94	1.19%	0.05%
2012	687.67	1.16%	0.05%
2013	721.74	1.14%	0.05%
2014	757.51	1.11%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cote d'Ivoire: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Abidjan	428	438.57	74.60	0.93	0.04
Bouake	1,340	52.15	8.87	0.11	0.00
Yamoussoukro	1,534	28.45	4.84	0.06	0.00
Daloa	1,647	18.97	3.23	0.04	0.00
Port-Bouet	1,714	14.22	2.42	0.03	0.00
Man	1,730	13.04	2.22	0.03	0.00
Korhogo	1,743	12.56	2.14	0.03	0.00
Gagnoa	1,783	9.96	1.69	0.02	0.00
Total		587.92	100.00	1.24	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.15 DJIBOUTI

Online Retail Sales (e-Commerce) (US\$ Million): Djibouti 2004 - 2014

Year	Djibouti	% of Region	% of Globe
2004	22.24	0.08%	0.00%
2005	24.67	0.08%	0.00%
2006	27.03	0.07%	0.00%
2007	29.34	0.07%	0.00%
2008	31.62	0.07%	0.00%
2009	33.89	0.07%	0.00%
2010	36.15	0.07%	0.00%
2011	38.40	0.07%	0.00%
2012	40.66	0.07%	0.00%
2013	43.04	0.07%	0.00%
2014	45.56	0.07%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Djibouti: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Djibouti	1,597	22.59	66.67	0.05	0.00
Dikhil	1,932	3.43	10.11	0.01	0.00
Tadjourah	1,964	2.73	8.05	0.01	0.00
Ali-Sabiah	1,966	2.65	7.82	0.01	0.00
Obock	1,975	2.49	7.36	0.01	0.00
Total		33.89	100.00	0.07	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.16 EGYPT**Online Retail Sales (e-Commerce) (US\$ Million): Egypt 2004 - 2014**

Year	Egypt	% of Region	% of Globe
2004	4,716.10	16.24%	0.67%
2005	5,341.25	16.35%	0.67%
2006	5,972.61	16.45%	0.67%
2007	6,615.38	16.55%	0.67%
2008	7,271.20	16.65%	0.67%
2009	7,931.10	16.73%	0.67%
2010	8,606.26	16.81%	0.68%
2011	9,301.03	16.89%	0.68%
2012	10,021.60	16.96%	0.68%
2013	10,793.74	17.04%	0.68%
2014	11,625.37	17.10%	0.69%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Egypt: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Cairo	44	4,724.72	59.57	9.97	0.40
Alexandria	189	1,252.91	15.80	2.64	0.11
Giza	278	717.73	9.05	1.51	0.06
Al-Mahallah al Kubra	823	165.37	2.09	0.35	0.01
Port Said	826	164.08	2.07	0.35	0.01
Tanta	837	160.64	2.03	0.34	0.01
Al-Mansurah	859	153.77	1.94	0.32	0.01
Helwan	864	151.19	1.91	0.32	0.01
Asyut	954	124.99	1.58	0.26	0.01
Zagazig	985	117.69	1.48	0.25	0.01
Suez	1,003	113.82	1.44	0.24	0.01
Aswan	1,121	84.19	1.06	0.18	0.01
Total		7931.10	100.00	16.73	0.67

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.17 EQUATORIAL GUINEA

Online Retail Sales (e-Commerce) (US\$ Million): Equatorial Guinea 2004 - 2014

Year	Equatorial Guinea	% of Region	% of Globe
2004	247.96	0.85%	0.04%
2005	289.82	0.89%	0.04%
2006	334.33	0.92%	0.04%
2007	381.92	0.96%	0.04%
2008	432.50	0.99%	0.04%
2009	483.95	1.02%	0.04%
2010	538.44	1.05%	0.04%
2011	596.70	1.08%	0.04%
2012	659.33	1.12%	0.04%
2013	728.26	1.15%	0.05%
2014	804.40	1.18%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Equatorial Guinea: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Malabo	689	228.64	47.24	0.48	0.02
Bata	1,018	110.51	22.83	0.23	0.01
Luba	1,123	83.83	17.32	0.18	0.01
Mbini	1,274	60.97	12.60	0.13	0.01
Total		483.95	100.00	1.02	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.18 ETHIOPIA

Online Retail Sales (e-Commerce) (US\$ Million): Ethiopia 2004 - 2014

Year	Ethiopia	% of Region	% of Globe
2004	567.51	1.95%	0.08%
2005	652.31	2.00%	0.08%
2006	740.15	2.04%	0.08%
2007	831.75	2.08%	0.08%
2008	927.12	2.12%	0.09%
2009	1,023.60	2.16%	0.09%
2010	1,124.03	2.20%	0.09%
2011	1,229.37	2.23%	0.09%
2012	1,340.59	2.27%	0.09%
2013	1,461.31	2.31%	0.09%
2014	1,592.89	2.34%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ethiopia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Addis Ababa	309	636.03	62.14	1.34	0.05
Asmera	949	125.93	12.30	0.27	0.01
Dire Dawa	1,428	41.69	4.07	0.09	0.00
Gondar	1,476	34.46	3.37	0.07	0.00
Dessye	1,490	32.33	3.16	0.07	0.00
Nazret	1,491	32.33	3.16	0.07	0.00
Jimma	1,546	27.23	2.66	0.06	0.00
Harar	1,551	26.80	2.62	0.06	0.00
Mekele	1,559	26.38	2.58	0.06	0.00
Bahr Dar	1,584	23.40	2.29	0.05	0.00
Debre Markos	1,676	17.02	1.66	0.04	0.00
Total		1023.60	100.00	2.16	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.19 GABON**Online Retail Sales (e-Commerce) (US\$ Million): Gabon 2004 - 2014**

Year	Gabon	% of Region	% of Globe
2004	232.77	0.80%	0.03%
2005	259.67	0.79%	0.03%
2006	286.06	0.79%	0.03%
2007	312.18	0.78%	0.03%
2008	338.22	0.77%	0.03%
2009	364.26	0.77%	0.03%
2010	390.36	0.76%	0.03%
2011	416.60	0.76%	0.03%
2012	443.26	0.75%	0.03%
2013	471.43	0.74%	0.03%
2014	501.38	0.74%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Gabon: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Libreville	704	218.80	60.07	0.46	0.02
Port Gentil	1,053	101.94	27.99	0.22	0.01
Lambarene	1,695	15.54	4.27	0.03	0.00
Mouila	1,784	9.95	2.73	0.02	0.00
Tchibanga	1,797	9.32	2.56	0.02	0.00
Oyem	1,809	8.70	2.39	0.02	0.00
Total		364.26	100.00	0.77	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.20 GHANA

Online Retail Sales (e-Commerce) (US\$ Million): Ghana 2004 - 2014

Year	Ghana	% of Region	% of Globe
2004	348.62	1.20%	0.05%
2005	392.61	1.20%	0.05%
2006	436.59	1.20%	0.05%
2007	480.92	1.20%	0.05%
2008	525.77	1.20%	0.05%
2009	570.80	1.20%	0.05%
2010	616.54	1.20%	0.05%
2011	663.23	1.20%	0.05%
2012	711.30	1.20%	0.05%
2013	762.55	1.20%	0.05%
2014	817.49	1.20%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ghana: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Accra	603	281.40	49.30	0.59	0.02
Kumasi	1,000	114.16	20.00	0.24	0.01
Tamale	1,411	44.77	7.84	0.09	0.00
Tema	1,493	32.32	5.66	0.07	0.00
Sekondi-Takoradi	1,508	30.84	5.40	0.07	0.00
Koforidua	1,668	17.49	3.06	0.04	0.00
Cape Coast	1,669	17.49	3.06	0.04	0.00
Sunyani	1,755	11.56	2.03	0.02	0.00
Ho	1,758	11.27	1.97	0.02	0.00
Bolgatanga	1,793	9.49	1.66	0.02	0.00
Total		570.80	100.00	1.20	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.21 GUINEA

Online Retail Sales (e-Commerce) (US\$ Million): Guinea 2004 - 2014

Year	Guinea	% of Region	% of Globe
2004	120.43	0.41%	0.02%
2005	132.15	0.40%	0.02%
2006	143.21	0.39%	0.02%
2007	153.78	0.38%	0.02%
2008	163.99	0.38%	0.02%
2009	174.12	0.37%	0.01%
2010	183.98	0.36%	0.01%
2011	193.60	0.35%	0.01%
2012	203.08	0.34%	0.01%
2013	212.94	0.34%	0.01%
2014	223.28	0.33%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guinea: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Conakry	898	139.18	79.93	0.29	0.01
Kankan	1,667	17.57	10.09	0.04	0.00
Labe	1,734	12.83	7.37	0.03	0.00
Nzerekore	1,897	4.54	2.61	0.01	0.00
Total		174.12	100.00	0.37	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.22 GUINEA-BISSAU

Online Retail Sales (e-Commerce) (US\$ Million): Guinea-Bissau 2004 - 2014

Year	Guinea-Bissau	% of Region	% of Globe
2004	10.62	0.04%	0.00%
2005	11.80	0.04%	0.00%
2006	12.94	0.04%	0.00%
2007	14.06	0.04%	0.00%
2008	15.17	0.03%	0.00%
2009	16.28	0.03%	0.00%
2010	17.38	0.03%	0.00%
2011	18.48	0.03%	0.00%
2012	19.59	0.03%	0.00%
2013	20.75	0.03%	0.00%
2014	21.99	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guinea-Bissau: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bissau	1,745	12.33	75.76	0.03	0.00
Bafata	2,021	1.28	7.88	0.00	0.00
Gabu	2,044	0.79	4.85	0.00	0.00
Mansoa	2,059	0.49	3.03	0.00	0.00
Catio	2,060	0.49	3.03	0.00	0.00
Cantchungo	2,061	0.49	3.03	0.00	0.00
Farim	2,068	0.39	2.42	0.00	0.00
Total		16.28	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.23 KENYA

Online Retail Sales (e-Commerce) (US\$ Million): Kenya 2004 - 2014

Year	Kenya	% of Region	% of Globe
2004	642.13	2.21%	0.09%
2005	723.57	2.21%	0.09%
2006	805.06	2.22%	0.09%
2007	887.29	2.22%	0.09%
2008	970.56	2.22%	0.09%
2009	1,054.18	2.22%	0.09%
2010	1,139.18	2.23%	0.09%
2011	1,226.03	2.23%	0.09%
2012	1,315.50	2.23%	0.09%
2013	1,410.93	2.23%	0.09%
2014	1,513.29	2.23%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kenya: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nairobi	334	585.42	55.53	1.24	0.05
Mombasa	693	225.90	21.43	0.48	0.02
Kisumu	1,097	88.56	8.40	0.19	0.01
Nakuru	1,322	54.09	5.13	0.11	0.00
Eldoret	1,499	31.82	3.02	0.07	0.00
Thika	1,604	21.74	2.06	0.05	0.00
Nyeri	1,643	19.09	1.81	0.04	0.00
Nanyuki	1,832	7.95	0.75	0.02	0.00
Kitale	1,837	7.42	0.70	0.02	0.00
Malindi	1,853	6.36	0.60	0.01	0.00
Kericho	1,863	5.83	0.55	0.01	0.00
Total		1054.18	100.00	2.22	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.24 LESOTHO

Online Retail Sales (e-Commerce) (US\$ Million): Lesotho 2004 - 2014

Year	Lesotho	% of Region	% of Globe
2004	35.55	0.12%	0.01%
2005	39.72	0.12%	0.00%
2006	43.83	0.12%	0.00%
2007	47.91	0.12%	0.00%
2008	51.99	0.12%	0.00%
2009	56.07	0.12%	0.00%
2010	60.17	0.12%	0.00%
2011	64.31	0.12%	0.00%
2012	68.52	0.12%	0.00%
2013	72.97	0.12%	0.00%
2014	77.72	0.11%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Lesotho: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Maseru	1,378	47.75	85.16	0.10	0.00
Teyateyaneng	1,928	3.50	6.25	0.01	0.00
Leribe	1,969	2.63	4.69	0.01	0.00
Mafeteng	1,989	2.19	3.91	0.00	0.00
Total		56.07	100.00	0.12	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.25 LIBERIA

Online Retail Sales (e-Commerce) (US\$ Million): Liberia 2004 - 2014

Year	Liberia	% of Region	% of Globe
2004	15.89	0.05%	0.00%
2005	18.13	0.06%	0.00%
2006	20.42	0.06%	0.00%
2007	22.78	0.06%	0.00%
2008	25.22	0.06%	0.00%
2009	27.68	0.06%	0.00%
2010	30.21	0.06%	0.00%
2011	32.85	0.06%	0.00%
2012	35.60	0.06%	0.00%
2013	38.58	0.06%	0.00%
2014	41.80	0.06%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Liberia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Monrovia	1,605	21.70	78.41	0.05	0.00
Harbel	1,935	3.37	12.18	0.01	0.00
Buchanan	2,022	1.23	4.43	0.00	0.00
Tubmanburg	2,049	0.77	2.77	0.00	0.00
Harper	2,055	0.61	2.21	0.00	0.00
Total		27.68	100.00	0.06	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.26 LIBYA**Online Retail Sales (e-Commerce) (US\$ Million): Libya 2004 - 2014**

Year	Libya	% of Region	% of Globe
2004	895.11	3.08%	0.13%
2005	1,003.57	3.07%	0.13%
2006	1,111.04	3.06%	0.12%
2007	1,218.49	3.05%	0.12%
2008	1,326.46	3.04%	0.12%
2009	1,434.66	3.03%	0.12%
2010	1,543.89	3.02%	0.12%
2011	1,654.64	3.00%	0.12%
2012	1,767.94	2.99%	0.12%
2013	1,888.25	2.98%	0.12%
2014	2,016.74	2.97%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Libya: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tripoli	273	730.09	50.89	1.54	0.06
Benghazi	463	379.51	26.45	0.80	0.03
Misurata	1,046	103.81	7.24	0.22	0.01
Az Zawiyah	1,197	72.33	5.04	0.15	0.01
Al-Bayda	1,545	27.23	1.90	0.06	0.00
Ajdabiya	1,558	26.38	1.84	0.06	0.00
Darnah	1,566	25.53	1.78	0.05	0.00
Sebha	1,574	24.68	1.72	0.05	0.00
Tubruq	1,582	23.83	1.66	0.05	0.00
Al-Marj	1,607	21.27	1.48	0.04	0.00
Total		1434.66	100.00	3.03	0.12

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.27 MADAGASCAR

Online Retail Sales (e-Commerce) (US\$ Million): Madagascar 2004 - 2014

Year	Madagascar	% of Region	% of Globe
2004	222.21	0.77%	0.03%
2005	250.39	0.77%	0.03%
2006	278.59	0.77%	0.03%
2007	307.05	0.77%	0.03%
2008	335.87	0.77%	0.03%
2009	364.80	0.77%	0.03%
2010	394.22	0.77%	0.03%
2011	424.27	0.77%	0.03%
2012	455.23	0.77%	0.03%
2013	488.26	0.77%	0.03%
2014	523.68	0.77%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Madagascar: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Antananarivo	733	204.35	56.02	0.43	0.02
Toamasina	1,439	40.40	11.08	0.09	0.00
Fianarantsoa	1,494	32.27	8.84	0.07	0.00
Mahajanga	1,495	32.27	8.84	0.07	0.00
Antsirabe	1,588	22.96	6.29	0.05	0.00
Toliara	1,671	17.15	4.70	0.04	0.00
Antsiranana	1,700	15.41	4.22	0.03	0.00
Total		364.80	100.00	0.77	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.28 MALAWI

Online Retail Sales (e-Commerce) (US\$ Million): Malawi 2004 - 2014

Year	Malawi	% of Region	% of Globe
2004	118.17	0.41%	0.02%
2005	132.71	0.41%	0.02%
2006	147.16	0.41%	0.02%
2007	161.66	0.40%	0.02%
2008	176.27	0.40%	0.02%
2009	190.91	0.40%	0.02%
2010	205.74	0.40%	0.02%
2011	220.80	0.40%	0.02%
2012	236.25	0.40%	0.02%
2013	252.68	0.40%	0.02%
2014	270.26	0.40%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Malawi: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Blantyre	1,077	94.40	49.45	0.20	0.01
Lilongwe	1,347	51.53	26.99	0.11	0.00
Mzuzu	1,550	26.94	14.11	0.06	0.00
Zomba	1,744	12.42	6.50	0.03	0.00
Karonga	1,948	3.05	1.60	0.01	0.00
Nkhotakota	1,971	2.58	1.35	0.01	0.00
Total		190.91	100.00	0.40	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.29 MALI**Online Retail Sales (e-Commerce) (US\$ Million): Mali 2004 - 2014**

Year	Mali	% of Region	% of Globe
2004	165.01	0.57%	0.02%
2005	183.88	0.56%	0.02%
2006	202.34	0.56%	0.02%
2007	220.58	0.55%	0.02%
2008	238.73	0.55%	0.02%
2009	256.86	0.54%	0.02%
2010	275.01	0.54%	0.02%
2011	293.22	0.53%	0.02%
2012	311.69	0.53%	0.02%
2013	331.18	0.52%	0.02%
2014	351.90	0.52%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mali: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bamako	781	182.74	71.15	0.39	0.02
Segou	1,659	18.39	7.16	0.04	0.00
Mopti	1,704	15.28	5.95	0.03	0.00
Sikasso	1,727	13.30	5.18	0.03	0.00
Kayes	1,739	12.73	4.96	0.03	0.00
Gao	1,806	8.77	3.41	0.02	0.00
Timbuktu	1,864	5.66	2.20	0.01	0.00
Total		256.86	100.00	0.54	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.30 MAURITANIA

Online Retail Sales (e-Commerce) (US\$ Million): Mauritania 2004 - 2014

Year	Mauritania	% of Region	% of Globe
2004	71.93	0.25%	0.01%
2005	78.93	0.24%	0.01%
2006	85.54	0.24%	0.01%
2007	91.85	0.23%	0.01%
2008	97.95	0.22%	0.01%
2009	103.99	0.22%	0.01%
2010	109.89	0.21%	0.01%
2011	115.63	0.21%	0.01%
2012	121.29	0.21%	0.01%
2013	127.18	0.20%	0.01%
2014	133.36	0.20%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mauritania: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nouakchott	1,106	86.23	82.92	0.18	0.01
Nouadhibou	1,916	3.79	3.65	0.01	0.00
Kaedi	1,923	3.62	3.48	0.01	0.00
Zouerate	1,955	2.93	2.82	0.01	0.00
Rosso	1,960	2.76	2.65	0.01	0.00
Atar	1,961	2.76	2.65	0.01	0.00
Kiffa	2,001	1.90	1.82	0.00	0.00
Total		103.99	100.00	0.22	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.31 MAURITIUS

Online Retail Sales (e-Commerce) (US\$ Million): Mauritius 2004 - 2014

Year	Mauritius	% of Region	% of Globe
2004	168.53	0.58%	0.02%
2005	189.17	0.58%	0.02%
2006	209.66	0.58%	0.02%
2007	230.18	0.58%	0.02%
2008	250.85	0.57%	0.02%
2009	271.56	0.57%	0.02%
2010	292.51	0.57%	0.02%
2011	313.79	0.57%	0.02%
2012	335.59	0.57%	0.02%
2013	358.76	0.57%	0.02%
2014	383.53	0.56%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mauritius: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port Louis	1,090	90.52	33.33	0.19	0.01
Beau Bassin	1,278	60.56	22.30	0.13	0.01
Curepipe	1,425	42.33	15.59	0.09	0.00
Quatre Bornes	1,426	42.33	15.59	0.09	0.00
Vacoas-Phoenix	1,468	35.82	13.19	0.08	0.00
Total		271.56	100.00	0.57	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.32 MOROCCO**Online Retail Sales (e-Commerce) (US\$ Million): Morocco 2004 - 2014**

Year	Morocco	% of Region	% of Globe
2004	1,550.02	5.34%	0.22%
2005	1,706.39	5.22%	0.21%
2006	1,855.33	5.11%	0.21%
2007	1,998.67	5.00%	0.20%
2008	2,138.09	4.90%	0.20%
2009	2,276.59	4.80%	0.19%
2010	2,412.41	4.71%	0.19%
2011	2,545.70	4.62%	0.19%
2012	2,678.03	4.53%	0.18%
2013	2,816.08	4.44%	0.18%
2014	2,961.24	4.36%	0.18%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Morocco: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Casablanca	350	561.08	24.65	1.18	0.05
Marrakech	613	275.32	12.09	0.58	0.02
Rabat	654	248.66	10.92	0.52	0.02
Fez	789	180.26	7.92	0.38	0.02
Oujda	807	172.92	7.60	0.36	0.01
Kenitra	836	160.94	7.07	0.34	0.01
Tetouan	856	154.57	6.79	0.33	0.01
Safi	861	153.22	6.73	0.32	0.01
Meknes	908	136.02	5.97	0.29	0.01
Agadir	913	135.25	5.94	0.29	0.01
Tangier	1,065	98.34	4.32	0.21	0.01
Total		2276.59	100.00	4.80	0.19

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.33 MOZAMBIQUE

Online Retail Sales (e-Commerce) (US\$ Million): Mozambique 2004 - 2014

Year	Mozambique	% of Region	% of Globe
2004	193.30	0.67%	0.03%
2005	219.29	0.67%	0.03%
2006	245.62	0.68%	0.03%
2007	272.51	0.68%	0.03%
2008	300.01	0.69%	0.03%
2009	327.69	0.69%	0.03%
2010	356.08	0.70%	0.03%
2011	385.36	0.70%	0.03%
2012	415.79	0.70%	0.03%
2013	448.45	0.71%	0.03%
2014	483.68	0.71%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mozambique: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Maputo	745	199.34	60.83	0.42	0.02
Beira	1,320	54.40	16.60	0.11	0.00
Nampula	1,463	36.70	11.20	0.08	0.00
Nacala	1,644	19.00	5.80	0.04	0.00
Machaze	1,814	8.57	2.62	0.02	0.00
Mandie	1,889	4.84	1.48	0.01	0.00
Chibuto	1,890	4.84	1.48	0.01	0.00
Total		327.69	100.00	0.69	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.34 NAMIBIA

Online Retail Sales (e-Commerce) (US\$ Million): Namibia 2004 - 2014

Year	Namibia	% of Region	% of Globe
2004	123.63	0.43%	0.02%
2005	137.91	0.42%	0.02%
2006	151.93	0.42%	0.02%
2007	165.80	0.41%	0.02%
2008	179.63	0.41%	0.02%
2009	193.46	0.41%	0.02%
2010	207.32	0.40%	0.02%
2011	221.26	0.40%	0.02%
2012	235.42	0.40%	0.02%
2013	250.38	0.40%	0.02%
2014	266.29	0.39%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Namibia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Windhoek	905	136.49	70.55	0.29	0.01
Tsumeb	1,697	15.43	7.98	0.03	0.00
Keetmanshoop	1,729	13.06	6.75	0.03	0.00
Otjiwarongo	1,766	10.68	5.52	0.02	0.00
Luderitz	1,792	9.50	4.91	0.02	0.00
Swakopmund	1,823	8.31	4.29	0.02	0.00
Total		193.46	100.00	0.41	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.35 NIGER**Online Retail Sales (e-Commerce) (US\$ Million): Niger 2004 - 2014**

Year	Niger	% of Region	% of Globe
2004	104.25	0.36%	0.01%
2005	116.30	0.36%	0.01%
2006	128.12	0.35%	0.01%
2007	139.82	0.35%	0.01%
2008	151.48	0.35%	0.01%
2009	163.15	0.34%	0.01%
2010	174.83	0.34%	0.01%
2011	186.59	0.34%	0.01%
2012	198.53	0.34%	0.01%
2013	211.14	0.33%	0.01%
2014	224.56	0.33%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Niger: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Niamey	1,056	101.14	61.99	0.21	0.01
Zinder	1,609	21.09	12.93	0.04	0.00
Maradi	1,682	16.52	10.12	0.03	0.00
Tahoua	1,767	10.67	6.54	0.02	0.00
Agadez	1,840	6.86	4.21	0.01	0.00
Birni N'Konni	1,906	4.07	2.49	0.01	0.00
Filingue	1,959	2.80	1.71	0.01	0.00
Total		163.15	100.00	0.34	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.36 NIGERIA

Online Retail Sales (e-Commerce) (US\$ Million): Nigeria 2004 - 2014

Year	Nigeria	% of Region	% of Globe
2004	3,283.59	11.31%	0.47%
2005	3,700.07	11.33%	0.46%
2006	4,116.78	11.34%	0.46%
2007	4,537.25	11.35%	0.46%
2008	4,963.07	11.36%	0.46%
2009	5,390.68	11.37%	0.46%
2010	5,825.35	11.38%	0.46%
2011	6,269.43	11.38%	0.46%
2012	6,726.94	11.39%	0.46%
2013	7,214.96	11.39%	0.46%
2014	7,738.39	11.39%	0.46%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Nigeria: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lagos	228	920.15	17.07	1.94	0.08
Ibadan	239	867.35	16.09	1.83	0.07
Ogbomosho	424	442.12	8.20	0.93	0.04
Kano	449	408.33	7.57	0.86	0.03
Oshogbo	583	289.35	5.37	0.61	0.02
Ilorin	589	288.65	5.35	0.61	0.02
Abeokuta	639	259.08	4.81	0.55	0.02
Port Harcourt	656	247.81	4.60	0.52	0.02
Zaria	686	229.51	4.26	0.48	0.02
Ilesha	687	229.51	4.26	0.48	0.02
Onitsha	694	225.29	4.18	0.48	0.02
Kaduna	726	207.69	3.85	0.44	0.02
Enugu	765	191.49	3.55	0.40	0.02
Aba	785	180.93	3.36	0.38	0.02
Benin City	897	139.40	2.59	0.29	0.01
Others		264.01	4.90	0.56	0.02
Total		5390.68	100.00	11.37	0.46

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.37 REPUBLIC OF CONGO

Online Retail Sales (e-Commerce) (US\$ Million): Republic of Congo 2004 - 2014

Year	Republic of Congo	% of Region	% of Globe
2004	167.95	0.58%	0.02%
2005	185.60	0.57%	0.02%
2006	202.57	0.56%	0.02%
2007	219.04	0.55%	0.02%
2008	235.19	0.54%	0.02%
2009	251.26	0.53%	0.02%
2010	267.13	0.52%	0.02%
2011	282.82	0.51%	0.02%
2012	298.51	0.51%	0.02%
2013	314.95	0.50%	0.02%
2014	332.28	0.49%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Republic of Congo: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Brazzaville	876	146.53	58.32	0.31	0.01
Pointe-Noire	1,189	73.26	29.16	0.15	0.01
Nkayi	1,796	9.34	3.72	0.02	0.00
Loubomo	1,802	9.10	3.62	0.02	0.00
Ngamaba-Mfilou	1,856	6.15	2.45	0.01	0.00
Loandjili	1,913	3.93	1.57	0.01	0.00
Mossendjo	1,954	2.95	1.17	0.01	0.00
Total		251.26	100.00	0.53	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.38 REUNION

Online Retail Sales (e-Commerce) (US\$ Million): Reunion 2004 - 2014

Year	Reunion	% of Region	% of Globe
2004	57.25	0.20%	0.01%
2005	63.34	0.19%	0.01%
2006	69.20	0.19%	0.01%
2007	74.91	0.19%	0.01%
2008	80.52	0.18%	0.01%
2009	86.10	0.18%	0.01%
2010	91.63	0.18%	0.01%
2011	97.10	0.18%	0.01%
2012	102.59	0.17%	0.01%
2013	108.34	0.17%	0.01%
2014	114.41	0.17%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Reunion: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Saint-Denis	1,535	28.08	32.61	0.06	0.00
Saint-Paul	1,680	16.71	19.41	0.04	0.00
Saint-Pierre	1,722	13.69	15.90	0.03	0.00
Le Tampon	1,759	11.14	12.94	0.02	0.00
Saint-Louis	1,813	8.59	9.97	0.02	0.00
Le Port	1,834	7.89	9.16	0.02	0.00
Total		86.10	100.00	0.18	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.39 RWANDA**Online Retail Sales (e-Commerce) (US\$ Million): Rwanda 2004 - 2014**

Year	Rwanda	% of Region	% of Globe
2004	96.16	0.33%	0.01%
2005	108.17	0.33%	0.01%
2006	120.15	0.33%	0.01%
2007	132.20	0.33%	0.01%
2008	144.38	0.33%	0.01%
2009	156.60	0.33%	0.01%
2010	168.99	0.33%	0.01%
2011	181.62	0.33%	0.01%
2012	194.60	0.33%	0.01%
2013	208.43	0.33%	0.01%
2014	223.24	0.33%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Rwanda: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kigali	1,023	109.27	69.78	0.23	0.01
Butare	1,701	15.31	9.78	0.03	0.00
Ruhengeri	1,760	11.14	7.11	0.02	0.00
Gisenyi	1,820	8.35	5.33	0.02	0.00
Nyabisindu	1,839	6.96	4.44	0.01	0.00
Cyangugu	1,868	5.57	3.56	0.01	0.00
Total		156.60	100.00	0.33	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.40 SAO TOME E PRINCIPE

Online Retail Sales (e-Commerce) (US\$ Million): Sao Tome E Principe 2004 - 2014

Year	Sao Tome E Principe	% of Region	% of Globe
2004	3.08	0.01%	0.00%
2005	3.48	0.01%	0.00%
2006	3.87	0.01%	0.00%
2007	4.27	0.01%	0.00%
2008	4.68	0.01%	0.00%
2009	5.09	0.01%	0.00%
2010	5.50	0.01%	0.00%
2011	5.93	0.01%	0.00%
2012	6.37	0.01%	0.00%
2013	6.84	0.01%	0.00%
2014	7.34	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sao Tome E Principe: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sao Tome	1,883	4.95	97.22	0.01	0.00
Santo Antonio	2,075	0.14	2.78	0.00	0.00
Total		5.09	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.41 SENEGAL

Online Retail Sales (e-Commerce) (US\$ Million): Senegal 2004 - 2014

Year	Senegal	% of Region	% of Globe
2004	237.24	0.82%	0.03%
2005	265.09	0.81%	0.03%
2006	292.52	0.81%	0.03%
2007	319.75	0.80%	0.03%
2008	346.98	0.79%	0.03%
2009	374.22	0.79%	0.03%
2010	401.59	0.78%	0.03%
2011	429.19	0.78%	0.03%
2012	457.30	0.77%	0.03%
2013	487.04	0.77%	0.03%
2014	518.72	0.76%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Senegal: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dakar	626	268.10	71.64	0.57	0.02
Thies	1,515	30.26	8.09	0.06	0.00
Kaolack	1,563	25.61	6.84	0.05	0.00
Zinguinchor	1,618	20.76	5.55	0.04	0.00
Saint-Louis	1,649	18.82	5.03	0.04	0.00
Diourbel	1,768	10.67	2.85	0.02	0.00
Total		374.22	100.00	0.79	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.42 SIERRA LEONE**Online Retail Sales (e-Commerce) (US\$ Million): Sierra Leone 2004 - 2014**

Year	Sierra Leone	% of Region	% of Globe
2004	53.78	0.19%	0.01%
2005	60.77	0.19%	0.01%
2006	67.81	0.19%	0.01%
2007	74.94	0.19%	0.01%
2008	82.19	0.19%	0.01%
2009	89.48	0.19%	0.01%
2010	96.92	0.19%	0.01%
2011	104.55	0.19%	0.01%
2012	112.44	0.19%	0.01%
2013	120.88	0.19%	0.01%
2014	129.95	0.19%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sierra Leone: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Freetown	1,156	78.90	88.18	0.17	0.01
Bo	1,901	4.36	4.88	0.01	0.00
Kenema	1,990	2.18	2.44	0.00	0.00
Makeni	1,998	2.01	2.25	0.00	0.00
Port Loko	2,032	1.01	1.13	0.00	0.00
Bonthe	2,033	1.01	1.13	0.00	0.00
Total		89.48	100.00	0.19	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.43 SOMALIA

Online Retail Sales (e-Commerce) (US\$ Million): Somalia 2004 - 2014

Year	Somalia	% of Region	% of Globe
2004	67.31	0.23%	0.01%
2005	74.31	0.23%	0.01%
2006	81.01	0.22%	0.01%
2007	87.51	0.22%	0.01%
2008	93.86	0.21%	0.01%
2009	100.18	0.21%	0.01%
2010	106.40	0.21%	0.01%
2011	112.55	0.20%	0.01%
2012	118.68	0.20%	0.01%
2013	125.09	0.20%	0.01%
2014	131.85	0.19%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Somalia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Mogadishu	1,423	42.74	42.66	0.09	0.00
Hargeysa	1,673	17.09	17.06	0.04	0.00
Burao	1,735	12.82	12.80	0.03	0.00
Baidoa	1,736	12.82	12.80	0.03	0.00
Kismaayo	1,815	8.55	8.53	0.02	0.00
Berbera	1,950	2.99	2.99	0.01	0.00
Marka	1,973	2.56	2.56	0.01	0.00
Giohar	2,056	0.60	0.60	0.00	0.00
Total		100.18	100.00	0.21	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.44 SOUTH AFRICA

Online Retail Sales (e-Commerce) (US\$ Million): South Africa 2004 - 2014

Year	South Africa	% of Region	% of Globe
2004	5,358.96	18.45%	0.76%
2005	5,994.91	18.35%	0.75%
2006	6,622.30	18.24%	0.74%
2007	7,246.88	18.13%	0.73%
2008	7,872.23	18.03%	0.73%
2009	8,498.29	17.93%	0.72%
2010	9,128.36	17.83%	0.72%
2011	9,764.96	17.73%	0.71%
2012	10,414.10	17.63%	0.71%
2013	11,101.93	17.52%	0.70%
2014	11,835.18	17.41%	0.70%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

South Africa: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Johannesburg	99	2,673.40	31.46	5.64	0.23
Cape Town	119	2,231.33	26.26	4.71	0.19
Pretoria	122	2,116.19	24.90	4.46	0.18
Durban	327	589.05	6.93	1.24	0.05
Roodepoort	771	187.81	2.21	0.40	0.02
Germiston	854	154.75	1.82	0.33	0.01
Boksburg	875	146.81	1.73	0.31	0.01
Umlazi	1,032	107.97	1.27	0.23	0.01
Bloemfontein	1,134	82.53	0.97	0.17	0.01
Pietermaritzburg	1,145	80.38	0.95	0.17	0.01
Port Elizabeth	1,180	74.87	0.88	0.16	0.01
East London	1,330	53.20	0.63	0.11	0.00
Total		8498.29	100.00	17.93	0.72

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.45 SUDAN

Online Retail Sales (e-Commerce) (US\$ Million): Sudan 2004 - 2014

Year	Sudan	% of Region	% of Globe
2004	1,038.11	3.57%	0.15%
2005	1,214.07	3.72%	0.15%
2006	1,401.34	3.86%	0.16%
2007	1,601.72	4.01%	0.16%
2008	1,814.85	4.16%	0.17%
2009	2,031.67	4.29%	0.17%
2010	2,261.45	4.42%	0.18%
2011	2,507.27	4.55%	0.18%
2012	2,771.69	4.69%	0.19%
2013	3,062.85	4.83%	0.19%
2014	3,384.60	4.98%	0.20%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sudan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Omdurman	320	607.32	29.89	1.28	0.05
Khartoum	361	545.45	26.85	1.15	0.05
Port Sudan	655	248.66	12.24	0.52	0.02
Wadi Medani	832	162.72	8.01	0.34	0.01
Al Obeid	838	160.43	7.90	0.34	0.01
Atbara	983	118.03	5.81	0.25	0.01
Kassala	998	114.59	5.64	0.24	0.01
Kosti	1,184	74.48	3.67	0.16	0.01
Total		2031.67	100.00	4.29	0.17

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.46 SWAZILAND

Online Retail Sales (e-Commerce) (US\$ Million): Swaziland 2004 - 2014

Year	Swaziland	% of Region	% of Globe
2004	66.92	0.23%	0.01%
2005	73.46	0.22%	0.01%
2006	79.66	0.22%	0.01%
2007	85.58	0.21%	0.01%
2008	91.32	0.21%	0.01%
2009	97.00	0.20%	0.01%
2010	102.54	0.20%	0.01%
2011	107.95	0.20%	0.01%
2012	113.29	0.19%	0.01%
2013	118.85	0.19%	0.01%
2014	124.68	0.18%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Swaziland: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Mbabane	1,406	45.58	46.99	0.10	0.00
Manzini	1,611	21.04	21.69	0.04	0.00
Big Bend	1,753	11.69	12.05	0.02	0.00
Mhlume	1,830	8.18	8.43	0.02	0.00
Nhlangano	1,893	4.67	4.82	0.01	0.00
Pigg's Peak	1,927	3.51	3.61	0.01	0.00
Siteki	1,981	2.34	2.41	0.00	0.00
Total		97.00	100.00	0.20	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.47 TANZANIA

Online Retail Sales (e-Commerce) (US\$ Million): Tanzania 2004 - 2014

Year	Tanzania	% of Region	% of Globe
2004	478.04	1.65%	0.07%
2005	540.50	1.65%	0.07%
2006	603.38	1.66%	0.07%
2007	667.21	1.67%	0.07%
2008	732.17	1.68%	0.07%
2009	797.50	1.68%	0.07%
2010	864.19	1.69%	0.07%
2011	932.66	1.69%	0.07%
2012	1,003.52	1.70%	0.07%
2013	1,079.33	1.70%	0.07%
2014	1,160.87	1.71%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tanzania: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dar es Salaam	413	458.35	57.47	0.97	0.04
Mwanza	1,237	66.16	8.30	0.14	0.01
Zanzibar	1,242	65.56	8.22	0.14	0.01
Tanga	1,273	61.39	7.70	0.13	0.01
Mbeya	1,399	45.89	5.75	0.10	0.00
Tabora	1,443	39.93	5.01	0.08	0.00
Arusha	1,488	32.78	4.11	0.07	0.00
Dodoma	1,543	27.42	3.44	0.06	0.00
Total		797.50	100.00	1.68	0.07

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.48 THE GAMBIA

Online Retail Sales (e-Commerce) (US\$ Million): The Gambia 2004 - 2014

Year	The Gambia	% of Region	% of Globe
2004	14.67	0.05%	0.00%
2005	16.60	0.05%	0.00%
2006	18.54	0.05%	0.00%
2007	20.52	0.05%	0.00%
2008	22.53	0.05%	0.00%
2009	24.55	0.05%	0.00%
2010	26.61	0.05%	0.00%
2011	28.73	0.05%	0.00%
2012	30.93	0.05%	0.00%
2013	33.28	0.05%	0.00%
2014	35.81	0.05%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Gambia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Serekunda	1,752	11.71	47.69	0.02	0.00
Banjul	1,881	5.00	20.37	0.01	0.00
Brikama	1,985	2.27	9.26	0.00	0.00
Bakau	1,992	2.16	8.80	0.00	0.00
Farefenni	2,024	1.14	4.63	0.00	0.00
Gunjur	2,042	0.80	3.24	0.00	0.00
Sukuta	2,043	0.80	3.24	0.00	0.00
Georgetown	2,070	0.34	1.39	0.00	0.00
Basse Santa Su	2,071	0.34	1.39	0.00	0.00
Total		24.55	100.00	0.05	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.49 TOGO

Online Retail Sales (e-Commerce) (US\$ Million): Togo 2004 - 2014

Year	Togo	% of Region	% of Globe
2004	62.10	0.21%	0.01%
2005	68.51	0.21%	0.01%
2006	74.65	0.21%	0.01%
2007	80.60	0.20%	0.01%
2008	86.40	0.20%	0.01%
2009	92.17	0.19%	0.01%
2010	97.85	0.19%	0.01%
2011	103.46	0.19%	0.01%
2012	109.04	0.18%	0.01%
2013	114.88	0.18%	0.01%
2014	121.03	0.18%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Togo: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lome	1,275	60.89	66.06	0.13	0.01
Sokodé	1,831	7.99	8.66	0.02	0.00
Palimé	1,875	5.32	5.78	0.01	0.00
Atakpamé	1,898	4.49	4.87	0.01	0.00
Bassari	1,918	3.66	3.97	0.01	0.00
Tsévié	1,958	2.83	3.07	0.01	0.00
Anécho	1,982	2.33	2.53	0.00	0.00
Mango	1,991	2.16	2.35	0.00	0.00
Bafilo	2,008	1.66	1.81	0.00	0.00
Tabligbo	2,039	0.83	0.90	0.00	0.00
Total		92.17	100.00	0.19	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.50 TUNISIA

Online Retail Sales (e-Commerce) (US\$ Million): Tunisia 2004 - 2014

Year	Tunisia	% of Region	% of Globe
2004	859.44	2.96%	0.12%
2005	968.44	2.96%	0.12%
2006	1,077.51	2.97%	0.12%
2007	1,187.57	2.97%	0.12%
2008	1,299.02	2.97%	0.12%
2009	1,410.94	2.98%	0.12%
2010	1,524.71	2.98%	0.12%
2011	1,640.94	2.98%	0.12%
2012	1,760.69	2.98%	0.12%
2013	1,888.42	2.98%	0.12%
2014	2,025.42	2.98%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tunisia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tunis	346	566.84	40.17	1.20	0.05
Sfax	702	220.28	15.61	0.46	0.02
Ariana	1,079	94.00	6.66	0.20	0.01
Bizerte	1,092	90.20	6.39	0.19	0.01
Djerba	1,101	87.35	6.19	0.18	0.01
Gabes	1,102	87.35	6.19	0.18	0.01
Sousse	1,153	79.76	5.65	0.17	0.01
Kairouan	1,220	68.36	4.85	0.14	0.01
La Goulette	1,290	58.87	4.17	0.12	0.00
Gafsa	1,294	57.92	4.10	0.12	0.00
Total		1410.94	100.00	2.98	0.12

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.51 UGANDA

Online Retail Sales (e-Commerce) (US\$ Million): Uganda 2004 - 2014

Year	Uganda	% of Region	% of Globe
2004	352.84	1.22%	0.05%
2005	396.93	1.21%	0.05%
2006	440.90	1.21%	0.05%
2007	485.13	1.21%	0.05%
2008	529.81	1.21%	0.05%
2009	574.65	1.21%	0.05%
2010	620.12	1.21%	0.05%
2011	666.46	1.21%	0.05%
2012	714.10	1.21%	0.05%
2013	764.84	1.21%	0.05%
2014	819.17	1.21%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Uganda: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kampala	451	406.41	70.72	0.86	0.03
Jinja	1,384	46.93	8.17	0.10	0.00
Masaka	1,562	25.68	4.47	0.05	0.00
Mbale	1,572	24.79	4.31	0.05	0.00
Mbarara	1,627	20.36	3.54	0.04	0.00
Entebbe	1,656	18.59	3.24	0.04	0.00
Tororo	1,691	15.94	2.77	0.03	0.00
Gulu	1,692	15.94	2.77	0.03	0.00
Total		574.65	100.00	1.21	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.52 WESTERN SAHARA

Online Retail Sales (e-Commerce) (US\$ Million): Western Sahara 2004 - 2014

Year	Western Sahara	% of Region	% of Globe
2004	0.96	0.00%	0.00%
2005	1.07	0.00%	0.00%
2006	1.17	0.00%	0.00%
2007	1.26	0.00%	0.00%
2008	1.36	0.00%	0.00%
2009	1.45	0.00%	0.00%
2010	1.54	0.00%	0.00%
2011	1.64	0.00%	0.00%
2012	1.73	0.00%	0.00%
2013	1.83	0.00%	0.00%
2014	1.93	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Western Sahara: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Laayoune	2,028	1.05	72.31	0.00	0.00
Semara	2,073	0.20	13.85	0.00	0.00
Dakhla	2,074	0.20	13.85	0.00	0.00
Total		1.45	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.53 ZAMBIA**Online Retail Sales (e-Commerce) (US\$ Million): Zambia 2004 - 2014**

Year	Zambia	% of Region	% of Globe
2004	178.61	0.62%	0.03%
2005	200.92	0.61%	0.03%
2006	223.18	0.61%	0.02%
2007	245.57	0.61%	0.02%
2008	268.19	0.61%	0.02%
2009	290.88	0.61%	0.02%
2010	313.90	0.61%	0.02%
2011	337.36	0.61%	0.02%
2012	361.47	0.61%	0.02%
2013	387.16	0.61%	0.02%
2014	414.66	0.61%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Zambia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lusaka	1,093	89.80	30.87	0.19	0.01
Kitwe	1,368	48.72	16.75	0.10	0.00
Ndola	1,402	45.73	15.72	0.10	0.00
Kabwe	1,620	20.64	7.10	0.04	0.00
Mufulira	1,622	20.54	7.06	0.04	0.00
Chingola	1,631	20.03	6.88	0.04	0.00
Luanshya	1,672	17.14	5.89	0.04	0.00
Livingstone	1,778	10.12	3.48	0.02	0.00
Kalulushi	1,788	9.70	3.34	0.02	0.00
Chililabombwe	1,816	8.46	2.91	0.02	0.00
Total		290.88	100.00	0.61	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

3.54 ZIMBABWE

Online Retail Sales (e-Commerce) (US\$ Million): Zimbabwe 2004 - 2014

Year	Zimbabwe	% of Region	% of Globe
2004	82.40	0.28%	0.01%
2005	88.71	0.27%	0.01%
2006	94.36	0.26%	0.01%
2007	99.46	0.25%	0.01%
2008	104.14	0.24%	0.01%
2009	108.73	0.23%	0.01%
2010	112.99	0.22%	0.01%
2011	116.92	0.21%	0.01%
2012	120.60	0.20%	0.01%
2013	124.34	0.20%	0.01%
2014	128.20	0.19%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Zimbabwe: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Harare	1,415	43.50	40.01	0.09	0.00
Bulawayo	1,544	27.41	25.21	0.06	0.00
Chitungwiza	1,732	12.90	11.87	0.03	0.00
Gweru	1,880	5.05	4.64	0.01	0.00
Mutare	1,899	4.47	4.11	0.01	0.00
Kwekwe	1,946	3.07	2.82	0.01	0.00
Kadoma	1,957	2.87	2.64	0.01	0.00
Hwange	1,976	2.49	2.29	0.01	0.00
Masvingo	2,000	1.98	1.82	0.00	0.00
Chegutu	2,005	1.72	1.59	0.00	0.00
Zvishavane	2,006	1.72	1.59	0.00	0.00
Chinhoyi	2,011	1.53	1.41	0.00	0.00
Total		108.73	100.00	0.23	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4 ASIA

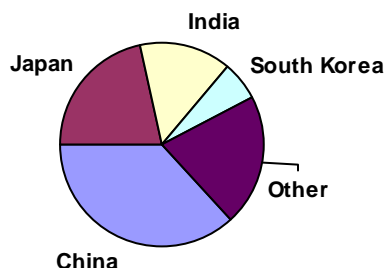
4.1 EXECUTIVE SUMMARY

Market Potential for Online Retail Sales (e-Commerce) in Asia (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Asia
China	131,883.68	36.56%
Japan	79,103.24	21.93%
India	54,778.93	15.19%
South Korea	21,907.82	6.07%
Indonesia	15,448.02	4.28%
Taiwan	12,571.67	3.49%
Thailand	9,426.51	2.61%
Malaysia	6,526.07	1.81%
Philippines	5,491.35	1.52%
Hong Kong	5,352.48	1.48%
Vietnam	4,110.73	1.14%
Singapore	4,095.25	1.14%
Bangladesh	3,820.02	1.06%
Burma	1,660.13	0.46%
Sri Lanka	1,519.42	0.42%
North Korea	706.12	0.20%
Nepal	550.66	0.15%
Cambodia	477.81	0.13%
Papua New Guinea	299.55	0.08%
Macau	237.97	0.07%
Laos	231.34	0.06%
Brunei	169.93	0.05%
Mongolia	157.10	0.04%
Bhutan	64.81	0.02%
Maldives	51.72	0.01%
Other	72.36	0.02%
Total	360,714.67	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Online Retail Sales (e-Commerce) in Asia (US\$ Million): 2009



The Market for Online Retail Sales (e-Commerce) in Asia: 2004 - 2014

Year	US\$ Million	% of Globe
2004	214,382.76	30.36
2005	242,642.32	30.31
2006	271,267.58	30.32
2007	300,528.32	30.39
2008	330,510.24	30.50
2009	360,714.67	30.60
2010	391,747.31	30.74
2011	423,851.07	30.90
2012	457,340.62	31.09
2013	493,427.70	31.28
2014	532,518.19	31.48

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.2 BANGLADESH

Online Retail Sales (e-Commerce) (US\$ Million): Bangladesh 2004 - 2014

Year	Bangladesh	% of Region	% of Globe
2004	2,345.57	1.09%	0.33%
2005	2,638.63	1.09%	0.33%
2006	2,930.92	1.08%	0.33%
2007	3,224.95	1.07%	0.33%
2008	3,521.96	1.07%	0.33%
2009	3,820.02	1.06%	0.32%
2010	4,122.31	1.05%	0.32%
2011	4,430.39	1.05%	0.32%
2012	4,747.05	1.04%	0.32%
2013	5,084.32	1.03%	0.32%
2014	5,445.55	1.02%	0.32%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bangladesh: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dhaka	160	1,596.28	41.79	0.44	0.14
Chittagong	298	661.18	17.31	0.18	0.06
Khulna	432	435.84	11.41	0.12	0.04
Narayanganj	780	182.84	4.79	0.05	0.02
Rajshahi	808	171.37	4.49	0.05	0.01
Mymensingh	937	128.86	3.37	0.04	0.01
Comilla	960	124.14	3.25	0.03	0.01
Barisal	988	116.72	3.06	0.03	0.01
Sylhet	1,004	113.35	2.97	0.03	0.01
Rangpur	1,048	103.23	2.70	0.03	0.01
Jessore	1,057	100.53	2.63	0.03	0.01
Saidpur	1,112	85.68	2.24	0.02	0.01
Total		3820.02	100.00	1.06	0.32

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.3 BHUTAN**Online Retail Sales (e-Commerce) (US\$ Million): Bhutan 2004 - 2014**

Year	Bhutan	% of Region	% of Globe
2004	36.92	0.02%	0.01%
2005	42.19	0.02%	0.01%
2006	47.60	0.02%	0.01%
2007	53.19	0.02%	0.01%
2008	58.97	0.02%	0.01%
2009	64.81	0.02%	0.01%
2010	70.84	0.02%	0.01%
2011	77.13	0.02%	0.01%
2012	83.72	0.02%	0.01%
2013	90.84	0.02%	0.01%
2014	98.57	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bhutan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Thimphu	1,683	16.41	25.32	0.00	0.00
Taga Dzong	1,694	15.59	24.05	0.00	0.00
Punakha	1,769	10.66	16.46	0.00	0.00
Bumthang	1,804	9.02	13.92	0.00	0.00
Phuntsholing	1,828	8.20	12.66	0.00	0.00
Paro	1,977	2.46	3.80	0.00	0.00
Tongsa Dzong	1,978	2.46	3.80	0.00	0.00
Total		64.81	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.4 BRUNEI

Online Retail Sales (e-Commerce) (US\$ Million): Brunei 2004 - 2014

Year	Brunei	% of Region	% of Globe
2004	120.97	0.06%	0.02%
2005	131.95	0.05%	0.02%
2006	142.15	0.05%	0.02%
2007	151.75	0.05%	0.02%
2008	160.90	0.05%	0.01%
2009	169.93	0.05%	0.01%
2010	178.63	0.05%	0.01%
2011	186.98	0.04%	0.01%
2012	195.11	0.04%	0.01%
2013	203.51	0.04%	0.01%
2014	212.27	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Brunei: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bandar Seri Begawan	1,081	93.01	54.74	0.03	0.01
Seria	1,420	42.93	25.26	0.01	0.00
Kuala Belait	1,482	33.99	20.00	0.01	0.00
Total		169.93	100.00	0.05	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.5 BURMA

Online Retail Sales (e-Commerce) (US\$ Million): Burma 2004 - 2014

Year	Burma	% of Region	% of Globe
2004	1,033.03	0.48%	0.15%
2005	1,158.85	0.48%	0.14%
2006	1,283.67	0.47%	0.14%
2007	1,408.58	0.47%	0.14%
2008	1,534.21	0.46%	0.14%
2009	1,660.13	0.46%	0.14%
2010	1,787.36	0.46%	0.14%
2011	1,916.47	0.45%	0.14%
2012	2,048.66	0.45%	0.14%
2013	2,189.09	0.44%	0.14%
2014	2,339.15	0.44%	0.14%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Burma: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Yangon	208	1,066.14	64.22	0.30	0.09
Mandalay	679	231.09	13.92	0.06	0.02
Moulmein	1,074	95.38	5.75	0.03	0.01
Pegu	1,245	65.04	3.92	0.02	0.01
Bassein	1,266	62.43	3.76	0.02	0.01
Sittwe	1,386	46.83	2.82	0.01	0.00
Taunggye	1,387	46.83	2.82	0.01	0.00
Monywa	1,392	46.39	2.79	0.01	0.00
Total		1660.13	100.00	0.46	0.14

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.6 CAMBODIA**Online Retail Sales (e-Commerce) (US\$ Million): Cambodia 2004 - 2014**

Year	Cambodia	% of Region	% of Globe
2004	269.97	0.13%	0.04%
2005	309.07	0.13%	0.04%
2006	349.30	0.13%	0.04%
2007	391.00	0.13%	0.04%
2008	434.18	0.13%	0.04%
2009	477.81	0.13%	0.04%
2010	523.02	0.13%	0.04%
2011	570.20	0.13%	0.04%
2012	619.79	0.14%	0.04%
2013	673.44	0.14%	0.04%
2014	731.72	0.14%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cambodia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bhnom Penh	471	372.13	77.88	0.10	0.03
Kompong Cham	1,040	105.68	22.12	0.03	0.01
Total		477.81	100.00	0.13	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.7 CHINA

Online Retail Sales (e-Commerce) (US\$ Million): China 2004 - 2014

Year	China	% of Region	% of Globe
2004	70,012.93	32.66%	9.92%
2005	81,218.05	33.47%	10.14%
2006	92,996.17	34.28%	10.39%
2007	105,452.06	35.09%	10.66%
2008	118,571.63	35.88%	10.94%
2009	131,883.68	36.56%	11.19%
2010	145,877.25	37.24%	11.45%
2011	160,714.36	37.92%	11.72%
2012	176,538.90	38.60%	12.00%
2013	193,848.11	39.29%	12.29%
2014	212,854.45	39.97%	12.58%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

China: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Shanghai	5	18,884.09	14.32	5.24	1.60
Beijing	6	15,737.81	11.93	4.36	1.34
Chongqing	8	13,318.84	10.10	3.69	1.13
Guangzhou	10	12,149.87	9.21	3.37	1.03
Chengdu	12	11,181.76	8.48	3.10	0.95
Tianjin	16	9,673.28	7.33	2.68	0.82
Harbin	30	6,381.08	4.84	1.77	0.54
Nanjing	31	6,327.90	4.80	1.75	0.54
Wuhan	32	6,300.07	4.78	1.75	0.53
Jinan	33	5,844.93	4.43	1.62	0.50
Shenyang	38	5,364.99	4.07	1.49	0.46
Changchun	40	5,127.39	3.89	1.42	0.44
Xi'an	41	5,079.21	3.85	1.41	0.43
Dalian	43	4,833.01	3.66	1.34	0.41
Shenzhen	73	3,354.59	2.54	0.93	0.28
Others		2,324.85	1.76	0.64	0.20
Total		131883.68	100.00	36.56	11.19

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.8 HONG KONG

Online Retail Sales (e-Commerce) (US\$ Million): Hong Kong 2004 - 2014

Year	Hong Kong	% of Region	% of Globe
2004	3,304.11	1.54%	0.47%
2005	3,712.77	1.53%	0.46%
2006	4,119.48	1.52%	0.46%
2007	4,527.78	1.51%	0.46%
2008	4,939.50	1.49%	0.46%
2009	5,352.48	1.48%	0.45%
2010	5,770.70	1.47%	0.45%
2011	6,196.20	1.46%	0.45%
2012	6,632.88	1.45%	0.45%
2013	7,097.50	1.44%	0.45%
2014	7,594.66	1.43%	0.45%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Hong Kong: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Hong Kong	39	5,352.48	100.00	1.48	0.45
Total		5352.48	100.00	1.48	0.45

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.9 INDIA

Online Retail Sales (e-Commerce) (US\$ Million): India 2004 - 2014

Year	India	% of Region	% of Globe
2004	31,455.64	14.67%	4.46%
2005	35,888.52	14.79%	4.48%
2006	40,423.72	14.90%	4.52%
2007	45,098.11	15.01%	4.56%
2008	49,916.92	15.10%	4.61%
2009	54,778.93	15.19%	4.65%
2010	59,797.85	15.26%	4.69%
2011	65,013.58	15.34%	4.74%
2012	70,472.74	15.41%	4.79%
2013	76,360.57	15.48%	4.84%
2014	82,740.30	15.54%	4.89%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

India: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Maharashtra State	17	9,448.10	17.25	2.62	0.80
Uttar Pradesh State	29	6,488.01	11.84	1.80	0.55
West Bengal State	48	4,377.59	7.99	1.21	0.37
Andhra Pradesh State	52	4,204.89	7.68	1.17	0.36
Tamil Nadu State	63	3,776.91	6.89	1.05	0.32
Gujarat State	71	3,414.81	6.23	0.95	0.29
Madhya Pradesh State	72	3,407.52	6.22	0.94	0.29
Karnataka State	81	3,094.07	5.65	0.86	0.26
Bihar State	82	3,087.18	5.64	0.86	0.26
Rajasthan State	110	2,414.43	4.41	0.67	0.20
Punjab State	111	2,399.51	4.38	0.67	0.20
Haryana State	146	1,723.34	3.15	0.48	0.15
Kerala State	158	1,606.03	2.93	0.45	0.14
Orissa State	177	1,367.21	2.50	0.38	0.12
Union Territories	187	1,262.88	2.31	0.35	0.11
Others		2,706.46	4.94	0.75	0.23
Total		54778.93	100.00	15.19	4.65

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.10 INDONESIA

Online Retail Sales (e-Commerce) (US\$ Million): Indonesia 2004 - 2014

Year	Indonesia	% of Region	% of Globe
2004	9,460.14	4.41%	1.34%
2005	10,648.07	4.39%	1.33%
2006	11,834.13	4.36%	1.32%
2007	13,028.51	4.34%	1.32%
2008	14,236.00	4.31%	1.31%
2009	15,448.02	4.28%	1.31%
2010	16,678.21	4.26%	1.31%
2011	17,932.98	4.23%	1.31%
2012	19,223.69	4.20%	1.31%
2013	20,599.10	4.17%	1.31%
2014	22,072.92	4.15%	1.30%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Indonesia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Jawa Barat	90	2,797.08	18.11	0.78	0.24
DKI Jakarta	109	2,462.56	15.94	0.68	0.21
Jawa Timur	114	2,365.79	15.31	0.66	0.20
Jawa Tengah	159	1,597.08	10.34	0.44	0.14
Sumatra Utara	237	868.72	5.62	0.24	0.07
Riau	281	708.10	4.58	0.20	0.06
Kalimantan Timur	356	553.00	3.58	0.15	0.05
Sumatra Selatan	364	534.53	3.46	0.15	0.05
Daerah Istimewa Aceh	414	458.07	2.97	0.13	0.04
Sulawesi Selatan	486	363.10	2.35	0.10	0.03
Sumatra Barat	595	287.86	1.86	0.08	0.02
Lampung	602	282.50	1.83	0.08	0.02
Kalimantan Barat	614	275.27	1.78	0.08	0.02
Bali	629	266.38	1.72	0.07	0.02
Irian Jaya	650	252.02	1.63	0.07	0.02
Others		1,375.95	8.91	0.38	0.12
Total		15448.02	100.00	4.28	1.31

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.11 JAPAN

Online Retail Sales (e-Commerce) (US\$ Million): Japan 2004 - 2014

Year	Japan	% of Region	% of Globe
2004	54,141.73	25.25%	7.67%
2005	59,538.24	24.54%	7.44%
2006	64,664.89	23.84%	7.23%
2007	69,585.80	23.15%	7.04%
2008	74,361.90	22.50%	6.86%
2009	79,103.24	21.93%	6.71%
2010	83,743.31	21.38%	6.57%
2011	88,286.68	20.83%	6.44%
2012	92,787.80	20.29%	6.31%
2013	97,477.99	19.76%	6.18%
2014	102,405.27	19.23%	6.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Japan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tokyo	9	13,250.36	16.75	3.67	1.12
Yokohama	37	5,368.41	6.79	1.49	0.46
Nagoya	84	3,070.96	3.88	0.85	0.26
Osaka	87	2,927.38	3.70	0.81	0.25
Sapporo	124	2,107.57	2.66	0.58	0.18
Kawasaki	136	1,906.32	2.41	0.53	0.16
Kyoto	145	1,739.02	2.20	0.48	0.15
Kobe	153	1,649.67	2.09	0.46	0.14
Fukuoka	163	1,559.56	1.97	0.43	0.13
Hiroshima	169	1,485.86	1.88	0.41	0.13
Chiba	188	1,257.41	1.59	0.35	0.11
Sendai	190	1,252.79	1.58	0.35	0.11
Kitakyushu	212	1,024.06	1.29	0.28	0.09
Sakai	220	975.62	1.23	0.27	0.08
Sagamihara	243	850.80	1.08	0.24	0.07
Others		38,677.44	48.89	10.72	3.28
Total		79103.24	100.00	21.93	6.71

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.12 LAOS**Online Retail Sales (e-Commerce) (US\$ Million): Laos 2004 - 2014**

Year	Laos	% of Region	% of Globe
2004	138.30	0.06%	0.02%
2005	156.46	0.06%	0.02%
2006	174.76	0.06%	0.02%
2007	193.35	0.06%	0.02%
2008	212.29	0.06%	0.02%
2009	231.34	0.06%	0.02%
2010	250.81	0.06%	0.02%
2011	270.80	0.06%	0.02%
2012	291.51	0.06%	0.02%
2013	313.68	0.06%	0.02%
2014	337.54	0.06%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Laos: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Vientiane	839	160.32	69.30	0.04	0.01
Savannakhet	1,606	21.69	9.38	0.01	0.00
Pakse	1,641	19.14	8.27	0.01	0.00
Luang Prabang	1,653	18.71	8.09	0.01	0.00
Sayaboury	1,859	5.95	2.57	0.00	0.00
Khammouane	1,870	5.53	2.39	0.00	0.00
Total		231.34	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.13 MACAU**Online Retail Sales (e-Commerce) (US\$ Million): Macau 2004 - 2014**

Year	Macau	% of Region	% of Globe
2004	114.46	0.05%	0.02%
2005	135.60	0.06%	0.02%
2006	158.52	0.06%	0.02%
2007	183.49	0.06%	0.02%
2008	210.44	0.06%	0.02%
2009	237.97	0.07%	0.02%
2010	267.50	0.07%	0.02%
2011	299.51	0.07%	0.02%
2012	334.39	0.07%	0.02%
2013	373.20	0.08%	0.02%
2014	416.51	0.08%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Macau: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Macau	697	223.97	94.12	0.06	0.02
Taipa	1,765	10.77	4.52	0.00	0.00
Coloane	1,941	3.23	1.36	0.00	0.00
Total		237.97	100.00	0.07	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.14 MALAYSIA

Online Retail Sales (e-Commerce) (US\$ Million): Malaysia 2004 - 2014

Year	Malaysia	% of Region	% of Globe
2004	4,039.33	1.88%	0.57%
2005	4,536.38	1.87%	0.57%
2006	5,030.53	1.85%	0.56%
2007	5,526.10	1.84%	0.56%
2008	6,025.38	1.82%	0.56%
2009	6,526.07	1.81%	0.55%
2010	7,032.74	1.80%	0.55%
2011	7,547.79	1.78%	0.55%
2012	8,075.94	1.77%	0.55%
2013	8,637.60	1.75%	0.55%
2014	9,238.33	1.73%	0.55%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Malaysia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kuala Lumpur	174	1,441.27	22.08	0.40	0.12
Ipoh	396	481.61	7.38	0.13	0.04
Johor Baharu	446	413.66	6.34	0.11	0.04
Melaka	469	372.56	5.71	0.10	0.03
Petaling Jaya	531	320.77	4.92	0.09	0.03
Tawai	545	308.08	4.72	0.09	0.03
Kelang	549	306.73	4.70	0.09	0.03
Kuala Terengganu	596	287.80	4.41	0.08	0.02
Sandakan	604	281.23	4.31	0.08	0.02
Kota Baharu	611	276.55	4.24	0.08	0.02
George Town	612	276.12	4.23	0.08	0.02
Kota Kinabalu	632	262.41	4.02	0.07	0.02
Kuantan	653	249.66	3.83	0.07	0.02
Taiping	681	230.54	3.53	0.06	0.02
Seremban	685	229.81	3.52	0.06	0.02
Others		787.27	12.06	0.22	0.07
Total		6526.07	100.00	1.81	0.55

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.15 MALDIVES

Online Retail Sales (e-Commerce) (US\$ Million): Maldives 2004 - 2014

Year	Maldives	% of Region	% of Globe
2004	32.18	0.02%	0.00%
2005	36.10	0.01%	0.00%
2006	39.99	0.01%	0.00%
2007	43.88	0.01%	0.00%
2008	47.80	0.01%	0.00%
2009	51.72	0.01%	0.00%
2010	55.68	0.01%	0.00%
2011	59.70	0.01%	0.00%
2012	63.82	0.01%	0.00%
2013	68.20	0.01%	0.00%
2014	72.87	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Maldives: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Male	1,343	51.72	100.00	0.01	0.00
Total		51.72	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.16 MONGOLIA

Online Retail Sales (e-Commerce) (US\$ Million): Mongolia 2004 - 2014

Year	Mongolia	% of Region	% of Globe
2004	86.86	0.04%	0.01%
2005	99.90	0.04%	0.01%
2006	113.42	0.04%	0.01%
2007	127.53	0.04%	0.01%
2008	142.23	0.04%	0.01%
2009	157.10	0.04%	0.01%
2010	172.59	0.04%	0.01%
2011	188.85	0.04%	0.01%
2012	206.03	0.05%	0.01%
2013	224.69	0.05%	0.01%
2014	245.03	0.05%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mongolia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ulaanbaatar	989	116.65	74.25	0.03	0.01
Darhan	1,675	17.03	10.84	0.00	0.00
Erdenedalay	1,801	9.15	5.83	0.00	0.00
Choybalsan	1,886	4.90	3.12	0.00	0.00
Ulaangom	1,942	3.19	2.03	0.00	0.00
Nalayh	1,943	3.19	2.03	0.00	0.00
Uliastay	1,951	2.98	1.90	0.00	0.00
Total		157.10	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.17 NEPAL**Online Retail Sales (e-Commerce) (US\$ Million): Nepal 2004 - 2014**

Year	Nepal	% of Region	% of Globe
2004	370.99	0.17%	0.05%
2005	409.31	0.17%	0.05%
2006	446.01	0.16%	0.05%
2007	481.50	0.16%	0.05%
2008	516.17	0.16%	0.05%
2009	550.66	0.15%	0.05%
2010	584.61	0.15%	0.05%
2011	618.08	0.15%	0.05%
2012	651.44	0.14%	0.04%
2013	686.33	0.14%	0.04%
2014	723.08	0.14%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Nepal: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kathmandu	878	145.56	26.43	0.04	0.01
Sallyan	1,078	94.15	17.10	0.03	0.01
Pyuthan	1,083	91.67	16.65	0.03	0.01
Jumla	1,138	81.76	14.85	0.02	0.01
Biratnagar	1,292	58.22	10.57	0.02	0.00
Lalitpur	1,360	49.55	9.00	0.01	0.00
Bhaktapur	1,520	29.73	5.40	0.01	0.00
Total		550.66	100.00	0.15	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.18 NORTH KOREA

Online Retail Sales (e-Commerce) (US\$ Million): North Korea 2004 - 2014

Year	North Korea	% of Region	% of Globe
2004	522.74	0.24%	0.07%
2005	565.55	0.23%	0.07%
2006	604.43	0.22%	0.07%
2007	640.11	0.21%	0.06%
2008	673.42	0.20%	0.06%
2009	706.12	0.20%	0.06%
2010	736.96	0.19%	0.06%
2011	765.89	0.18%	0.06%
2012	793.46	0.17%	0.05%
2013	821.66	0.17%	0.05%
2014	850.87	0.16%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

North Korea: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Pyongyang	605	281.10	39.81	0.08	0.02
Chongjin	1,146	80.32	11.37	0.02	0.01
Nampo	1,187	73.60	10.42	0.02	0.01
Sinuiju	1,328	53.26	7.54	0.01	0.00
Hungnam	1,424	42.61	6.03	0.01	0.00
Wonsan	1,458	37.28	5.28	0.01	0.00
Kaesong	1,461	36.86	5.22	0.01	0.00
Hamhung	1,475	34.62	4.90	0.01	0.00
Kimchaek	1,517	29.93	4.24	0.01	0.00
Haeju	1,594	22.69	3.21	0.01	0.00
Sariwon	1,719	13.85	1.96	0.00	0.00
Total		706.12	100.00	0.20	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.19 PAPUA NEW GUINEA

Online Retail Sales (e-Commerce) (US\$ Million): Papua New Guinea 2004 - 2014

Year	Papua New Guinea	% of Region	% of Globe
2004	193.97	0.09%	0.03%
2005	215.79	0.09%	0.03%
2006	237.06	0.09%	0.03%
2007	258.01	0.09%	0.03%
2008	278.79	0.08%	0.03%
2009	299.55	0.08%	0.03%
2010	320.26	0.08%	0.03%
2011	340.99	0.08%	0.02%
2012	361.96	0.08%	0.02%
2013	384.05	0.08%	0.02%
2014	407.50	0.08%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Papua New Guinea: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port Moresby	900	137.56	45.92	0.04	0.01
Lae	1,195	72.40	24.17	0.02	0.01
Madang	1,596	22.62	7.55	0.01	0.00
Wewak	1,616	20.81	6.95	0.01	0.00
Goroka	1,634	19.91	6.65	0.01	0.00
Rabaul	1,712	14.48	4.83	0.00	0.00
Mount Hagen	1,751	11.76	3.93	0.00	0.00
Total		299.55	100.00	0.08	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.20 PHILIPPINES

Online Retail Sales (e-Commerce) (US\$ Million): Philippines 2004 - 2014

Year	Philippines	% of Region	% of Globe
2004	3,256.61	1.52%	0.46%
2005	3,690.37	1.52%	0.46%
2006	4,128.89	1.52%	0.46%
2007	4,575.77	1.52%	0.46%
2008	5,032.10	1.52%	0.46%
2009	5,491.35	1.52%	0.47%
2010	5,961.57	1.52%	0.47%
2011	6,445.81	1.52%	0.47%
2012	6,948.41	1.52%	0.47%
2013	7,487.24	1.52%	0.47%
2014	8,067.85	1.52%	0.48%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Philippines: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Manila	42	4,857.91	88.46	1.35	0.41
Quezon City	1,006	112.68	2.05	0.03	0.01
Davao	1,251	64.58	1.18	0.02	0.01
Cebu	1,394	46.25	0.84	0.01	0.00
Caloocan	1,418	43.19	0.79	0.01	0.00
Makati	1,512	30.46	0.55	0.01	0.00
Zamboanga	1,521	29.73	0.54	0.01	0.00
Cagayan de Oro	1,538	27.80	0.51	0.01	0.00
Pasig	1,555	26.73	0.49	0.01	0.00
Pasay	1,560	26.08	0.48	0.01	0.00
Las Pinas	1,564	25.57	0.47	0.01	0.00
Bacolod	1,586	23.05	0.42	0.01	0.00
Valenzuela	1,590	22.86	0.42	0.01	0.00
Marikina	1,615	20.85	0.38	0.01	0.00
Paranaque	1,619	20.72	0.38	0.01	0.00
Others		112.89	2.06	0.03	0.01
Total		5491.35	100.00	1.52	0.47

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.21 SEYCHELLES

Online Retail Sales (e-Commerce) (US\$ Million): Seychelles 2004 - 2014

Year	Seychelles	% of Region	% of Globe
2004	18.64	0.01%	0.00%
2005	20.94	0.01%	0.00%
2006	23.24	0.01%	0.00%
2007	25.54	0.01%	0.00%
2008	27.86	0.01%	0.00%
2009	30.19	0.01%	0.00%
2010	32.55	0.01%	0.00%
2011	34.95	0.01%	0.00%
2012	37.41	0.01%	0.00%
2013	40.04	0.01%	0.00%
2014	42.84	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Seychelles: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Victoria	1,610	21.04	69.70	0.01	0.00
Anse Boileau	1,919	3.66	12.12	0.00	0.00
Cascade	1,962	2.74	9.09	0.00	0.00
Anse Royale	1,963	2.74	9.09	0.00	0.00
Total		30.19	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.22 SINGAPORE

Online Retail Sales (e-Commerce) (US\$ Million): Singapore 2004 - 2014

Year	Singapore	% of Region	% of Globe
2004	2,415.67	1.13%	0.34%
2005	2,740.52	1.13%	0.34%
2006	3,069.59	1.13%	0.34%
2007	3,405.59	1.13%	0.34%
2008	3,749.24	1.13%	0.35%
2009	4,095.25	1.14%	0.35%
2010	4,450.01	1.14%	0.35%
2011	4,815.92	1.14%	0.35%
2012	5,196.24	1.14%	0.35%
2013	5,604.39	1.14%	0.36%
2014	6,044.60	1.14%	0.36%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Singapore: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Singapore	53	4,095.25	100.00	1.14	0.35
Total		4095.25	100.00	1.14	0.35

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.23 SOUTH KOREA

Online Retail Sales (e-Commerce) (US\$ Million): South Korea 2004 - 2014

Year	South Korea	% of Region	% of Globe
2004	13,851.67	6.46%	1.96%
2005	15,486.84	6.38%	1.93%
2006	17,098.18	6.30%	1.91%
2007	18,700.57	6.22%	1.89%
2008	20,303.48	6.14%	1.87%
2009	21,907.82	6.07%	1.86%
2010	23,521.14	6.00%	1.85%
2011	25,149.74	5.93%	1.83%
2012	26,809.03	5.86%	1.82%
2013	28,566.30	5.79%	1.81%
2014	30,438.75	5.72%	1.80%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

South Korea: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Seoul	13	10,701.18	48.85	2.97	0.91
Pusan	98	2,692.92	12.29	0.75	0.23
Inchon	137	1,900.88	8.68	0.53	0.16
Taegu	164	1,544.47	7.05	0.43	0.13
Taejon	229	910.84	4.16	0.25	0.08
Kwangju	230	910.84	4.16	0.25	0.08
Ulsan	234	875.20	3.99	0.24	0.07
Suwon	255	793.35	3.62	0.22	0.07
Masan	369	520.10	2.37	0.14	0.04
Chonju	430	436.94	1.99	0.12	0.04
Cheju	459	396.02	1.81	0.11	0.03
Mokpo	696	225.08	1.03	0.06	0.02
Total		21907.82	100.00	6.07	1.86

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.24 SRI LANKA

Online Retail Sales (e-Commerce) (US\$ Million): Sri Lanka 2004 - 2014

Year	Sri Lanka	% of Region	% of Globe
2004	932.96	0.44%	0.13%
2005	1,049.52	0.43%	0.13%
2006	1,165.78	0.43%	0.13%
2007	1,282.74	0.43%	0.13%
2008	1,400.87	0.42%	0.13%
2009	1,519.42	0.42%	0.13%
2010	1,639.66	0.42%	0.13%
2011	1,762.20	0.42%	0.13%
2012	1,888.16	0.41%	0.13%
2013	2,022.30	0.41%	0.13%
2014	2,165.98	0.41%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sri Lanka: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Colombo	286	692.31	45.56	0.19	0.06
Dehiwala	757	193.60	12.74	0.05	0.02
Jaffna	881	144.95	9.54	0.04	0.01
Moratuwa	895	139.88	9.21	0.04	0.01
Kandy	929	131.77	8.67	0.04	0.01
Galle	1,019	110.49	7.27	0.03	0.01
Negombo	1,268	61.83	4.07	0.02	0.01
Trincomalee	1,412	44.60	2.94	0.01	0.00
Total		1519.42	100.00	0.42	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.25 TAIWAN

Online Retail Sales (e-Commerce) (US\$ Million): Taiwan 2004 - 2014

Year	Taiwan	% of Region	% of Globe
2004	7,822.84	3.65%	1.11%
2005	8,775.65	3.62%	1.10%
2006	9,720.82	3.58%	1.09%
2007	10,666.76	3.55%	1.08%
2008	11,618.10	3.52%	1.07%
2009	12,571.67	3.49%	1.07%
2010	13,535.14	3.46%	1.06%
2011	14,512.88	3.42%	1.06%
2012	15,513.91	3.39%	1.05%
2013	16,577.35	3.36%	1.05%
2014	17,713.69	3.33%	1.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Taiwan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Taipei	64	3,766.00	29.96	1.04	0.32
Kaohsiung	162	1,584.65	12.60	0.44	0.13
Taichung	207	1,071.23	8.52	0.30	0.09
Tainan	303	646.73	5.14	0.18	0.05
Panchiao	377	511.87	4.07	0.14	0.04
Hsinchu	465	376.29	2.99	0.10	0.03
Chungho	468	373.13	2.97	0.10	0.03
Sanchung	482	367.10	2.92	0.10	0.03
Keelung	505	347.63	2.77	0.10	0.03
Chungli	584	289.13	2.30	0.08	0.02
Chiayi	607	280.18	2.23	0.08	0.02
Taoyuan	635	260.58	2.07	0.07	0.02
Fengshan	646	253.20	2.01	0.07	0.02
Hsintien	664	241.99	1.92	0.07	0.02
Yungho	695	225.11	1.79	0.06	0.02
Others		1,976.86	15.72	0.55	0.17
Total		12571.67	100.00	3.49	1.07

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.26 THAILAND

Online Retail Sales (e-Commerce) (US\$ Million): Thailand 2004 - 2014

Year	Thailand	% of Region	% of Globe
2004	6,023.74	2.81%	0.85%
2005	6,719.87	2.77%	0.84%
2006	7,402.74	2.73%	0.83%
2007	8,078.86	2.69%	0.82%
2008	8,752.72	2.65%	0.81%
2009	9,426.51	2.61%	0.80%
2010	10,101.86	2.58%	0.79%
2011	10,781.12	2.54%	0.79%
2012	11,470.87	2.51%	0.78%
2013	12,199.81	2.47%	0.77%
2014	12,975.08	2.44%	0.77%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Thailand: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bangkok	18	8,776.58	93.11	2.43	0.74
Chon Buri	524	326.25	3.46	0.09	0.03
Songkhla	1,064	99.49	1.06	0.03	0.01
Nakhon Ratchasima	1,287	59.13	0.63	0.02	0.01
Chiang Mai	1,297	57.56	0.61	0.02	0.00
Khon Kaen	1,344	51.71	0.55	0.01	0.00
Nakhon Si Thammarat	1,457	37.33	0.40	0.01	0.00
Phitsanulok	1,688	16.20	0.17	0.00	0.00
Hat Yai	1,988	2.27	0.02	0.00	0.00
Total		9426.51	100.00	2.61	0.80

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

4.27 VIETNAM

Online Retail Sales (e-Commerce) (US\$ Million): Vietnam 2004 - 2014

Year	Vietnam	% of Region	% of Globe
2004	2,360.50	1.10%	0.33%
2005	2,693.15	1.11%	0.34%
2006	3,033.48	1.12%	0.34%
2007	3,384.26	1.13%	0.34%
2008	3,745.87	1.13%	0.35%
2009	4,110.73	1.14%	0.35%
2010	4,487.36	1.15%	0.35%
2011	4,878.76	1.15%	0.36%
2012	5,288.43	1.16%	0.36%
2013	5,730.26	1.16%	0.36%
2014	6,209.01	1.17%	0.37%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Vietnam: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ho Chi Minh	183	1,293.16	31.46	0.36	0.11
Can Tho	203	1,097.62	26.70	0.30	0.09
Hanoi	267	742.10	18.05	0.21	0.06
Thai Nguyen	528	321.92	7.83	0.09	0.03
Da Nang	529	321.22	7.81	0.09	0.03
Hue	647	252.68	6.15	0.07	0.02
Pleyku	1,137	82.03	2.00	0.02	0.01
Total		4110.73	100.00	1.14	0.35

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5 EUROPE

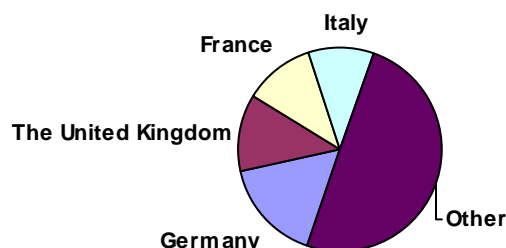
5.1 EXECUTIVE SUMMARY

Market Potential for Online Retail Sales (e-Commerce) in Europe (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Europe
Germany	50,905.24	16.35%
The United Kingdom	38,633.84	12.41%
France	36,999.86	11.89%
Italy	32,235.87	10.35%
Spain	24,613.24	7.91%
Russia	19,141.48	6.15%
The Netherlands	11,529.40	3.70%
Poland	11,432.10	3.67%
Belgium	6,811.57	2.19%
Sweden	6,008.17	1.93%
Greece	5,895.71	1.89%
Ukraine	5,891.83	1.89%
Austria	5,763.73	1.85%
Switzerland	5,406.77	1.74%
Norway	4,675.85	1.50%
Czech Republic	4,542.18	1.46%
Romania	4,502.65	1.45%
Portugal	4,154.85	1.33%
Denmark	3,660.65	1.18%
Hungary	3,481.21	1.12%
Ireland	3,412.50	1.10%
Finland	3,369.03	1.08%
Kazakhstan	2,986.53	0.96%
Slovakia	1,990.71	0.64%
Belarus	1,919.93	0.62%
Other	11,346.56	3.64%
Total	311,311.43	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Online Retail Sales (e-Commerce) in Europe (US\$ Million): 2009



The Market for Online Retail Sales (e-Commerce) in Europe: 2004 - 2014

Year	US\$ Million	% of Globe
2004	203,828.95	28.87
2005	226,185.36	28.25
2006	247,899.62	27.71
2007	269,204.06	27.22
2008	290,279.59	26.79
2009	311,311.43	26.41
2010	332,257.17	26.07
2011	353,179.76	25.75
2012	374,299.38	25.44
2013	396,555.89	25.14
2014	420,173.97	24.84

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.2 ALBANIA

Online Retail Sales (e-Commerce) (US\$ Million): Albania 2004 - 2014

Year	Albania	% of Region	% of Globe
2004	226.46	0.11%	0.03%
2005	253.34	0.11%	0.03%
2006	279.85	0.11%	0.03%
2007	306.24	0.11%	0.03%
2008	332.67	0.11%	0.03%
2009	359.12	0.12%	0.03%
2010	385.75	0.12%	0.03%
2011	412.65	0.12%	0.03%
2012	440.08	0.12%	0.03%
2013	469.15	0.12%	0.03%
2014	500.14	0.12%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Albania: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tirane	992	116.44	32.42	0.04	0.01
Durres	1,437	40.70	11.33	0.01	0.00
Elbasan	1,440	40.19	11.19	0.01	0.00
Shkoder	1,446	39.16	10.90	0.01	0.00
Vlore	1,474	35.04	9.76	0.01	0.00
Korce	1,496	31.94	8.90	0.01	0.00
Berat	1,608	21.12	5.88	0.01	0.00
Fier	1,621	20.61	5.74	0.01	0.00
Lushnje	1,718	13.91	3.87	0.00	0.00
Total		359.12	100.00	0.12	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.3 ANDORRA**Online Retail Sales (e-Commerce) (US\$ Million): Andorra 2004 - 2014**

Year	Andorra	% of Region	% of Globe
2004	32.80	0.02%	0.00%
2005	36.39	0.02%	0.00%
2006	39.87	0.02%	0.00%
2007	43.27	0.02%	0.00%
2008	46.63	0.02%	0.00%
2009	49.99	0.02%	0.00%
2010	53.32	0.02%	0.00%
2011	56.64	0.02%	0.00%
2012	59.98	0.02%	0.00%
2013	63.49	0.02%	0.00%
2014	67.21	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Andorra: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Andorra la Vella	1,516	29.99	60.00	0.01	0.00
Les Escaldes	1,632	19.99	40.00	0.01	0.00
Total		49.99	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.4 AUSTRIA

Online Retail Sales (e-Commerce) (US\$ Million): Austria 2004 - 2014

Year	Austria	% of Region	% of Globe
2004	3,802.05	1.87%	0.54%
2005	4,213.33	1.86%	0.53%
2006	4,611.09	1.86%	0.52%
2007	4,999.57	1.86%	0.51%
2008	5,382.27	1.85%	0.50%
2009	5,763.73	1.85%	0.49%
2010	6,142.13	1.85%	0.48%
2011	6,518.31	1.85%	0.48%
2012	6,896.24	1.84%	0.47%
2013	7,293.11	1.84%	0.46%
2014	7,712.81	1.84%	0.46%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Austria: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Vienna	70	3,461.86	60.06	1.11	0.29
Graz	358	549.47	9.53	0.18	0.05
Linz	419	452.23	7.85	0.15	0.04
Salzburg	537	314.30	5.45	0.10	0.03
Innsbruck	630	264.56	4.59	0.08	0.02
Klagenfurt	750	196.72	3.41	0.06	0.02
Villach	976	119.84	2.08	0.04	0.01
Wels	994	115.32	2.00	0.04	0.01
Sankt Poelten	1,005	113.06	1.96	0.04	0.01
Steyr	1,110	85.92	1.49	0.03	0.01
Bregenz	1,261	63.31	1.10	0.02	0.01
Eisenstadt	1,548	27.13	0.47	0.01	0.00
Total		5763.73	100.00	1.85	0.49

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.5 BELARUS

Online Retail Sales (e-Commerce) (US\$ Million): Belarus 2004 - 2014

Year	Belarus	% of Region	% of Globe
2004	1,150.87	0.56%	0.16%
2005	1,301.22	0.58%	0.16%
2006	1,452.60	0.59%	0.16%
2007	1,606.27	0.60%	0.16%
2008	1,762.67	0.61%	0.16%
2009	1,919.93	0.62%	0.16%
2010	2,080.50	0.63%	0.16%
2011	2,245.33	0.64%	0.16%
2012	2,415.92	0.65%	0.16%
2013	2,598.44	0.66%	0.16%
2014	2,794.74	0.67%	0.17%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Belarus: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Minsk	274	727.76	37.91	0.23	0.06
Gomel	688	229.00	11.93	0.07	0.02
Mogilyov	831	163.05	8.49	0.05	0.01
Vitebsk	840	160.30	8.35	0.05	0.01
Grodno	963	123.66	6.44	0.04	0.01
Brest	982	118.16	6.15	0.04	0.01
Bobruysk	1,052	102.13	5.32	0.03	0.01
Baranovichi	1,192	72.82	3.79	0.02	0.01
Borisov	1,239	65.95	3.44	0.02	0.01
Orsha	1,307	56.33	2.93	0.02	0.00
Pinsk	1,318	54.50	2.84	0.02	0.00
Mozyr	1,393	46.26	2.41	0.01	0.00
Total		1919.93	100.00	0.62	0.16

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.6 BELGIUM

Online Retail Sales (e-Commerce) (US\$ Million): Belgium 2004 - 2014

Year	Belgium	% of Region	% of Globe
2004	4,564.97	2.24%	0.65%
2005	5,042.08	2.23%	0.63%
2006	5,500.07	2.22%	0.61%
2007	5,944.15	2.21%	0.60%
2008	6,378.93	2.20%	0.59%
2009	6,811.57	2.19%	0.58%
2010	7,238.34	2.18%	0.57%
2011	7,659.97	2.17%	0.56%
2012	8,081.13	2.16%	0.55%
2013	8,521.93	2.15%	0.54%
2014	8,986.78	2.14%	0.53%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Belgium: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Brussels	113	2,376.70	34.89	0.76	0.20
Antwerp	200	1,166.30	17.12	0.37	0.10
Ghent	341	570.90	8.38	0.18	0.05
Charleroi	376	512.09	7.52	0.16	0.04
Liege	392	490.04	7.19	0.16	0.04
Bruges	585	289.12	4.24	0.09	0.02
Namur	649	252.37	3.71	0.08	0.02
Mons	701	220.52	3.24	0.07	0.02
Leuven	730	205.82	3.02	0.07	0.02
Aalst	770	188.67	2.77	0.06	0.02
Kortrijk	774	186.22	2.73	0.06	0.02
Mechelen	775	186.22	2.73	0.06	0.02
Oostende	820	166.61	2.45	0.05	0.01
Total		6811.57	100.00	2.19	0.58

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.7 BOSNIA AND HERZEGOVINA

Online Retail Sales (e-Commerce) (US\$ Million): Bosnia and Herzegovina 2004 - 2014

Year	Bosnia and Herzegovina	% of Region	% of Globe
2004	338.83	0.17%	0.05%
2005	380.10	0.17%	0.05%
2006	421.03	0.17%	0.05%
2007	462.00	0.17%	0.05%
2008	503.21	0.17%	0.05%
2009	544.51	0.17%	0.05%
2010	586.24	0.18%	0.05%
2011	628.59	0.18%	0.05%
2012	671.95	0.18%	0.05%
2013	718.01	0.18%	0.05%
2014	767.23	0.18%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bosnia and Herzegovina: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sarajevo	715	214.17	39.33	0.07	0.02
Banja Luca	1,154	79.35	14.57	0.03	0.01
Zenica	1,288	59.04	10.84	0.02	0.01
Tuzla	1,327	53.38	9.80	0.02	0.00
Mostar	1,348	51.43	9.44	0.02	0.00
Prijedor	1,405	45.60	8.37	0.01	0.00
Doboj	1,430	41.55	7.63	0.01	0.00
Total		544.51	100.00	0.17	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.8 BULGARIA

Online Retail Sales (e-Commerce) (US\$ Million): Bulgaria 2004 - 2014

Year	Bulgaria	% of Region	% of Globe
2004	970.29	0.48%	0.14%
2005	1,092.13	0.48%	0.14%
2006	1,213.78	0.49%	0.14%
2007	1,336.29	0.50%	0.14%
2008	1,460.13	0.50%	0.13%
2009	1,584.44	0.51%	0.13%
2010	1,710.62	0.51%	0.13%
2011	1,839.32	0.52%	0.13%
2012	1,971.70	0.53%	0.13%
2013	2,112.77	0.53%	0.13%
2014	2,263.94	0.54%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bulgaria: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sofia	315	618.76	39.05	0.20	0.05
Plovdiv	751	195.66	12.35	0.06	0.02
Varna	817	167.71	10.58	0.05	0.01
Burgas	1,027	108.52	6.85	0.03	0.01
Ruse	1,044	104.13	6.57	0.03	0.01
Stara Zagora	1,114	85.50	5.40	0.03	0.01
Pleven	1,188	73.44	4.64	0.02	0.01
Tolbukhin	1,277	60.83	3.84	0.02	0.01
Sliven	1,291	58.64	3.70	0.02	0.00
Shumen	1,293	58.09	3.67	0.02	0.00
Pernik	1,331	53.16	3.36	0.02	0.00
Total		1584.44	100.00	0.51	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.9 CROATIA**Online Retail Sales (e-Commerce) (US\$ Million): Croatia 2004 - 2014**

Year	Croatia	% of Region	% of Globe
2004	785.43	0.39%	0.11%
2005	881.59	0.39%	0.11%
2006	977.08	0.39%	0.11%
2007	1,072.75	0.40%	0.11%
2008	1,169.05	0.40%	0.11%
2009	1,265.60	0.41%	0.11%
2010	1,363.22	0.41%	0.11%
2011	1,462.38	0.41%	0.11%
2012	1,563.98	0.42%	0.11%
2013	1,671.97	0.42%	0.11%
2014	1,787.41	0.43%	0.11%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Croatia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Zagreb	279	715.28	56.52	0.23	0.06
Rijeka	979	118.71	9.38	0.04	0.01
Split	1,020	110.18	8.71	0.04	0.01
Osijek	1,070	96.79	7.65	0.03	0.01
Zadar	1,209	70.62	5.58	0.02	0.01
Slavonski Brod	1,252	64.53	5.10	0.02	0.01
Vukovar	1,363	49.31	3.90	0.02	0.00
Dubrovnik	1,441	40.18	3.17	0.01	0.00
Total		1265.60	100.00	0.41	0.11

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.10 CYPRUS

Online Retail Sales (e-Commerce) (US\$ Million): Cyprus 2004 - 2014

Year	Cyprus	% of Region	% of Globe
2004	248.61	0.12%	0.04%
2005	277.18	0.12%	0.03%
2006	305.18	0.12%	0.03%
2007	332.87	0.12%	0.03%
2008	360.45	0.12%	0.03%
2009	388.01	0.12%	0.03%
2010	415.61	0.13%	0.03%
2011	443.35	0.13%	0.03%
2012	471.50	0.13%	0.03%
2013	501.22	0.13%	0.03%
2014	532.82	0.13%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cyprus: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nicosia	809	170.07	43.83	0.05	0.01
Limassol	968	122.21	31.50	0.04	0.01
Larnaca	1,324	53.98	13.91	0.02	0.00
Famagusta	1,427	41.75	10.76	0.01	0.00
Total		388.01	100.00	0.12	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.11 CZECH REPUBLIC

Online Retail Sales (e-Commerce) (US\$ Million): Czech Republic 2004 - 2014

Year	Czech Republic	% of Region	% of Globe
2004	2,811.39	1.38%	0.40%
2005	3,157.34	1.40%	0.39%
2006	3,501.27	1.41%	0.39%
2007	3,846.19	1.43%	0.39%
2008	4,193.69	1.44%	0.39%
2009	4,542.18	1.46%	0.39%
2010	4,894.82	1.47%	0.38%
2011	5,253.29	1.49%	0.38%
2012	5,620.89	1.50%	0.38%
2013	6,011.81	1.52%	0.38%
2014	6,429.92	1.53%	0.38%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Czech Republic: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Prague	132	2,026.59	44.62	0.65	0.17
Brno	300	652.00	14.35	0.21	0.06
Ostrava	353	554.54	12.21	0.18	0.05
Plzen	575	294.07	6.47	0.09	0.02
Olomouc	795	178.12	3.92	0.06	0.02
Usti nad Labem	798	176.44	3.88	0.06	0.01
Liberec	806	173.08	3.81	0.06	0.01
Hradec Kralove	815	168.04	3.70	0.05	0.01
Ceske Budejovice	841	159.64	3.51	0.05	0.01
Pardubice	842	159.64	3.51	0.05	0.01
Total		4542.18	100.00	1.46	0.39

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.12 DENMARK

Online Retail Sales (e-Commerce) (US\$ Million): Denmark 2004 - 2014

Year	Denmark	% of Region	% of Globe
2004	2,518.71	1.24%	0.36%
2005	2,766.73	1.22%	0.35%
2006	3,001.71	1.21%	0.34%
2007	3,226.67	1.20%	0.33%
2008	3,444.52	1.19%	0.32%
2009	3,660.65	1.18%	0.31%
2010	3,871.72	1.17%	0.30%
2011	4,077.90	1.15%	0.30%
2012	4,281.73	1.14%	0.29%
2013	4,493.88	1.13%	0.28%
2014	4,716.54	1.12%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Denmark: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Copenhagen	131	2,038.38	55.68	0.65	0.17
Aarhus	460	388.98	10.63	0.12	0.03
Odense	633	262.34	7.17	0.08	0.02
Aalborg	677	233.69	6.38	0.08	0.02
Esbjerg	970	122.12	3.34	0.04	0.01
Randers	1,082	91.97	2.51	0.03	0.01
Kolding	1,108	85.94	2.35	0.03	0.01
Helsingor	1,109	85.94	2.35	0.03	0.01
Herning	1,119	84.43	2.31	0.03	0.01
Horsens	1,132	82.92	2.27	0.03	0.01
Vejle	1,232	66.34	1.81	0.02	0.01
Roskilde	1,280	60.31	1.65	0.02	0.01
Naestved	1,301	57.29	1.57	0.02	0.00
Total		3660.65	100.00	1.18	0.31

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.13 ESTONIA**Online Retail Sales (e-Commerce) (US\$ Million): Estonia 2004 - 2014**

Year	Estonia	% of Region	% of Globe
2004	319.78	0.16%	0.05%
2005	362.37	0.16%	0.05%
2006	405.43	0.16%	0.05%
2007	449.31	0.17%	0.05%
2008	494.12	0.17%	0.05%
2009	539.21	0.17%	0.05%
2010	585.39	0.18%	0.05%
2011	632.94	0.18%	0.05%
2012	682.29	0.18%	0.05%
2013	735.20	0.19%	0.05%
2014	792.21	0.19%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Estonia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tallinn	553	305.77	56.71	0.10	0.03
Tartu	1,198	72.32	13.41	0.02	0.01
Narva	1,341	52.02	9.65	0.02	0.00
Kohtla-Järve	1,367	48.85	9.06	0.02	0.00
Pärnu	1,477	34.26	6.35	0.01	0.00
Sillamäe	1,726	13.32	2.47	0.00	0.00
Rakvere	1,740	12.69	2.35	0.00	0.00
Total		539.21	100.00	0.17	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.14 FINLAND

Online Retail Sales (e-Commerce) (US\$ Million): Finland 2004 - 2014

Year	Finland	% of Region	% of Globe
2004	2,158.60	1.06%	0.31%
2005	2,406.72	1.06%	0.30%
2006	2,649.83	1.07%	0.30%
2007	2,890.28	1.07%	0.29%
2008	3,129.70	1.08%	0.29%
2009	3,369.03	1.08%	0.29%
2010	3,608.72	1.09%	0.28%
2011	3,849.57	1.09%	0.28%
2012	4,093.93	1.09%	0.28%
2013	4,352.04	1.10%	0.28%
2014	4,626.43	1.10%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Finland: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Helsinki	213	1,021.93	30.33	0.33	0.09
Tampere	492	355.18	10.54	0.11	0.03
Espoo	501	348.95	10.36	0.11	0.03
Turku	515	336.49	9.99	0.11	0.03
Vantaa	540	313.64	9.31	0.10	0.03
Oulu	731	205.63	6.10	0.07	0.02
Lahti	752	195.25	5.80	0.06	0.02
Pori	822	166.17	4.93	0.05	0.01
Kuopio	825	164.09	4.87	0.05	0.01
Jyvaskyla	902	137.09	4.07	0.04	0.01
Kotka	956	124.63	3.70	0.04	0.01
Total		3369.03	100.00	1.08	0.29

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.15 FRANCE

Online Retail Sales (e-Commerce) (US\$ Million): France 2004 - 2014

Year	France	% of Region	% of Globe
2004	25,390.98	12.46%	3.60%
2005	27,906.51	12.34%	3.49%
2006	30,293.04	12.22%	3.39%
2007	32,580.80	12.10%	3.29%
2008	34,798.74	11.99%	3.21%
2009	36,999.86	11.89%	3.14%
2010	39,151.73	11.78%	3.07%
2011	41,256.30	11.68%	3.01%
2012	43,339.04	11.58%	2.95%
2013	45,508.06	11.48%	2.89%
2014	47,785.62	11.37%	2.82%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

France: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Paris	2	26,010.66	70.30	8.36	2.21
Marseille	127	2,084.35	5.63	0.67	0.18
Lyon	129	2,061.65	5.57	0.66	0.17
Lille	167	1,499.38	4.05	0.48	0.13
Toulouse	338	577.29	1.56	0.19	0.05
Nice	383	497.54	1.34	0.16	0.04
Strasbourg	387	494.60	1.34	0.16	0.04
Nantes	437	420.62	1.14	0.14	0.04
Rennes	467	374.87	1.01	0.12	0.03
Bordeaux	483	365.41	0.99	0.12	0.03
Saint-Etienne	500	349.52	0.94	0.11	0.03
Reims	532	320.44	0.87	0.10	0.03
Le Havre	533	320.38	0.87	0.10	0.03
Toulon	546	307.31	0.83	0.10	0.03
Grenoble	564	300.18	0.81	0.10	0.03
Others		1,015.68	2.75	0.33	0.09
Total		36999.86	100.00	11.89	3.14

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.16 GEORGIA

Online Retail Sales (e-Commerce) (US\$ Million): Georgia 2004 - 2014

Year	Georgia	% of Region	% of Globe
2004	192.70	0.09%	0.03%
2005	224.32	0.10%	0.03%
2006	257.73	0.10%	0.03%
2007	293.25	0.11%	0.03%
2008	330.82	0.11%	0.03%
2009	368.98	0.12%	0.03%
2010	409.23	0.12%	0.03%
2011	452.08	0.13%	0.03%
2012	497.95	0.13%	0.03%
2013	548.27	0.14%	0.03%
2014	603.67	0.14%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Georgia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
T'Bilisi	684	230.04	62.35	0.07	0.02
Kutaisi	1,421	42.90	11.63	0.01	0.00
Rustavi	1,525	29.03	7.87	0.01	0.00
Batumi	1,571	24.83	6.73	0.01	0.00
Sukhumi	1,601	22.09	5.99	0.01	0.00
Poti	1,798	9.31	2.52	0.00	0.00
Tskhinvali	1,857	6.02	1.63	0.00	0.00
Chiatura	1,892	4.75	1.29	0.00	0.00
Total		368.98	100.00	0.12	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.17 GERMANY

Online Retail Sales (e-Commerce) (US\$ Million): Germany 2004 - 2014

Year	Germany	% of Region	% of Globe
2004	34,205.68	16.78%	4.84%
2005	37,759.89	16.69%	4.72%
2006	41,167.36	16.61%	4.60%
2007	44,467.27	16.52%	4.50%
2008	47,694.65	16.43%	4.40%
2009	50,905.24	16.35%	4.32%
2010	54,069.22	16.27%	4.24%
2011	57,191.73	16.19%	4.17%
2012	60,307.62	16.11%	4.10%
2013	63,567.10	16.03%	4.03%
2014	67,002.75	15.95%	3.96%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Germany: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Berlin	14	10,343.72	20.32	3.32	0.88
Cologne	88	2,882.73	5.66	0.93	0.24
Dresden	141	1,785.26	3.51	0.57	0.15
Dusseldorf	149	1,710.50	3.36	0.55	0.15
Dortmund	150	1,698.54	3.34	0.55	0.14
Bremen	155	1,641.72	3.23	0.53	0.14
Duisburg	161	1,593.87	3.13	0.51	0.14
Cottbus	462	382.77	0.75	0.12	0.03
Dessau	541	311.00	0.61	0.10	0.03
Total		22350.10	43.91	7.18	1.90

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.18 GREECE

Online Retail Sales (e-Commerce) (US\$ Million): Greece 2004 - 2014

Year	Greece	% of Region	% of Globe
2004	3,848.19	1.89%	0.55%
2005	4,273.90	1.89%	0.53%
2006	4,687.61	1.89%	0.52%
2007	5,093.57	1.89%	0.52%
2008	5,495.07	1.89%	0.51%
2009	5,895.71	1.89%	0.50%
2010	6,294.54	1.89%	0.49%
2011	6,692.64	1.89%	0.49%
2012	7,094.06	1.90%	0.48%
2013	7,516.49	1.90%	0.48%
2014	7,964.08	1.90%	0.47%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Greece: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Athens	103	2,539.42	43.07	0.82	0.22
Thessaloniki	201	1,163.66	19.74	0.37	0.10
Piraeus	348	564.63	9.58	0.18	0.05
Patras	450	407.00	6.90	0.13	0.03
Larissa	573	295.22	5.01	0.09	0.03
Iraklion	577	292.35	4.96	0.09	0.02
Volos	736	203.50	3.45	0.07	0.02
Kavalla	828	163.37	2.77	0.05	0.01
Canea	915	134.71	2.28	0.04	0.01
Serrai	928	131.84	2.24	0.04	0.01
Total		5895.71	100.00	1.89	0.50

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.19 HUNGARY

Online Retail Sales (e-Commerce) (US\$ Million): Hungary 2004 - 2014

Year	Hungary	% of Region	% of Globe
2004	2,370.19	1.16%	0.34%
2005	2,609.30	1.15%	0.33%
2006	2,837.05	1.14%	0.32%
2007	3,056.23	1.14%	0.31%
2008	3,269.43	1.13%	0.30%
2009	3,481.21	1.12%	0.30%
2010	3,688.89	1.11%	0.29%
2011	3,892.71	1.10%	0.28%
2012	4,095.07	1.09%	0.28%
2013	4,306.16	1.09%	0.27%
2014	4,528.13	1.08%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Hungary: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Budapest	128	2,071.68	59.51	0.67	0.18
Debrecen	712	215.49	6.19	0.07	0.02
Miskolc	735	203.74	5.85	0.07	0.02
Szeged	777	185.13	5.32	0.06	0.02
Pécs	793	179.25	5.15	0.06	0.02
Győr	932	129.30	3.71	0.04	0.01
Nyiregyha	990	116.56	3.35	0.04	0.01
Szekesfehervar	1,011	111.67	3.21	0.04	0.01
Kecskemét	1,045	103.83	2.98	0.03	0.01
Szombathely	1,117	85.22	2.45	0.03	0.01
Szolnok	1,155	79.34	2.28	0.03	0.01
Total		3481.21	100.00	1.12	0.30

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.20 ICELAND

Online Retail Sales (e-Commerce) (US\$ Million): Iceland 2004 - 2014

Year	Iceland	% of Region	% of Globe
2004	146.06	0.07%	0.02%
2005	160.53	0.07%	0.02%
2006	174.25	0.07%	0.02%
2007	187.41	0.07%	0.02%
2008	200.17	0.07%	0.02%
2009	212.83	0.07%	0.02%
2010	225.21	0.07%	0.02%
2011	237.32	0.07%	0.02%
2012	249.30	0.07%	0.02%
2013	261.78	0.07%	0.02%
2014	274.88	0.07%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Iceland: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Reykjavik	957	124.59	58.54	0.04	0.01
Kopavogur	1,638	19.47	9.15	0.01	0.00
Hafnarfjordhur	1,660	18.17	8.54	0.01	0.00
Akureyri	1,661	18.17	8.54	0.01	0.00
Keflavik	1,803	9.08	4.27	0.00	0.00
Akranes	1,849	6.49	3.05	0.00	0.00
Vestmannaeyjar	1,850	6.49	3.05	0.00	0.00
Isafjorour	1,914	3.89	1.83	0.00	0.00
Husavik	1,915	3.89	1.83	0.00	0.00
Neskaupstaour	1,970	2.60	1.22	0.00	0.00
Total		212.83	100.00	0.07	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.21 IRELAND

Online Retail Sales (e-Commerce) (US\$ Million): Ireland 2004 - 2014

Year	Ireland	% of Region	% of Globe
2004	2,134.80	1.05%	0.30%
2005	2,392.14	1.06%	0.30%
2006	2,646.86	1.07%	0.30%
2007	2,901.25	1.08%	0.29%
2008	3,156.64	1.09%	0.29%
2009	3,412.50	1.10%	0.29%
2010	3,670.62	1.10%	0.29%
2011	3,932.11	1.11%	0.29%
2012	4,199.40	1.12%	0.29%
2013	4,483.05	1.13%	0.28%
2014	4,785.87	1.14%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ireland: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dublin	108	2,494.38	73.10	0.80	0.21
Cork	404	471.25	13.81	0.15	0.04
Limerick	725	208.54	6.11	0.07	0.02
Galway	942	127.29	3.73	0.04	0.01
Waterford	1,015	111.04	3.25	0.04	0.01
Total		3412.50	100.00	1.10	0.29

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.22 ITALY

Online Retail Sales (e-Commerce) (US\$ Million): Italy 2004 - 2014

Year	Italy	% of Region	% of Globe
2004	22,063.64	10.82%	3.12%
2005	24,262.81	10.73%	3.03%
2006	26,352.01	10.63%	2.95%
2007	28,357.35	10.53%	2.87%
2008	30,303.70	10.44%	2.80%
2009	32,235.87	10.35%	2.73%
2010	34,126.77	10.27%	2.68%
2011	35,978.27	10.19%	2.62%
2012	37,812.55	10.10%	2.57%
2013	39,723.88	10.02%	2.52%
2014	41,731.83	9.93%	2.47%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Italy: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Rome	19	8,170.64	25.35	2.62	0.69
Milan	50	4,289.80	13.31	1.38	0.36
Naples	69	3,483.47	10.81	1.12	0.30
Turin	86	2,972.99	9.22	0.95	0.25
Palermo	123	2,114.45	6.56	0.68	0.18
Genoa	125	2,094.14	6.50	0.67	0.18
Bologna	191	1,238.50	3.84	0.40	0.11
Florence	193	1,221.10	3.79	0.39	0.10
Catania	206	1,078.98	3.35	0.35	0.09
Bari	210	1,041.27	3.23	0.33	0.09
Venice	224	951.36	2.95	0.31	0.08
Messina	256	786.03	2.44	0.25	0.07
Verona	264	751.22	2.33	0.24	0.06
Taranto	280	710.62	2.20	0.23	0.06
Trieste	290	687.41	2.13	0.22	0.06
Others		643.91	2.00	0.21	0.05
Total		32235.87	100.00	10.35	2.73

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.23 KAZAKHSTAN**Online Retail Sales (e-Commerce) (US\$ Million): Kazakhstan 2004 - 2014**

Year	Kazakhstan	% of Region	% of Globe
2004	1,705.74	0.84%	0.24%
2005	1,948.33	0.86%	0.24%
2006	2,197.01	0.89%	0.25%
2007	2,453.79	0.91%	0.25%
2008	2,718.91	0.94%	0.25%
2009	2,986.53	0.96%	0.25%
2010	3,263.14	0.98%	0.26%
2011	3,551.02	1.01%	0.26%
2012	3,852.75	1.03%	0.26%
2013	4,178.49	1.05%	0.26%
2014	4,531.77	1.08%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kazakhstan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Almaty	325	591.54	19.81	0.19	0.05
Karaganda	527	321.99	10.78	0.10	0.03
Chimkent	728	206.09	6.90	0.07	0.02
Semipalatinsk	800	175.15	5.86	0.06	0.01
Pavlodar	804	173.58	5.81	0.06	0.01
Ust-Kamenogorsk	810	169.91	5.69	0.05	0.01
Dzhambul	835	160.99	5.39	0.05	0.01
Tselinograd	880	145.26	4.86	0.05	0.01
Aktyubinsk	924	132.68	4.44	0.04	0.01
Petropavlovsk	945	126.38	4.23	0.04	0.01
Kustanay	987	117.47	3.93	0.04	0.01
Temirtau	1,013	111.18	3.72	0.04	0.01
Uralsk	1,042	104.88	3.51	0.03	0.01
Shevchenko	1,130	83.38	2.79	0.03	0.01
Kzyl-Orda	1,147	80.24	2.69	0.03	0.01
Others		285.80	9.57	0.09	0.02
Total		2986.53	100.00	0.96	0.25

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.24 LATVIA**Online Retail Sales (e-Commerce) (US\$ Million): Latvia 2004 - 2014**

Year	Latvia	% of Region	% of Globe
2004	408.02	0.20%	0.06%
2005	470.33	0.21%	0.06%
2006	535.18	0.22%	0.06%
2007	603.11	0.22%	0.06%
2008	674.09	0.23%	0.06%
2009	745.96	0.24%	0.06%
2010	821.02	0.25%	0.06%
2011	900.01	0.25%	0.07%
2012	983.68	0.26%	0.07%
2013	1,074.72	0.27%	0.07%
2014	1,174.18	0.28%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Latvia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Riga	390	490.71	65.78	0.16	0.04
Daugavpils	1,218	68.50	9.18	0.02	0.01
Liepaja	1,272	61.54	8.25	0.02	0.01
Jelgava	1,442	40.13	5.38	0.01	0.00
Jurmala	1,472	35.32	4.73	0.01	0.00
Ventspils	1,552	26.76	3.59	0.01	0.00
Rezekne	1,587	23.01	3.08	0.01	0.00
Total		745.96	100.00	0.24	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.25 LIECHTENSTEIN

Online Retail Sales (e-Commerce) (US\$ Million): Liechtenstein 2004 - 2014

Year	Liechtenstein	% of Region	% of Globe
2004	17.92	0.01%	0.00%
2005	20.73	0.01%	0.00%
2006	23.69	0.01%	0.00%
2007	26.80	0.01%	0.00%
2008	30.07	0.01%	0.00%
2009	33.38	0.01%	0.00%
2010	36.86	0.01%	0.00%
2011	40.53	0.01%	0.00%
2012	44.44	0.01%	0.00%
2013	48.71	0.01%	0.00%
2014	53.39	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Liechtenstein: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Schaan	1,844	6.68	20.00	0.00	0.00
Vaduz	1,845	6.68	20.00	0.00	0.00
Balzers	1,874	5.34	16.00	0.00	0.00
Triesen	1,907	4.01	12.00	0.00	0.00
Eschen	1,908	4.01	12.00	0.00	0.00
Mauren	1,909	4.01	12.00	0.00	0.00
Triesenberg	1,965	2.67	8.00	0.00	0.00
Total		33.38	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.26 LITHUANIA

Online Retail Sales (e-Commerce) (US\$ Million): Lithuania 2004 - 2014

Year	Lithuania	% of Region	% of Globe
2004	639.26	0.31%	0.09%
2005	727.28	0.32%	0.09%
2006	816.89	0.33%	0.09%
2007	908.82	0.34%	0.09%
2008	1,003.22	0.35%	0.09%
2009	1,098.37	0.35%	0.09%
2010	1,196.26	0.36%	0.09%
2011	1,297.61	0.37%	0.09%
2012	1,403.33	0.37%	0.10%
2013	1,517.07	0.38%	0.10%
2014	1,640.02	0.39%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Lithuania: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Vilnius	417	454.45	41.37	0.15	0.04
Kaunas	558	302.73	27.56	0.10	0.03
Klaipeda	879	145.42	13.24	0.05	0.01
Siauliai	1,043	104.17	9.48	0.03	0.01
Panevezys	1,085	91.59	8.34	0.03	0.01
Total		1098.37	100.00	0.35	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.27 LUXEMBOURG

Online Retail Sales (e-Commerce) (US\$ Million): Luxembourg 2004 - 2014

Year	Luxembourg	% of Region	% of Globe
2004	444.55	0.22%	0.06%
2005	497.31	0.22%	0.06%
2006	549.36	0.22%	0.06%
2007	601.17	0.22%	0.06%
2008	653.04	0.22%	0.06%
2009	704.98	0.23%	0.06%
2010	757.25	0.23%	0.06%
2011	810.06	0.23%	0.06%
2012	863.91	0.23%	0.06%
2013	920.97	0.23%	0.06%
2014	981.79	0.23%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Luxembourg: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Luxembourg	497	350.22	49.68	0.11	0.03
Esch	1,024	109.16	15.48	0.04	0.01
Differdange	1,193	72.77	10.32	0.02	0.01
Dudelange	1,257	63.68	9.03	0.02	0.01
Petange	1,316	54.58	7.74	0.02	0.00
Remich	1,317	54.58	7.74	0.02	0.00
Total		704.98	100.00	0.23	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.28 MALTA**Online Retail Sales (e-Commerce) (US\$ Million): Malta 2004 - 2014**

Year	Malta	% of Region	% of Globe
2004	110.86	0.05%	0.02%
2005	122.92	0.05%	0.02%
2006	134.60	0.05%	0.02%
2007	146.02	0.05%	0.01%
2008	157.28	0.05%	0.01%
2009	168.50	0.05%	0.01%
2010	179.65	0.05%	0.01%
2011	190.74	0.05%	0.01%
2012	201.90	0.05%	0.01%
2013	213.62	0.05%	0.01%
2014	226.02	0.05%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Malta: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Birkirkara	1,358	50.30	29.85	0.02	0.00
Qormi	1,377	47.78	28.36	0.02	0.00
Sliema	1,473	35.21	20.90	0.01	0.00
Valletta	1,595	22.63	13.43	0.01	0.00
Victoria	1,742	12.57	7.46	0.00	0.00
Total		168.50	100.00	0.05	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.29 MOLDOVA

Online Retail Sales (e-Commerce) (US\$ Million): Moldova 2004 - 2014

Year	Moldova	% of Region	% of Globe
2004	112.11	0.06%	0.02%
2005	126.12	0.06%	0.02%
2006	140.09	0.06%	0.02%
2007	154.14	0.06%	0.02%
2008	168.34	0.06%	0.02%
2009	182.58	0.06%	0.02%
2010	197.03	0.06%	0.02%
2011	211.76	0.06%	0.02%
2012	226.89	0.06%	0.02%
2013	243.01	0.06%	0.02%
2014	260.28	0.06%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Moldova: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Chisinau	1,035	106.88	58.54	0.03	0.01
Tiraspol	1,522	29.25	16.02	0.01	0.00
Beltsy	1,565	25.56	14.00	0.01	0.00
Bendery	1,613	20.89	11.44	0.01	0.00
Total		182.58	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.30 MONACO

Online Retail Sales (e-Commerce) (US\$ Million): Monaco 2004 - 2014

Year	Monaco	% of Region	% of Globe
2004	12.23	0.01%	0.00%
2005	13.37	0.01%	0.00%
2006	14.45	0.01%	0.00%
2007	15.46	0.01%	0.00%
2008	16.44	0.01%	0.00%
2009	17.40	0.01%	0.00%
2010	18.33	0.01%	0.00%
2011	19.24	0.01%	0.00%
2012	20.12	0.01%	0.00%
2013	21.04	0.01%	0.00%
2014	22.00	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Monaco: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Monte Carlo	1,706	15.08	86.67	0.00	0.00
Monaco	1,984	2.32	13.33	0.00	0.00
Total		17.40	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.31 NORWAY

Online Retail Sales (e-Commerce) (US\$ Million): Norway 2004 - 2014

Year	Norway	% of Region	% of Globe
2004	2,956.40	1.45%	0.42%
2005	3,305.40	1.46%	0.41%
2006	3,649.31	1.47%	0.41%
2007	3,991.32	1.48%	0.40%
2008	4,333.43	1.49%	0.40%
2009	4,675.85	1.50%	0.40%
2010	5,020.18	1.51%	0.39%
2011	5,367.78	1.52%	0.39%
2012	5,721.93	1.53%	0.39%
2013	6,096.99	1.54%	0.39%
2014	6,496.63	1.55%	0.38%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Norway: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Oslo	138	1,876.93	40.14	0.60	0.16
Bergen	238	868.49	18.57	0.28	0.07
Trondheim	349	563.90	12.06	0.18	0.05
Stavanger	454	399.26	8.54	0.13	0.03
Kristiansand	638	259.31	5.55	0.08	0.02
Drammen	716	214.04	4.58	0.07	0.02
Tromso	740	201.69	4.31	0.06	0.02
Alesund	873	148.18	3.17	0.05	0.01
Bodo	886	144.06	3.08	0.05	0.01
Total		4675.85	100.00	1.50	0.40

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.32 POLAND

Online Retail Sales (e-Commerce) (US\$ Million): Poland 2004 - 2014

Year	Poland	% of Region	% of Globe
2004	6,926.46	3.40%	0.98%
2005	7,813.75	3.45%	0.98%
2006	8,703.41	3.51%	0.97%
2007	9,602.91	3.57%	0.97%
2008	10,515.38	3.62%	0.97%
2009	11,432.10	3.67%	0.97%
2010	12,365.33	3.72%	0.97%
2011	13,320.33	3.77%	0.97%
2012	14,305.68	3.82%	0.97%
2013	15,357.83	3.87%	0.97%
2014	16,487.36	3.92%	0.97%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Poland: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Warsaw	89	2,856.74	24.99	0.92	0.24
Lodz	172	1,444.61	12.64	0.46	0.12
Krakow	185	1,273.65	11.14	0.41	0.11
Wroclaw	204	1,094.14	9.57	0.35	0.09
Poznan	216	1,001.83	8.76	0.32	0.08
Gdansk	254	801.80	7.01	0.26	0.07
Szczecin	294	677.00	5.92	0.22	0.06
Bydgoszcz	308	637.68	5.58	0.20	0.05
Katowice	311	630.84	5.52	0.20	0.05
Lublin	342	569.30	4.98	0.18	0.05
Sosnowiec	422	444.50	3.89	0.14	0.04
Total		11432.10	100.00	3.67	0.97

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.33 PORTUGAL

Online Retail Sales (e-Commerce) (US\$ Million): Portugal 2004 - 2014

Year	Portugal	% of Region	% of Globe
2004	2,843.76	1.40%	0.40%
2005	3,127.21	1.38%	0.39%
2006	3,396.48	1.37%	0.38%
2007	3,654.95	1.36%	0.37%
2008	3,905.81	1.35%	0.36%
2009	4,154.85	1.33%	0.35%
2010	4,398.56	1.32%	0.35%
2011	4,637.20	1.31%	0.34%
2012	4,873.62	1.30%	0.33%
2013	5,119.97	1.29%	0.32%
2014	5,378.77	1.28%	0.32%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Portugal: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lisbon	130	2,041.75	49.14	0.66	0.17
Oporto	241	853.60	20.54	0.27	0.07
Amadora	675	236.15	5.68	0.08	0.02
Setubal	763	191.88	4.62	0.06	0.02
Coimbra	778	184.50	4.44	0.06	0.02
Braga	853	154.98	3.73	0.05	0.01
Vila Nova de Gaia	862	152.52	3.67	0.05	0.01
Barreiro	951	125.46	3.02	0.04	0.01
Funchal	1,029	108.24	2.61	0.03	0.01
Almada	1,038	105.78	2.55	0.03	0.01
Total		4154.85	100.00	1.33	0.35

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.34 ROMANIA

Online Retail Sales (e-Commerce) (US\$ Million): Romania 2004 - 2014

Year	Romania	% of Region	% of Globe
2004	2,772.11	1.36%	0.39%
2005	3,116.71	1.38%	0.39%
2006	3,460.04	1.40%	0.39%
2007	3,805.07	1.41%	0.38%
2008	4,153.29	1.43%	0.38%
2009	4,502.65	1.45%	0.38%
2010	4,856.72	1.46%	0.38%
2011	5,217.26	1.48%	0.38%
2012	5,587.55	1.49%	0.38%
2013	5,981.74	1.51%	0.38%
2014	6,403.74	1.52%	0.38%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Romania: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bucharest	139	1,836.87	40.80	0.59	0.16
Brasov	526	323.99	7.20	0.10	0.03
Constanta	557	302.76	6.72	0.10	0.03
Timisoara	566	299.99	6.66	0.10	0.03
Iasi	587	288.92	6.42	0.09	0.02
Cluj-Napoca	599	286.15	6.36	0.09	0.02
Galati	619	272.30	6.05	0.09	0.02
Craiova	637	259.38	5.76	0.08	0.02
Braila	706	217.84	4.84	0.07	0.02
Ploiesti	709	216.92	4.82	0.07	0.02
Oradea	748	197.53	4.39	0.06	0.02
Total		4502.65	100.00	1.45	0.38

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.35 RUSSIA

Online Retail Sales (e-Commerce) (US\$ Million): Russia 2004 - 2014

Year	Russia	% of Region	% of Globe
2004	11,110.52	5.45%	1.57%
2005	12,647.51	5.59%	1.58%
2006	14,213.84	5.73%	1.59%
2007	15,822.22	5.88%	1.60%
2008	17,475.13	6.02%	1.61%
2009	19,141.48	6.15%	1.62%
2010	20,857.01	6.28%	1.64%
2011	22,634.54	6.41%	1.65%
2012	24,489.90	6.54%	1.66%
2013	26,486.99	6.68%	1.68%
2014	28,646.94	6.82%	1.69%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Russia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Moscow	35	5,772.57	30.16	1.85	0.49
Saint Petersburg	75	3,231.66	16.88	1.04	0.27
Nizhni Novgorod	226	925.72	4.84	0.30	0.08
Novosibirsk	227	924.44	4.83	0.30	0.08
Yekaterinburg	233	880.02	4.60	0.28	0.07
Kuybyshev	250	809.20	4.23	0.26	0.07
Omsk	268	739.03	3.86	0.24	0.06
Chelyabinsk	271	735.81	3.84	0.24	0.06
Kazan	282	704.27	3.68	0.23	0.06
Rostov-on-Don	299	656.63	3.43	0.21	0.06
Volgograd	306	643.11	3.36	0.21	0.05
Krasnoyark	332	587.11	3.07	0.19	0.05
Saratov	335	582.60	3.04	0.19	0.05
Vladivostok	441	417.15	2.18	0.13	0.04
Irkutsk	453	402.99	2.11	0.13	0.03
Others		1,129.15	5.90	0.36	0.10
Total		19141.48	100.00	6.15	1.62

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.36 SAN MARINO

Online Retail Sales (e-Commerce) (US\$ Million): San Marino 2004 - 2014

Year	San Marino	% of Region	% of Globe
2004	9.83	0.00%	0.00%
2005	10.97	0.00%	0.00%
2006	12.09	0.00%	0.00%
2007	13.20	0.00%	0.00%
2008	14.31	0.00%	0.00%
2009	15.42	0.00%	0.00%
2010	16.53	0.00%	0.00%
2011	17.65	0.00%	0.00%
2012	18.79	0.01%	0.00%
2013	19.99	0.01%	0.00%
2014	21.27	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

San Marino: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Serravalle	1,787	9.81	63.64	0.00	0.00
San Marino	1,867	5.61	36.36	0.00	0.00
Total		15.42	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.37 SLOVAKIA

Online Retail Sales (e-Commerce) (US\$ Million): Slovakia 2004 - 2014

Year	Slovakia	% of Region	% of Globe
2004	1,133.92	0.56%	0.16%
2005	1,295.93	0.57%	0.16%
2006	1,462.16	0.59%	0.16%
2007	1,633.96	0.61%	0.17%
2008	1,811.49	0.62%	0.17%
2009	1,990.71	0.64%	0.17%
2010	2,176.09	0.65%	0.17%
2011	2,369.15	0.67%	0.17%
2012	2,571.64	0.69%	0.17%
2013	2,790.35	0.70%	0.18%
2014	3,027.67	0.72%	0.18%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Slovakia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bratislava	181	1,298.95	65.25	0.42	0.11
Kosice	287	691.76	34.75	0.22	0.06
Total		1990.71	100.00	0.64	0.17

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.38 SLOVENIA

Online Retail Sales (e-Commerce) (US\$ Million): Slovenia 2004 - 2014

Year	Slovenia	% of Region	% of Globe
2004	617.02	0.30%	0.09%
2005	693.33	0.31%	0.09%
2006	769.28	0.31%	0.09%
2007	845.53	0.31%	0.09%
2008	922.41	0.32%	0.09%
2009	999.53	0.32%	0.08%
2010	1,077.63	0.32%	0.08%
2011	1,157.09	0.33%	0.08%
2012	1,238.64	0.33%	0.08%
2013	1,325.40	0.33%	0.08%
2014	1,418.24	0.34%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Slovenia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ljubljana	400	476.34	47.66	0.15	0.04
Maribor	580	290.49	29.06	0.09	0.02
Koper	1,241	65.59	6.56	0.02	0.01
Kranj	1,332	53.10	5.31	0.02	0.00
Celje	1,346	51.54	5.16	0.02	0.00
Jesenice	1,502	31.24	3.13	0.01	0.00
Trbovlje	1,503	31.24	3.13	0.01	0.00
Total		999.53	100.00	0.32	0.08

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.39 SPAIN

Online Retail Sales (e-Commerce) (US\$ Million): Spain 2004 - 2014

Year	Spain	% of Region	% of Globe
2004	16,022.88	7.86%	2.27%
2005	17,805.27	7.87%	2.22%
2006	19,539.50	7.88%	2.18%
2007	21,243.15	7.89%	2.15%
2008	22,929.80	7.90%	2.12%
2009	24,613.24	7.91%	2.09%
2010	26,290.57	7.91%	2.06%
2011	27,966.45	7.92%	2.04%
2012	29,657.83	7.92%	2.02%
2013	31,438.71	7.93%	1.99%
2014	33,326.53	7.93%	1.97%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Spain: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Madrid	22	7,085.56	28.79	2.28	0.60
Barcelona	59	3,893.52	15.82	1.25	0.33
Valencia	151	1,672.57	6.80	0.54	0.14
Sevilla	168	1,496.63	6.08	0.48	0.13
Zaragoza	179	1,313.83	5.34	0.42	0.11
Malaga	182	1,293.27	5.25	0.42	0.11
Bilbao	235	872.84	3.55	0.28	0.07
Las Palmas	249	818.00	3.32	0.26	0.07
Valladolid	262	751.74	3.05	0.24	0.06
Palma	283	701.47	2.85	0.23	0.06
Murcia	284	696.90	2.83	0.22	0.06
Cordoba	293	680.91	2.77	0.22	0.06
Hospitalet	310	635.21	2.58	0.20	0.05
Alicante	326	589.51	2.40	0.19	0.05
Granada	331	587.23	2.39	0.19	0.05
Others		1,524.05	6.19	0.49	0.13
Total		24613.24	100.00	7.91	2.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.40 SWEDEN

Online Retail Sales (e-Commerce) (US\$ Million): Sweden 2004 - 2014

Year	Sweden	% of Region	% of Globe
2004	3,952.83	1.94%	0.56%
2005	4,382.84	1.94%	0.55%
2006	4,799.23	1.94%	0.54%
2007	5,206.37	1.93%	0.53%
2008	5,607.87	1.93%	0.52%
2009	6,008.17	1.93%	0.51%
2010	6,405.61	1.93%	0.50%
2011	6,801.13	1.93%	0.50%
2012	7,198.86	1.92%	0.49%
2013	7,616.74	1.92%	0.48%
2014	8,058.87	1.92%	0.48%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Sweden: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Stockholm	166	1,526.57	25.41	0.49	0.13
Göteborg	218	983.49	16.37	0.32	0.08
Malmö	367	529.39	8.81	0.17	0.04
Uppsala	474	369.66	6.15	0.12	0.03
Örebro	617	273.82	4.56	0.09	0.02
Linköping	622	271.54	4.52	0.09	0.02
Norrköping	623	271.54	4.52	0.09	0.02
Västerås	624	271.54	4.52	0.09	0.02
Jönköping	651	251.01	4.18	0.08	0.02
Helsingborg	663	244.16	4.06	0.08	0.02
Boras	682	230.47	3.84	0.07	0.02
Sundsvall	720	212.21	3.53	0.07	0.02
Umeå	737	203.09	3.38	0.07	0.02
Gävle	742	200.80	3.34	0.06	0.02
Skellefteå	813	168.86	2.81	0.05	0.01
Total		6008.17	100.00	1.93	0.51

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.41 SWITZERLAND

Online Retail Sales (e-Commerce) (US\$ Million): Switzerland 2004 - 2014

Year	Switzerland	% of Region	% of Globe
2004	3,633.07	1.78%	0.51%
2005	4,010.57	1.77%	0.50%
2006	4,372.49	1.76%	0.49%
2007	4,722.98	1.75%	0.48%
2008	5,065.77	1.75%	0.47%
2009	5,406.77	1.74%	0.46%
2010	5,742.83	1.73%	0.45%
2011	6,074.48	1.72%	0.44%
2012	6,405.42	1.71%	0.44%
2013	6,751.62	1.70%	0.43%
2014	7,116.53	1.69%	0.42%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Switzerland: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Zürich	170	1,465.46	27.10	0.47	0.12
Basel	275	726.47	13.44	0.23	0.06
Geneva	292	684.72	12.66	0.22	0.06
Bern	339	576.17	10.66	0.19	0.05
Lausanne	368	526.06	9.73	0.17	0.04
Winterthur	493	354.88	6.56	0.11	0.03
Saint Gallen	555	304.78	5.64	0.10	0.03
Luzern	652	250.51	4.63	0.08	0.02
Biel	719	212.93	3.94	0.07	0.02
Thun	858	154.48	2.86	0.05	0.01
Koniz	867	150.30	2.78	0.05	0.01
Total		5406.77	100.00	1.74	0.46

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.42 THE NETHERLANDS

Online Retail Sales (e-Commerce) (US\$ Million): The Netherlands 2004 - 2014

Year	The Netherlands	% of Region	% of Globe
2004	7,565.28	3.71%	1.07%
2005	8,392.90	3.71%	1.05%
2006	9,195.27	3.71%	1.03%
2007	9,980.77	3.71%	1.01%
2008	10,756.13	3.71%	0.99%
2009	11,529.40	3.70%	0.98%
2010	12,297.82	3.70%	0.96%
2011	13,063.31	3.70%	0.95%
2012	13,833.78	3.70%	0.94%
2013	14,643.72	3.69%	0.93%
2014	15,501.07	3.69%	0.92%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Netherlands: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Rotterdam	96	2,720.25	23.59	0.87	0.23
Amsterdam - Haarlem	134	1,969.02	17.08	0.63	0.17
Eindhoven - Tilberg	148	1,721.05	14.93	0.55	0.15
Gelderland	195	1,195.74	10.37	0.38	0.10
Utrecht	240	865.12	7.50	0.28	0.07
Limburg	257	778.79	6.75	0.25	0.07
Overijssel	291	685.11	5.94	0.22	0.06
Groningen	374	512.46	4.44	0.16	0.04
Friesland	476	369.19	3.20	0.12	0.03
Zeeland	598	286.54	2.49	0.09	0.02
Drenthe	608	279.19	2.42	0.09	0.02
Flevoland	874	146.94	1.27	0.05	0.01
Total		11529.40	100.00	3.70	0.98

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.43 THE UNITED KINGDOM

Online Retail Sales (e-Commerce) (US\$ Million): The United Kingdom 2004 - 2014

Year	The United Kingdom	% of Region	% of Globe
2004	25,755.39	12.64%	3.65%
2005	28,478.54	12.59%	3.56%
2006	31,099.18	12.55%	3.48%
2007	33,646.45	12.50%	3.40%
2008	36,145.58	12.45%	3.34%
2009	38,633.84	12.41%	3.28%
2010	41,092.98	12.37%	3.22%
2011	43,527.70	12.32%	3.17%
2012	45,964.41	12.28%	3.12%
2013	48,517.63	12.23%	3.08%
2014	51,212.66	12.19%	3.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The United Kingdom: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
London	7	13,533.90	35.03	4.35	1.15
Birmingham	65	3,760.95	9.73	1.21	0.32
Manchester	66	3,735.95	9.67	1.20	0.32
Leeds	79	3,125.00	8.09	1.00	0.27
Bradford	80	3,125.00	8.09	1.00	0.27
Liverpool	133	2,014.19	5.21	0.65	0.17
Sheffield	140	1,797.86	4.65	0.58	0.15
Bristol	154	1,642.49	4.25	0.53	0.14
Coventry	157	1,630.07	4.22	0.52	0.14
Nottingham	165	1,526.60	3.95	0.49	0.13
Leicester	173	1,442.55	3.73	0.46	0.12
Hull	180	1,299.28	3.36	0.42	0.11
Total		38633.84	100.00	12.41	3.28

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

5.44 UKRAINE

Online Retail Sales (e-Commerce) (US\$ Million): Ukraine 2004 - 2014

Year	Ukraine	% of Region	% of Globe
2004	3,531.74	1.73%	0.50%
2005	3,993.14	1.77%	0.50%
2006	4,457.69	1.80%	0.50%
2007	4,929.25	1.83%	0.50%
2008	5,409.21	1.86%	0.50%
2009	5,891.83	1.89%	0.50%
2010	6,384.56	1.92%	0.50%
2011	6,890.41	1.95%	0.50%
2012	7,413.89	1.98%	0.50%
2013	7,974.00	2.01%	0.51%
2014	8,576.41	2.04%	0.51%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ukraine: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kiev	205	1,086.24	18.44	0.35	0.09
Kharkiv	295	676.43	11.48	0.22	0.06
Dnipropetrovsk	386	495.04	8.40	0.16	0.04
Odessa	406	468.17	7.95	0.15	0.04
Donetsk	407	466.07	7.91	0.15	0.04
Zaporozhye	473	371.18	6.30	0.12	0.03
Lviv	519	331.71	5.63	0.11	0.03
Krivoy Rog	568	299.38	5.08	0.10	0.03
Mariupol (Zhdanov)	708	217.08	3.68	0.07	0.02
Nikolayev	722	211.20	3.58	0.07	0.02
Lugansk	724	208.68	3.54	0.07	0.02
Makeyevka	788	180.55	3.06	0.06	0.02
Vinnitsa	849	157.04	2.67	0.05	0.01
Sevastopol	868	149.48	2.54	0.05	0.01
Kherson	870	149.06	2.53	0.05	0.01
Others		424.50	7.20	0.14	0.04
Total		5891.83	100.00	1.89	0.50

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6 LATIN AMERICA

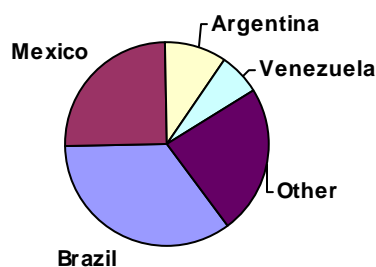
6.1 EXECUTIVE SUMMARY

Market Potential for Online Retail Sales (e-Commerce) in Latin America (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Latin America
Brazil	33,325.49	34.81%
Mexico	24,357.91	25.44%
Argentina	9,675.46	10.11%
Venezuela	6,183.42	6.46%
Colombia	5,864.31	6.12%
Chile	4,264.07	4.45%
Peru	3,999.62	4.18%
Ecuador	1,765.96	1.84%
Guatemala	1,229.33	1.28%
Costa Rica	1,022.13	1.07%
Bolivia	719.56	0.75%
Uruguay	680.36	0.71%
El Salvador	652.80	0.68%
Panama	536.61	0.56%
Paraguay	481.39	0.50%
Honduras	450.84	0.47%
Nicaragua	326.96	0.34%
Guyana	73.56	0.08%
Suriname	62.71	0.07%
Belize	42.05	0.04%
French Guiana	30.71	0.03%
The Falkland Islands	1.36	0.00%
Total	95,746.61	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Online Retail Sales (e-Commerce) in Latin America (US\$ Million): 2009



The Market for Online Retail Sales (e-Commerce) in Latin America: 2004 - 2014

Year	US\$ Million	% of Globe
2004	60,317.01	8.54
2005	67,476.04	8.43
2006	74,547.02	8.33
2007	81,596.84	8.25
2008	88,666.14	8.18
2009	95,746.61	8.12
2010	102,883.27	8.07
2011	110,107.79	8.03
2012	117,489.90	7.99
2013	125,326.80	7.95
2014	133,697.41	7.90

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.2 ARGENTINA

Online Retail Sales (e-Commerce) (US\$ Million): Argentina 2004 - 2014

Year	Argentina	% of Region	% of Globe
2004	5,555.92	9.21%	0.79%
2005	6,338.89	9.39%	0.79%
2006	7,139.93	9.58%	0.80%
2007	7,965.56	9.76%	0.81%
2008	8,816.69	9.94%	0.81%
2009	9,675.46	10.11%	0.82%
2010	10,561.93	10.27%	0.83%
2011	11,483.18	10.43%	0.84%
2012	12,447.41	10.59%	0.85%
2013	13,487.36	10.76%	0.86%
2014	14,614.20	10.93%	0.86%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Argentina: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Buenos Aires	197	1,181.12	12.21	1.23	0.10
Santa Fe	198	1,180.57	12.20	1.23	0.10
Cordoba	199	1,176.00	12.15	1.23	0.10
Mendoza	319	609.33	6.30	0.64	0.05
Tucumán	391	490.64	5.07	0.51	0.04
Entre Rios	436	425.83	4.40	0.44	0.04
Salta	455	397.36	4.11	0.42	0.03
Rosario	472	371.78	3.84	0.39	0.03
Misiones	477	369.17	3.82	0.39	0.03
Chaco	487	361.25	3.73	0.38	0.03
Corrientes	503	348.25	3.60	0.36	0.03
Santiago del Estero	609	278.12	2.87	0.29	0.02
Río Negro	680	231.07	2.39	0.24	0.02
Jujuy	692	226.98	2.35	0.24	0.02
San Juan	700	221.25	2.29	0.23	0.02
Others		1,806.74	18.67	1.89	0.15
Total		9675.46	100.00	10.11	0.82

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.3 BELIZE**Online Retail Sales (e-Commerce) (US\$ Million): Belize 2004 - 2014**

Year	Belize	% of Region	% of Globe
2004	27.96	0.05%	0.00%
2005	30.94	0.05%	0.00%
2006	33.80	0.05%	0.00%
2007	36.59	0.04%	0.00%
2008	39.33	0.04%	0.00%
2009	42.05	0.04%	0.00%
2010	44.75	0.04%	0.00%
2011	47.43	0.04%	0.00%
2012	50.11	0.04%	0.00%
2013	52.91	0.04%	0.00%
2014	55.88	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Belize: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Belize City	1,569	25.23	60.00	0.03	0.00
Corozal	1,876	5.26	12.50	0.01	0.00
Orange Walk	1,877	5.26	12.50	0.01	0.00
Dangriga	1,905	4.21	10.00	0.00	0.00
Belmopan	1,994	2.10	5.00	0.00	0.00
Total		42.05	100.00	0.04	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.4 BOLIVIA**Online Retail Sales (e-Commerce) (US\$ Million): Bolivia 2004 - 2014**

Year	Bolivia	% of Region	% of Globe
2004	465.95	0.77%	0.07%
2005	518.36	0.77%	0.06%
2006	569.47	0.76%	0.06%
2007	619.79	0.76%	0.06%
2008	669.71	0.76%	0.06%
2009	719.56	0.75%	0.06%
2010	769.32	0.75%	0.06%
2011	819.13	0.74%	0.06%
2012	869.48	0.74%	0.06%
2013	922.56	0.74%	0.06%
2014	978.88	0.73%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bolivia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
La Paz	567	299.68	41.65	0.31	0.03
Santa Cruz	796	178.05	24.74	0.19	0.02
Cochabamba	1,031	108.02	15.01	0.11	0.01
Oruro	1,309	55.57	7.72	0.06	0.00
Potosi	1,492	32.32	4.49	0.03	0.00
Sucre	1,547	27.22	3.78	0.03	0.00
Tarija	1,652	18.71	2.60	0.02	0.00
Total		719.56	100.00	0.75	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.5 BRAZIL

Online Retail Sales (e-Commerce) (US\$ Million): Brazil 2004 - 2014

Year	Brazil	% of Region	% of Globe
2004	21,295.70	35.31%	3.02%
2005	23,756.71	35.21%	2.97%
2006	26,170.86	35.11%	2.93%
2007	28,561.17	35.00%	2.89%
2008	30,943.44	34.90%	2.86%
2009	33,325.49	34.81%	2.83%
2010	35,713.04	34.71%	2.80%
2011	38,114.44	34.62%	2.78%
2012	40,552.90	34.52%	2.76%
2013	43,129.94	34.41%	2.73%
2014	45,870.75	34.31%	2.71%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Brazil: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sao Paulo	47	4,450.13	13.35	4.65	0.38
Rio de Janeiro	107	2,508.11	7.53	2.62	0.21
Salvador	219	983.02	2.95	1.03	0.08
Belo Horizonte	225	931.80	2.80	0.97	0.08
Fortaleza	245	835.11	2.51	0.87	0.07
Brasília	248	821.56	2.47	0.86	0.07
Curitiba	317	616.88	1.85	0.64	0.05
Recife	324	594.52	1.78	0.62	0.05
Belem	333	586.71	1.76	0.61	0.05
Pórtó Alegre	337	578.81	1.74	0.60	0.05
Manaus	394	487.55	1.46	0.51	0.04
Goiânia	433	432.97	1.30	0.45	0.04
Campinas	456	397.30	1.19	0.41	0.03
Guarulhos	466	375.83	1.13	0.39	0.03
Sao Gonçalo	484	365.24	1.10	0.38	0.03
Others		18,359.95	55.09	19.18	1.56
Total		33325.49	100.00	34.81	2.83

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.6 CHILE

Online Retail Sales (e-Commerce) (US\$ Million): Chile 2004 - 2014

Year	Chile	% of Region	% of Globe
2004	2,674.63	4.43%	0.38%
2005	2,995.37	4.44%	0.37%
2006	3,312.50	4.44%	0.37%
2007	3,628.87	4.45%	0.37%
2008	3,946.21	4.45%	0.36%
2009	4,264.07	4.45%	0.36%
2010	4,584.47	4.46%	0.36%
2011	4,908.77	4.46%	0.36%
2012	5,239.99	4.46%	0.36%
2013	5,591.32	4.46%	0.35%
2014	5,966.21	4.46%	0.35%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Chile: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Santiago	94	2,734.90	64.14	2.86	0.23
Concepcion	723	210.00	4.92	0.22	0.02
Viña del Mar	758	192.98	4.53	0.20	0.02
Valparaiso	792	179.43	4.21	0.19	0.02
Talcahuano	847	157.67	3.70	0.16	0.01
Temuco	857	154.51	3.62	0.16	0.01
Antofagasta	882	144.90	3.40	0.15	0.01
Rancagua	978	118.83	2.79	0.12	0.01
Talca	1,026	108.80	2.55	0.11	0.01
Arica	1,033	107.50	2.52	0.11	0.01
Puerto Montt	1,136	82.45	1.93	0.09	0.01
Punta Arenas	1,200	72.11	1.69	0.08	0.01
Total		4264.07	100.00	4.45	0.36

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.7 COLOMBIA

Online Retail Sales (e-Commerce) (US\$ Million): Colombia 2004 - 2014

Year	Colombia	% of Region	% of Globe
2004	3,553.06	5.89%	0.50%
2005	4,008.21	5.94%	0.50%
2006	4,464.57	5.99%	0.50%
2007	4,925.99	6.04%	0.50%
2008	5,394.06	6.08%	0.50%
2009	5,864.31	6.12%	0.50%
2010	6,343.02	6.17%	0.50%
2011	6,832.91	6.21%	0.50%
2012	7,338.36	6.25%	0.50%
2013	7,878.08	6.29%	0.50%
2014	8,457.49	6.33%	0.50%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Colombia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bogota	100	2,659.88	45.36	2.78	0.23
Cali	260	768.26	13.10	0.80	0.07
Medell;n	263	751.45	12.81	0.78	0.06
Barranquilla	554	305.42	5.21	0.32	0.03
Cartagena	559	302.71	5.16	0.32	0.03
Bucaramanga	844	159.19	2.71	0.17	0.01
Cucuta	872	148.29	2.53	0.15	0.01
Pereira	921	133.70	2.28	0.14	0.01
Manizales	991	116.46	1.99	0.12	0.01
Ibague	1,007	112.22	1.91	0.12	0.01
Armenia	1,111	85.78	1.46	0.09	0.01
Santa Marta	1,244	65.40	1.12	0.07	0.01
Neiva	1,296	57.82	0.99	0.06	0.00
Pasto	1,321	54.22	0.92	0.06	0.00
Monteria	1,354	50.89	0.87	0.05	0.00
Others		92.63	1.58	0.10	0.01
Total		5864.31	100.00	6.12	0.50

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.8 COSTA RICA

Online Retail Sales (e-Commerce) (US\$ Million): Costa Rica 2004 - 2014

Year	Costa Rica	% of Region	% of Globe
2004	625.94	1.04%	0.09%
2005	704.54	1.04%	0.09%
2006	783.02	1.05%	0.09%
2007	862.05	1.06%	0.09%
2008	941.94	1.06%	0.09%
2009	1,022.13	1.07%	0.09%
2010	1,103.53	1.07%	0.09%
2011	1,186.55	1.08%	0.09%
2012	1,271.96	1.08%	0.09%
2013	1,362.96	1.09%	0.09%
2014	1,460.48	1.09%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Costa Rica: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
San Jose	475	369.40	36.14	0.39	0.03
Alajuela	753	194.63	19.04	0.20	0.02
Cartago	920	133.72	13.08	0.14	0.01
Puntarenas	1,002	113.86	11.14	0.12	0.01
Heredia	1,128	83.41	8.16	0.09	0.01
Limon	1,129	83.41	8.16	0.09	0.01
Liberia	1,413	43.69	4.27	0.05	0.00
Total		1022.13	100.00	1.07	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.9 ECUADOR

Online Retail Sales (e-Commerce) (US\$ Million): Ecuador 2004 - 2014

Year	Ecuador	% of Region	% of Globe
2004	1,186.63	1.97%	0.17%
2005	1,309.93	1.94%	0.16%
2006	1,428.14	1.92%	0.16%
2007	1,542.62	1.89%	0.16%
2008	1,654.58	1.87%	0.15%
2009	1,765.96	1.84%	0.15%
2010	1,875.72	1.82%	0.15%
2011	1,984.05	1.80%	0.14%
2012	2,092.14	1.78%	0.14%
2013	2,205.22	1.76%	0.14%
2014	2,324.40	1.74%	0.14%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Ecuador: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Guayaquil	265	751.03	42.53	0.78	0.06
Quito	360	545.48	30.89	0.57	0.05
Cuenca	1,073	96.37	5.46	0.10	0.01
Machala	1,210	70.28	3.98	0.07	0.01
Portoviejo	1,216	68.96	3.90	0.07	0.01
Riobamba	1,233	66.31	3.75	0.07	0.01
Ambato	1,285	59.23	3.35	0.06	0.01
Manta	1,298	57.47	3.25	0.06	0.00
Esmeraldas	1,356	50.83	2.88	0.05	0.00
Total		1765.96	100.00	1.84	0.15

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.10 EL SALVADOR**Online Retail Sales (e-Commerce) (US\$ Million): El Salvador 2004 - 2014**

Year	El Salvador	% of Region	% of Globe
2004	414.95	0.69%	0.06%
2005	463.41	0.69%	0.06%
2006	511.07	0.69%	0.06%
2007	558.35	0.68%	0.06%
2008	605.57	0.68%	0.06%
2009	652.80	0.68%	0.06%
2010	700.22	0.68%	0.05%
2011	748.01	0.68%	0.05%
2012	796.61	0.68%	0.05%
2013	848.03	0.68%	0.05%
2014	902.77	0.68%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

El Salvador: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
San Salvador	481	368.45	56.44	0.38	0.03
Santa Ana	1,017	110.54	16.93	0.12	0.01
San Miguel	1,214	69.69	10.67	0.07	0.01
Nueva San Salvador	1,429	41.65	6.38	0.04	0.00
Sonsonate	1,454	37.65	5.77	0.04	0.00
Cojutepeque	1,570	24.83	3.80	0.03	0.00
Total		652.80	100.00	0.68	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.11 FRENCH GUIANA

Online Retail Sales (e-Commerce) (US\$ Million): French Guiana 2004 - 2014

Year	French Guiana	% of Region	% of Globe
2004	20.42	0.03%	0.00%
2005	22.59	0.03%	0.00%
2006	24.69	0.03%	0.00%
2007	26.72	0.03%	0.00%
2008	28.72	0.03%	0.00%
2009	30.71	0.03%	0.00%
2010	32.69	0.03%	0.00%
2011	34.64	0.03%	0.00%
2012	36.59	0.03%	0.00%
2013	38.65	0.03%	0.00%
2014	40.81	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

French Guiana: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Cayenne	1,625	20.48	66.67	0.02	0.00
Kourou	1,925	3.58	11.67	0.00	0.00
Remire	1,945	3.07	10.00	0.00	0.00
Saint Laurent	1,974	2.56	8.33	0.00	0.00
Sinnamary	2,029	1.02	3.33	0.00	0.00
Total		30.71	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.12 GUATEMALA

Online Retail Sales (e-Commerce) (US\$ Million): Guatemala 2004 - 2014

Year	Guatemala	% of Region	% of Globe
2004	762.93	1.26%	0.11%
2005	856.33	1.27%	0.11%
2006	949.08	1.27%	0.11%
2007	1,042.01	1.28%	0.11%
2008	1,135.55	1.28%	0.10%
2009	1,229.33	1.28%	0.10%
2010	1,324.15	1.29%	0.10%
2011	1,420.47	1.29%	0.10%
2012	1,519.16	1.29%	0.10%
2013	1,624.05	1.30%	0.10%
2014	1,736.19	1.30%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guatemala: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Guatemala City	231	909.94	74.02	0.95	0.08
Escuintla	1,235	66.29	5.39	0.07	0.01
Quezaltenango	1,262	62.84	5.11	0.07	0.01
Puerto Barrios	1,432	41.32	3.36	0.04	0.00
Retalhuleu	1,438	40.46	3.29	0.04	0.00
Coban	1,453	37.88	3.08	0.04	0.00
Chiquimula	1,460	37.02	3.01	0.04	0.00
Mazatenango	1,484	33.57	2.73	0.04	0.00
Total		1229.33	100.00	1.28	0.10

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.13 GUYANA**Online Retail Sales (e-Commerce) (US\$ Million): Guyana 2004 - 2014**

Year	Guyana	% of Region	% of Globe
2004	47.01	0.08%	0.01%
2005	52.44	0.08%	0.01%
2006	57.77	0.08%	0.01%
2007	63.04	0.08%	0.01%
2008	68.30	0.08%	0.01%
2009	73.56	0.08%	0.01%
2010	78.83	0.08%	0.01%
2011	84.13	0.08%	0.01%
2012	89.51	0.08%	0.01%
2013	95.20	0.08%	0.01%
2014	101.25	0.08%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guyana: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Georgetown	1,310	55.31	75.19	0.06	0.00
Linden	1,824	8.30	11.28	0.01	0.00
New Amsterdam	1,869	5.53	7.52	0.01	0.00
Corriverton	1,949	3.04	4.14	0.00	0.00
Mahaicony	2,018	1.38	1.88	0.00	0.00
Total		73.56	100.00	0.08	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.14 HONDURAS

Online Retail Sales (e-Commerce) (US\$ Million): Honduras 2004 - 2014

Year	Honduras	% of Region	% of Globe
2004	276.83	0.46%	0.04%
2005	311.41	0.46%	0.04%
2006	345.91	0.46%	0.04%
2007	380.61	0.47%	0.04%
2008	415.67	0.47%	0.04%
2009	450.84	0.47%	0.04%
2010	486.52	0.47%	0.04%
2011	522.88	0.47%	0.04%
2012	560.25	0.48%	0.04%
2013	600.06	0.48%	0.04%
2014	642.69	0.48%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Honduras: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tegucigalpa	739	201.95	44.79	0.21	0.02
San Pedro Sula	914	135.16	29.98	0.14	0.01
La Ceiba	1,617	20.79	4.61	0.02	0.00
Choluteca	1,624	20.48	4.54	0.02	0.00
El Progreso	1,639	19.22	4.26	0.02	0.00
Puerto Cortes	1,728	13.23	2.94	0.01	0.00
Comayagua	1,779	10.08	2.24	0.01	0.00
Tela	1,805	8.82	1.96	0.01	0.00
Siguatopeque	1,829	8.19	1.82	0.01	0.00
Santa Rosa de Copan	1,847	6.62	1.47	0.01	0.00
Danli	1,854	6.30	1.40	0.01	0.00
Total		450.84	100.00	0.47	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.15 MEXICO

Online Retail Sales (e-Commerce) (US\$ Million): Mexico 2004 - 2014

Year	Mexico	% of Region	% of Globe
2004	16,195.50	26.85%	2.29%
2005	17,917.74	26.55%	2.24%
2006	19,577.22	26.26%	2.19%
2007	21,192.19	25.97%	2.14%
2008	22,778.28	25.69%	2.10%
2009	24,357.91	25.44%	2.07%
2010	25,920.53	25.19%	2.03%
2011	27,469.24	24.95%	2.00%
2012	29,020.72	24.70%	1.97%
2013	30,647.26	24.45%	1.94%
2014	32,364.96	24.21%	1.91%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Mexico: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Mexico City	24	6,921.73	28.42	7.23	0.59
Guadalajara	178	1,332.53	5.47	1.39	0.11
Nezahualcoyotl	215	1,006.70	4.13	1.05	0.09
Puebla	217	997.49	4.10	1.04	0.08
Monterrey	232	887.81	3.64	0.93	0.08
Leon	244	850.27	3.49	0.89	0.07
Ciudad Juarez	246	825.51	3.39	0.86	0.07
Tijuana	251	809.03	3.32	0.84	0.07
Culiacan	344	568.08	2.33	0.59	0.05
Mexicali	345	567.89	2.33	0.59	0.05
Acapulco	351	560.76	2.30	0.59	0.05
Chihuahua	375	512.10	2.10	0.53	0.04
S. Luis Potosi	378	510.31	2.10	0.53	0.04
Aguascalientes	401	475.36	1.95	0.50	0.04
Morelia	403	471.64	1.94	0.49	0.04
Others		7,060.71	28.99	7.37	0.60
Total		24357.91	100.00	25.44	2.07

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.16 NICARAGUA

Online Retail Sales (e-Commerce) (US\$ Million): Nicaragua 2004 - 2014

Year	Nicaragua	% of Region	% of Globe
2004	217.97	0.36%	0.03%
2005	241.01	0.36%	0.03%
2006	263.19	0.35%	0.03%
2007	284.75	0.35%	0.03%
2008	305.90	0.35%	0.03%
2009	326.96	0.34%	0.03%
2010	347.77	0.34%	0.03%
2011	368.37	0.33%	0.03%
2012	389.00	0.33%	0.03%
2013	410.60	0.33%	0.03%
2014	433.41	0.32%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Nicaragua: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Managua	855	154.64	47.30	0.16	0.01
Rosita	1,186	73.69	22.54	0.08	0.01
Leon	1,589	22.90	7.00	0.02	0.00
Granada	1,629	20.18	6.17	0.02	0.00
Masaya	1,677	17.01	5.20	0.02	0.00
Chinandega	1,698	15.42	4.72	0.02	0.00
Matagalpa	1,818	8.39	2.57	0.01	0.00
San Carlos	1,836	7.71	2.36	0.01	0.00
Esteli	1,838	7.03	2.15	0.01	0.00
Total		326.96	100.00	0.34	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.17 PANAMA

Online Retail Sales (e-Commerce) (US\$ Million): Panama 2004 - 2014

Year	Panama	% of Region	% of Globe
2004	313.99	0.52%	0.04%
2005	356.82	0.53%	0.04%
2006	400.34	0.54%	0.04%
2007	444.90	0.55%	0.04%
2008	490.58	0.55%	0.05%
2009	536.61	0.56%	0.05%
2010	583.90	0.57%	0.05%
2011	632.79	0.57%	0.05%
2012	683.71	0.58%	0.05%
2013	738.44	0.59%	0.05%
2014	797.55	0.60%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Panama: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Panama	512	337.53	62.90	0.35	0.03
Colon	1,306	56.59	10.55	0.06	0.00
David	1,434	41.01	7.64	0.04	0.00
La Chorrera	1,459	37.25	6.94	0.04	0.00
Penonome	1,578	24.18	4.51	0.03	0.00
Santiago	1,580	23.94	4.46	0.02	0.00
Bocas del Toro	1,825	8.29	1.54	0.01	0.00
Tocumen	1,835	7.83	1.46	0.01	0.00
Total		536.61	100.00	0.56	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.18 PARAGUAY**Online Retail Sales (e-Commerce) (US\$ Million): Paraguay 2004 - 2014**

Year	Paraguay	% of Region	% of Globe
2004	307.62	0.51%	0.04%
2005	343.17	0.51%	0.04%
2006	378.04	0.51%	0.04%
2007	412.57	0.51%	0.04%
2008	446.98	0.50%	0.04%
2009	481.39	0.50%	0.04%
2010	515.88	0.50%	0.04%
2011	550.56	0.50%	0.04%
2012	585.79	0.50%	0.04%
2013	623.01	0.50%	0.04%
2014	662.61	0.50%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Paraguay: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Asuncion	592	288.12	59.85	0.30	0.02
Puerto Stroessner	1,416	43.48	9.03	0.05	0.00
Pedro Juan Caballero	1,500	31.62	6.57	0.03	0.00
San Lorenzo	1,501	31.62	6.57	0.03	0.00
Fernando de la Mora	1,533	28.46	5.91	0.03	0.00
Encarnacion	1,747	12.25	2.55	0.01	0.00
Concepción	1,775	10.28	2.13	0.01	0.00
Pilar	1,776	10.28	2.13	0.01	0.00
Coronel Oviedo	1,810	8.70	1.81	0.01	0.00
Villarrica	1,811	8.70	1.81	0.01	0.00
Caaguazu	1,833	7.90	1.64	0.01	0.00
Total		481.39	100.00	0.50	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.19 PERU

Online Retail Sales (e-Commerce) (US\$ Million): Peru 2004 - 2014

Year	Peru	% of Region	% of Globe
2004	2,359.26	3.91%	0.33%
2005	2,676.53	3.97%	0.33%
2006	2,997.92	4.02%	0.34%
2007	3,326.07	4.08%	0.34%
2008	3,661.70	4.13%	0.34%
2009	3,999.62	4.18%	0.34%
2010	4,346.10	4.22%	0.34%
2011	4,703.47	4.27%	0.34%
2012	5,074.91	4.32%	0.34%
2013	5,473.53	4.37%	0.35%
2014	5,903.46	4.42%	0.35%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Peru: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Lima	117	2,243.94	56.10	2.34	0.19
Arequipa	591	288.47	7.21	0.30	0.02
Callao	618	272.88	6.82	0.29	0.02
Trujillo	670	239.26	5.98	0.25	0.02
Chiclayo	762	192.48	4.81	0.20	0.02
Piura	883	144.72	3.62	0.15	0.01
Chimbote	909	135.95	3.40	0.14	0.01
Cuzco	958	124.26	3.11	0.13	0.01
Iquitos	973	120.85	3.02	0.13	0.01
Huancayo	1,069	96.97	2.42	0.10	0.01
Sullana	1,203	71.14	1.78	0.07	0.01
Pucallpa	1,217	68.71	1.72	0.07	0.01
Total		3999.62	100.00	4.18	0.34

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.20 SURINAME

Online Retail Sales (e-Commerce) (US\$ Million): Suriname 2004 - 2014

Year	Suriname	% of Region	% of Globe
2004	39.44	0.07%	0.01%
2005	44.15	0.07%	0.01%
2006	48.79	0.07%	0.01%
2007	53.42	0.07%	0.01%
2008	58.07	0.07%	0.01%
2009	62.71	0.07%	0.01%
2010	67.39	0.07%	0.01%
2011	72.13	0.07%	0.01%
2012	76.96	0.07%	0.01%
2013	82.08	0.07%	0.01%
2014	87.54	0.07%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Suriname: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Paramaribo	1,314	54.81	87.39	0.06	0.00
Nieuw Nickerie	1,904	4.22	6.72	0.00	0.00
Marienburg	1,993	2.11	3.36	0.00	0.00
Moengo	2,027	1.05	1.68	0.00	0.00
Totness	2,058	0.53	0.84	0.00	0.00
Total		62.71	100.00	0.07	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.21 THE FALKLAND ISLANDS

Online Retail Sales (e-Commerce) (US\$ Million): The Falkland Islands 2004 - 2014

Year	The Falkland Islands	% of Region	% of Globe
2004	0.88	0.00%	0.00%
2005	0.98	0.00%	0.00%
2006	1.07	0.00%	0.00%
2007	1.17	0.00%	0.00%
2008	1.26	0.00%	0.00%
2009	1.36	0.00%	0.00%
2010	1.45	0.00%	0.00%
2011	1.54	0.00%	0.00%
2012	1.64	0.00%	0.00%
2013	1.74	0.00%	0.00%
2014	1.85	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Falkland Islands: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Stanley	2,019	1.36	100.00	0.00	0.00
Total		1.36	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.22 URUGUAY**Online Retail Sales (e-Commerce) (US\$ Million): Uruguay 2004 - 2014**

Year	Uruguay	% of Region	% of Globe
2004	404.56	0.67%	0.06%
2005	458.19	0.68%	0.06%
2006	512.35	0.69%	0.06%
2007	567.49	0.70%	0.06%
2008	623.75	0.70%	0.06%
2009	680.36	0.71%	0.06%
2010	738.28	0.72%	0.06%
2011	797.88	0.72%	0.06%
2012	859.69	0.73%	0.06%
2013	925.93	0.74%	0.06%
2014	997.27	0.75%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Uruguay: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Montevideo	380	506.92	74.51	0.53	0.04
Salto	1,487	32.90	4.84	0.03	0.00
Paysandu	1,511	30.46	4.48	0.03	0.00
Las Piedras	1,573	24.78	3.64	0.03	0.00
Rivera	1,593	22.75	3.34	0.02	0.00
Melo	1,674	17.06	2.51	0.02	0.00
Tacuarembó	1,685	16.25	2.39	0.02	0.00
Mercedes	1,707	15.03	2.21	0.02	0.00
Minas	1,715	14.22	2.09	0.01	0.00
Total		680.36	100.00	0.71	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

6.23 VENEZUELA

Online Retail Sales (e-Commerce) (US\$ Million): Venezuela 2004 - 2014

Year	Venezuela	% of Region	% of Globe
2004	3,569.86	5.92%	0.51%
2005	4,068.32	6.03%	0.51%
2006	4,577.29	6.14%	0.51%
2007	5,100.90	6.25%	0.52%
2008	5,639.85	6.36%	0.52%
2009	6,183.42	6.46%	0.52%
2010	6,743.77	6.55%	0.53%
2011	7,325.24	6.65%	0.53%
2012	7,933.02	6.75%	0.54%
2013	8,587.87	6.85%	0.54%
2014	9,296.78	6.95%	0.55%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Venezuela: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Caracas	152	1,651.18	26.70	1.72	0.14
Maracaibo	312	627.45	10.15	0.66	0.05
Valencia	352	557.15	9.01	0.58	0.05
Maracay	438	420.34	6.80	0.44	0.04
Barquisimeto	499	349.58	5.65	0.37	0.03
Petare	660	245.32	3.97	0.26	0.02
Ciudad Guayana	668	240.60	3.89	0.25	0.02
San Cristobal	827	163.70	2.65	0.17	0.01
La Guaira	852	155.21	2.51	0.16	0.01
Baruta	938	128.32	2.08	0.13	0.01
Ciudad Bolivar	944	126.43	2.04	0.13	0.01
Maturin	964	123.13	1.99	0.13	0.01
Merida	969	122.19	1.98	0.13	0.01
Cumana	975	120.30	1.95	0.13	0.01
Barcelona	1,010	111.81	1.81	0.12	0.01
Others		1,040.71	16.83	1.09	0.09
Total		6183.42	100.00	6.46	0.52

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7 NORTH AMERICA & THE CARIBBEAN

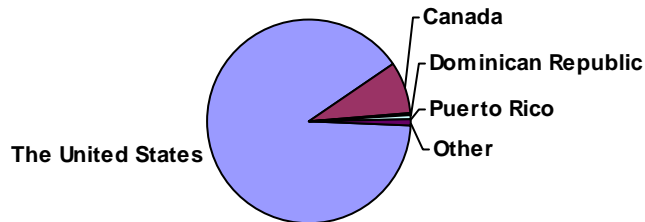
7.1 EXECUTIVE SUMMARY

Market Potential for Online Retail Sales (e-Commerce) in North America & the Caribbean (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of North America & the Caribbean
The United States	258,753.85	90.08%
Canada	22,902.98	7.97%
Dominican Republic	1,568.22	0.55%
Puerto Rico	1,365.85	0.48%
Cuba	937.67	0.33%
Trinidad and Tobago	417.72	0.15%
Haiti	285.48	0.10%
Jamaica	240.77	0.08%
The Bahamas	124.55	0.04%
Martinique	121.14	0.04%
Barbados	100.03	0.03%
Bermuda	81.63	0.03%
Guadeloupe	69.57	0.02%
The Netherlands Antilles	49.93	0.02%
Aruba	40.53	0.01%
The Cayman Islands	34.56	0.01%
The U.S. Virgin Islands	28.26	0.01%
Antigua and Barbuda	21.49	0.01%
St. Lucia	21.44	0.01%
Greenland	19.71	0.01%
Grenada	17.50	0.01%
St. Vincent and the Grenadines	16.35	0.01%
The British Virgin Islands	15.22	0.01%
St. Kitts and Nevis	13.26	0.00%
Dominica	8.74	0.00%
Other	7.33	0.00%
Total	287,263.77	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Online Retail Sales (e-Commerce) in North America & the Caribbean (US\$ Million): 2009



The Market for Online Retail Sales (e-Commerce) in North America & the Caribbean: 2004 - 2014

Year	US\$ Million	% of Globe
2004	150,672.31	21.34
2005	178,095.84	22.24
2006	205,445.43	22.96
2007	232,742.96	23.54
2008	260,007.07	23.99
2009	287,263.77	24.37
2010	314,501.11	24.68
2011	341,723.15	24.91
2012	369,210.53	25.10
2013	398,634.45	25.27
2014	430,426.51	25.45

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.2 ANTIGUA AND BARBUDA

Online Retail Sales (e-Commerce) (US\$ Million): Antigua and Barbuda 2004 - 2014

Year	Antigua and Barbuda	% of Region	% of Globe
2004	13.99	0.01%	0.00%
2005	15.54	0.01%	0.00%
2006	17.06	0.01%	0.00%
2007	18.54	0.01%	0.00%
2008	20.02	0.01%	0.00%
2009	21.49	0.01%	0.00%
2010	22.95	0.01%	0.00%
2011	24.41	0.01%	0.00%
2012	25.89	0.01%	0.00%
2013	27.45	0.01%	0.00%
2014	29.09	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Antigua and Barbuda: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Saint John's	1,612	20.91	97.30	0.01	0.00
Codrington	2,057	0.58	2.70	0.00	0.00
Total		21.49	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.3 ARUBA**Online Retail Sales (e-Commerce) (US\$ Million): Aruba 2004 - 2014**

Year	Aruba	% of Region	% of Globe
2004	27.38	0.02%	0.00%
2005	30.19	0.02%	0.00%
2006	32.88	0.02%	0.00%
2007	35.48	0.02%	0.00%
2008	38.01	0.01%	0.00%
2009	40.53	0.01%	0.00%
2010	43.01	0.01%	0.00%
2011	45.45	0.01%	0.00%
2012	47.89	0.01%	0.00%
2013	50.43	0.01%	0.00%
2014	53.10	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Aruba: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Oranjestad	1,602	21.91	54.05	0.01	0.00
Sint Nicolaas	1,655	18.62	45.95	0.01	0.00
Total		40.53	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.4 BARBADOS

Online Retail Sales (e-Commerce) (US\$ Million): Barbados 2004 - 2014

Year	Barbados	% of Region	% of Globe
2004	64.77	0.04%	0.01%
2005	72.06	0.04%	0.01%
2006	79.16	0.04%	0.01%
2007	86.16	0.04%	0.01%
2008	93.10	0.04%	0.01%
2009	100.03	0.03%	0.01%
2010	106.95	0.03%	0.01%
2011	113.87	0.03%	0.01%
2012	120.87	0.03%	0.01%
2013	128.25	0.03%	0.01%
2014	136.08	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Barbados: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bridgetown	1,060	100.03	100.00	0.03	0.01
Total		100.03	100.00	0.03	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.5 BERMUDA

Online Retail Sales (e-Commerce) (US\$ Million): Bermuda 2004 - 2014

Year	Bermuda	% of Region	% of Globe
2004	52.02	0.03%	0.01%
2005	58.07	0.03%	0.01%
2006	64.01	0.03%	0.01%
2007	69.89	0.03%	0.01%
2008	75.76	0.03%	0.01%
2009	81.63	0.03%	0.01%
2010	87.52	0.03%	0.01%
2011	93.45	0.03%	0.01%
2012	99.47	0.03%	0.01%
2013	105.84	0.03%	0.01%
2014	112.62	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bermuda: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Hamilton	1,366	48.98	60.00	0.02	0.00
Saint George	1,489	32.65	40.00	0.01	0.00
Total		81.63	100.00	0.03	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.6 CANADA**Online Retail Sales (e-Commerce) (US\$ Million): Canada 2004 - 2014**

Year	Canada	% of Region	% of Globe
2004	15,349.10	10.19%	2.17%
2005	16,953.31	9.52%	2.12%
2006	18,493.23	9.00%	2.07%
2007	19,986.40	8.59%	2.02%
2008	21,448.28	8.25%	1.98%
2009	22,902.98	7.97%	1.94%
2010	24,337.94	7.74%	1.91%
2011	25,755.62	7.54%	1.88%
2012	27,171.70	7.36%	1.85%
2013	28,653.85	7.19%	1.82%
2014	30,216.85	7.02%	1.79%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Canada: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Toronto	25	6,848.91	29.90	2.38	0.58
Montreal	34	5,837.66	25.49	2.03	0.50
Vancouver	91	2,759.95	12.05	0.96	0.23
Ottawa	156	1,636.78	7.15	0.57	0.14
Calgary	186	1,271.06	5.55	0.44	0.11
Winnipeg	196	1,189.12	5.19	0.41	0.10
Edmonton	202	1,147.15	5.01	0.40	0.10
Hamilton	318	613.54	2.68	0.21	0.05
Regina	498	349.74	1.53	0.12	0.03
Quebec	521	329.75	1.44	0.11	0.03
Halifax	690	227.83	0.99	0.08	0.02
Thunder Bay	699	223.83	0.98	0.08	0.02
Saint John's	764	191.86	0.84	0.07	0.02
Niagara Falls	888	143.89	0.63	0.05	0.01
Victoria	927	131.90	0.58	0.05	0.01
Total		22902.98	100.00	7.97	1.94

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.7 CUBA

Online Retail Sales (e-Commerce) (US\$ Million): Cuba 2004 - 2014

Year	Cuba	% of Region	% of Globe
2004	560.56	0.37%	0.08%
2005	634.16	0.36%	0.08%
2006	708.33	0.34%	0.08%
2007	783.69	0.34%	0.08%
2008	860.46	0.33%	0.08%
2009	937.67	0.33%	0.08%
2010	1,016.55	0.32%	0.08%
2011	1,097.60	0.32%	0.08%
2012	1,181.54	0.32%	0.08%
2013	1,271.39	0.32%	0.08%
2014	1,368.08	0.32%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cuba: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Havana	385	496.19	52.92	0.17	0.04
Santiago de Cuba	1,080	93.98	10.02	0.03	0.01
Camagüey	1,236	66.27	7.07	0.02	0.01
Holguin	1,339	52.53	5.60	0.02	0.00
Guantanamo	1,390	46.51	4.96	0.02	0.00
Santa Clara	1,409	45.30	4.83	0.02	0.00
Bayamo	1,530	28.68	3.06	0.01	0.00
Cienfuegos	1,536	27.95	2.98	0.01	0.00
Pinar del Rio	1,549	26.99	2.88	0.01	0.00
Las Tunas	1,553	26.75	2.85	0.01	0.00
Matanzas	1,557	26.51	2.83	0.01	0.00
Total		937.67	100.00	0.33	0.08

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.8 DOMINICA

Online Retail Sales (e-Commerce) (US\$ Million): Dominica 2004 - 2014

Year	Dominica	% of Region	% of Globe
2004	5.78	0.00%	0.00%
2005	6.40	0.00%	0.00%
2006	7.00	0.00%	0.00%
2007	7.59	0.00%	0.00%
2008	8.17	0.00%	0.00%
2009	8.74	0.00%	0.00%
2010	9.31	0.00%	0.00%
2011	9.87	0.00%	0.00%
2012	10.44	0.00%	0.00%
2013	11.04	0.00%	0.00%
2014	11.67	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Dominica: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Roseau	1,865	5.66	64.71	0.00	0.00
Saint Joseph	2,045	0.77	8.82	0.00	0.00
Portsmouth	2,046	0.77	8.82	0.00	0.00
Marigot	2,047	0.77	8.82	0.00	0.00
Berekua	2,048	0.77	8.82	0.00	0.00
Total		8.74	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.9 DOMINICAN REPUBLIC

Online Retail Sales (e-Commerce) (US\$ Million): Dominican Republic 2004 - 2014

Year	Dominican Republic	% of Region	% of Globe
2004	932.52	0.62%	0.13%
2005	1,056.13	0.59%	0.13%
2006	1,180.97	0.57%	0.13%
2007	1,308.07	0.56%	0.13%
2008	1,437.74	0.55%	0.13%
2009	1,568.22	0.55%	0.13%
2010	1,701.72	0.54%	0.13%
2011	1,839.10	0.54%	0.13%
2012	1,981.58	0.54%	0.13%
2013	2,134.26	0.54%	0.14%
2014	2,298.70	0.53%	0.14%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Dominican Republic: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Santo Domingo	214	1,014.31	64.68	0.35	0.09
Santiago	732	205.02	13.07	0.07	0.02
La Romana	1,194	72.66	4.63	0.03	0.01
San Pedro de Macoris	1,248	64.74	4.13	0.02	0.01
San Francisco de Macoris	1,279	60.43	3.85	0.02	0.01
La Vega	1,398	46.04	2.94	0.02	0.00
Barahona	1,466	35.97	2.29	0.01	0.00
San Juan	1,467	35.97	2.29	0.01	0.00
Puerto Plata	1,485	33.09	2.11	0.01	0.00
Total		1568.22	100.00	0.55	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.10 GREENLAND**Online Retail Sales (e-Commerce) (US\$ Million): Greenland 2004 - 2014**

Year	Greenland	% of Region	% of Globe
2004	13.45	0.01%	0.00%
2005	14.80	0.01%	0.00%
2006	16.09	0.01%	0.00%
2007	17.32	0.01%	0.00%
2008	18.52	0.01%	0.00%
2009	19.71	0.01%	0.00%
2010	20.88	0.01%	0.00%
2011	22.02	0.01%	0.00%
2012	23.15	0.01%	0.00%
2013	24.33	0.01%	0.00%
2014	25.58	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Greenland: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nuuk	1,866	5.63	28.57	0.00	0.00
Holsteinsborg	1,980	2.35	11.90	0.00	0.00
Jakobshavn	2,002	1.88	9.52	0.00	0.00
Egedesminde	2,015	1.41	7.14	0.00	0.00
Sukkertoppen	2,016	1.41	7.14	0.00	0.00
Julianehab	2,017	1.41	7.14	0.00	0.00
Narsarsuaq	2,035	0.94	4.76	0.00	0.00
Frederikshab	2,036	0.94	4.76	0.00	0.00
Christianshab	2,037	0.94	4.76	0.00	0.00
Uppernavik	2,062	0.47	2.38	0.00	0.00
Thule	2,063	0.47	2.38	0.00	0.00
Nanortalik	2,064	0.47	2.38	0.00	0.00
Scoresbysund	2,065	0.47	2.38	0.00	0.00
Godhavn	2,066	0.47	2.38	0.00	0.00
Ammassalik	2,067	0.47	2.38	0.00	0.00
Total		19.71	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.11 GRENADA**Online Retail Sales (e-Commerce) (US\$ Million): Grenada 2004 - 2014**

Year	Grenada	% of Region	% of Globe
2004	12.30	0.01%	0.00%
2005	13.45	0.01%	0.00%
2006	14.53	0.01%	0.00%
2007	15.55	0.01%	0.00%
2008	16.53	0.01%	0.00%
2009	17.50	0.01%	0.00%
2010	18.44	0.01%	0.00%
2011	19.35	0.01%	0.00%
2012	20.24	0.01%	0.00%
2013	21.16	0.01%	0.00%
2014	22.13	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Grenada: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Saint George's	1,717	14.00	80.00	0.00	0.00
Gouyave	1,931	3.50	20.00	0.00	0.00
Total		17.50	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.12 GUADELOUPE

Online Retail Sales (e-Commerce) (US\$ Million): Guadeloupe 2004 - 2014

Year	Guadeloupe	% of Region	% of Globe
2004	46.26	0.03%	0.01%
2005	51.17	0.03%	0.01%
2006	55.91	0.03%	0.01%
2007	60.53	0.03%	0.01%
2008	65.06	0.03%	0.01%
2009	69.57	0.02%	0.01%
2010	74.03	0.02%	0.01%
2011	78.45	0.02%	0.01%
2012	82.89	0.02%	0.01%
2013	87.53	0.02%	0.01%
2014	92.44	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guadeloupe: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Les Abymes	1,623	20.48	29.44	0.01	0.00
Pointe-a-Pitre	1,817	8.45	12.15	0.00	0.00
Le Gosier	1,842	6.83	9.81	0.00	0.00
Moule	1,862	5.85	8.41	0.00	0.00
Sainte Anne	1,871	5.53	7.94	0.00	0.00
Morne-a-l'Eau	1,879	5.20	7.48	0.00	0.00
Petit Bourg	1,887	4.88	7.01	0.00	0.00
Sainte Rose	1,895	4.55	6.54	0.00	0.00
Basse-Terre	1,896	4.55	6.54	0.00	0.00
Saint-Claude	1,940	3.25	4.67	0.00	0.00
Total		69.57	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.13 HAITI

Online Retail Sales (e-Commerce) (US\$ Million): Haiti 2004 - 2014

Year	Haiti	% of Region	% of Globe
2004	187.33	0.12%	0.03%
2005	207.82	0.12%	0.03%
2006	227.69	0.11%	0.03%
2007	247.14	0.11%	0.02%
2008	266.34	0.10%	0.02%
2009	285.48	0.10%	0.02%
2010	304.51	0.10%	0.02%
2011	323.46	0.09%	0.02%
2012	342.54	0.09%	0.02%
2013	362.60	0.09%	0.02%
2014	383.83	0.09%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Haiti: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port-au-Prince	741	200.94	70.39	0.07	0.02
Cap-Haitien	1,526	28.89	10.12	0.01	0.00
Petionville	1,693	15.72	5.51	0.01	0.00
Gonaives	1,702	15.29	5.36	0.01	0.00
Les Cayes	1,703	15.29	5.36	0.01	0.00
Port-de-Paix	1,795	9.35	3.27	0.00	0.00
Total		285.48	100.00	0.10	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.14 JAMAICA

Online Retail Sales (e-Commerce) (US\$ Million): Jamaica 2004 - 2014

Year	Jamaica	% of Region	% of Globe
2004	166.54	0.11%	0.02%
2005	182.73	0.10%	0.02%
2006	198.04	0.10%	0.02%
2007	212.65	0.09%	0.02%
2008	226.77	0.09%	0.02%
2009	240.77	0.08%	0.02%
2010	254.41	0.08%	0.02%
2011	267.71	0.08%	0.02%
2012	280.82	0.08%	0.02%
2013	294.45	0.07%	0.02%
2014	308.75	0.07%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Jamaica: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kingston	829	163.31	67.83	0.06	0.01
Spanish Town	1,540	27.69	11.50	0.01	0.00
Montego Bay	1,603	21.78	9.04	0.01	0.00
May Pen	1,738	12.75	5.30	0.00	0.00
Mandeville	1,762	10.89	4.52	0.00	0.00
Savanna-la-Mar	1,902	4.36	1.81	0.00	0.00
Total		240.77	100.00	0.08	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.15 MARTINIQUE**Online Retail Sales (e-Commerce) (US\$ Million): Martinique 2004 - 2014**

Year	Martinique	% of Region	% of Globe
2004	80.54	0.05%	0.01%
2005	89.11	0.05%	0.01%
2006	97.36	0.05%	0.01%
2007	105.39	0.05%	0.01%
2008	113.28	0.04%	0.01%
2009	121.14	0.04%	0.01%
2010	128.91	0.04%	0.01%
2011	136.61	0.04%	0.01%
2012	144.32	0.04%	0.01%
2013	152.41	0.04%	0.01%
2014	160.96	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Martinique: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Fort-de-France	1,247	65.00	53.66	0.02	0.01
Le Lamentin	1,689	15.95	13.17	0.01	0.00
Sainte Marie	1,770	10.64	8.78	0.00	0.00
Schoelcher	1,794	9.45	7.80	0.00	0.00
Le François	1,826	8.27	6.83	0.00	0.00
La Trinité	1,861	5.91	4.88	0.00	0.00
Saint Pierre	1,952	2.95	2.44	0.00	0.00
Ducos	1,953	2.95	2.44	0.00	0.00
Total		121.14	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.16 PUERTO RICO

Online Retail Sales (e-Commerce) (US\$ Million): Puerto Rico 2004 - 2014

Year	Puerto Rico	% of Region	% of Globe
2004	1,013.79	0.67%	0.14%
2005	1,096.22	0.62%	0.14%
2006	1,170.95	0.57%	0.13%
2007	1,239.42	0.53%	0.13%
2008	1,303.23	0.50%	0.12%
2009	1,365.85	0.48%	0.12%
2010	1,424.82	0.45%	0.11%
2011	1,480.06	0.43%	0.11%
2012	1,532.59	0.42%	0.10%
2013	1,586.30	0.40%	0.10%
2014	1,641.90	0.38%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Puerto Rico: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
San Juan	538	313.97	22.99	0.11	0.03
Bayamon	816	167.84	12.29	0.06	0.01
Ponce	901	137.54	10.07	0.05	0.01
Carolina	906	136.41	9.99	0.05	0.01
Caguas	1,054	101.43	7.43	0.04	0.01
Guaynabo	1,174	75.96	5.56	0.03	0.01
Mayaguez	1,190	73.07	5.35	0.03	0.01
Arecibo	1,191	72.94	5.34	0.03	0.01
Toa Baja	1,227	67.11	4.91	0.02	0.01
Trujillo Alto	1,323	54.04	3.96	0.02	0.00
Aguadilla	1,383	47.20	3.46	0.02	0.00
Cayey	1,462	36.72	2.69	0.01	0.00
Guayama	1,513	30.40	2.23	0.01	0.00
Fajardo	1,539	27.79	2.03	0.01	0.00
Catano	1,583	23.45	1.72	0.01	0.00
Total		1365.85	100.00	0.48	0.12

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.17 ST. KITTS AND NEVIS

Online Retail Sales (e-Commerce) (US\$ Million): St. Kitts and Nevis 2004 - 2014

Year	St. Kitts and Nevis	% of Region	% of Globe
2004	8.14	0.01%	0.00%
2005	9.16	0.01%	0.00%
2006	10.17	0.00%	0.00%
2007	11.19	0.00%	0.00%
2008	12.22	0.00%	0.00%
2009	13.26	0.00%	0.00%
2010	14.31	0.00%	0.00%
2011	15.38	0.00%	0.00%
2012	16.47	0.00%	0.00%
2013	17.64	0.00%	0.00%
2014	18.90	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

St. Kitts and Nevis: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Basseterre	1,741	12.59	95.00	0.00	0.00
Charlestown	2,053	0.66	5.00	0.00	0.00
Total		13.26	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.18 ST. LUCIA

Online Retail Sales (e-Commerce) (US\$ Million): St. Lucia 2004 - 2014

Year	St. Lucia	% of Region	% of Globe
2004	13.48	0.01%	0.00%
2005	15.09	0.01%	0.00%
2006	16.68	0.01%	0.00%
2007	18.26	0.01%	0.00%
2008	19.85	0.01%	0.00%
2009	21.44	0.01%	0.00%
2010	23.04	0.01%	0.00%
2011	24.66	0.01%	0.00%
2012	26.31	0.01%	0.00%
2013	28.06	0.01%	0.00%
2014	29.93	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

St. Lucia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Castries	1,665	17.75	82.81	0.01	0.00
Vieux Fort	1,917	3.68	17.19	0.00	0.00
Total		21.44	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.19 ST. VINCENT AND THE GRENADINES**Online Retail Sales (e-Commerce) (US\$ Million): St. Vincent and the Grenadines
2004 - 2014**

Year	St. Vincent and the Grenadines	% of Region	% of Globe
2004	10.47	0.01%	0.00%
2005	11.68	0.01%	0.00%
2006	12.86	0.01%	0.00%
2007	14.02	0.01%	0.00%
2008	15.19	0.01%	0.00%
2009	16.35	0.01%	0.00%
2010	17.51	0.01%	0.00%
2011	18.68	0.01%	0.00%
2012	19.86	0.01%	0.00%
2013	21.12	0.01%	0.00%
2014	22.45	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

St. Vincent and the Grenadines: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kingstown	1,696	15.53	95.00	0.01	0.00
Georgetown	2,040	0.82	5.00	0.00	0.00
Total		16.35	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.20 THE BAHAMAS

Online Retail Sales (e-Commerce) (US\$ Million): The Bahamas 2004 - 2014

Year	The Bahamas	% of Region	% of Globe
2004	83.25	0.06%	0.01%
2005	92.00	0.05%	0.01%
2006	100.42	0.05%	0.01%
2007	108.58	0.05%	0.01%
2008	116.59	0.04%	0.01%
2009	124.55	0.04%	0.01%
2010	132.42	0.04%	0.01%
2011	140.20	0.04%	0.01%
2012	147.98	0.04%	0.01%
2013	156.12	0.04%	0.01%
2014	164.71	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Bahamas: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nassau	1,039	105.75	84.91	0.04	0.01
Freeport	1,650	18.80	15.09	0.01	0.00
Total		124.55	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.21 THE BRITISH VIRGIN ISLANDS

Online Retail Sales (e-Commerce) (US\$ Million): The British Virgin Islands 2004 - 2014

Year	The British Virgin Islands	% of Region	% of Globe
2004	10.66	0.01%	0.00%
2005	11.67	0.01%	0.00%
2006	12.61	0.01%	0.00%
2007	13.51	0.01%	0.00%
2008	14.37	0.01%	0.00%
2009	15.22	0.01%	0.00%
2010	16.04	0.01%	0.00%
2011	16.84	0.00%	0.00%
2012	17.62	0.00%	0.00%
2013	18.43	0.00%	0.00%
2014	19.28	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The British Virgin Islands: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Road Town	1,705	15.22	100.00	0.01	0.00
Total		15.22	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.22 THE CAYMAN ISLANDS**Online Retail Sales (e-Commerce) (US\$ Million): The Cayman Islands 2004 - 2014**

Year	The Cayman Islands	% of Region	% of Globe
2004	24.28	0.02%	0.00%
2005	26.56	0.01%	0.00%
2006	28.69	0.01%	0.00%
2007	30.71	0.01%	0.00%
2008	32.64	0.01%	0.00%
2009	34.56	0.01%	0.00%
2010	36.41	0.01%	0.00%
2011	38.21	0.01%	0.00%
2012	39.96	0.01%	0.00%
2013	41.79	0.01%	0.00%
2014	43.69	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Cayman Islands: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
George Town	1,630	20.16	58.33	0.01	0.00
West Bay	1,780	10.08	29.17	0.00	0.00
Savannah	1,956	2.88	8.33	0.00	0.00
Bodden Town	2,014	1.44	4.17	0.00	0.00
Total		34.56	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.23 THE NETHERLANDS ANTILLES

Online Retail Sales (e-Commerce) (US\$ Million): The Netherlands Antilles 2004 - 2014

Year	The Netherlands Antilles	% of Region	% of Globe
2004	34.99	0.02%	0.00%
2005	38.29	0.02%	0.00%
2006	41.38	0.02%	0.00%
2007	44.32	0.02%	0.00%
2008	47.14	0.02%	0.00%
2009	49.93	0.02%	0.00%
2010	52.63	0.02%	0.00%
2011	55.25	0.02%	0.00%
2012	57.82	0.02%	0.00%
2013	60.48	0.02%	0.00%
2014	63.27	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Netherlands Antilles: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Willemstad	1,382	47.28	94.70	0.02	0.00
Philipsburg	1,986	2.27	4.55	0.00	0.00
Kralendijk	2,069	0.38	0.76	0.00	0.00
Total		49.93	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.24 THE U.S. VIRGIN ISLANDS

Online Retail Sales (e-Commerce) (US\$ Million): The U.S. Virgin Islands 2004 - 2014

Year	The U.S. Virgin Islands	% of Region	% of Globe
2004	19.29	0.01%	0.00%
2005	21.22	0.01%	0.00%
2006	23.06	0.01%	0.00%
2007	24.83	0.01%	0.00%
2008	26.55	0.01%	0.00%
2009	28.26	0.01%	0.00%
2010	29.93	0.01%	0.00%
2011	31.57	0.01%	0.00%
2012	33.19	0.01%	0.00%
2013	34.89	0.01%	0.00%
2014	36.67	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The U.S. Virgin Islands: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Charlotte Amalie	1,684	16.27	57.58	0.01	0.00
Frederiksted	1,933	3.42	12.12	0.00	0.00
Road Town	1,934	3.42	12.12	0.00	0.00
Christiansted	1,972	2.57	9.09	0.00	0.00
Cruz Bay	2,007	1.71	6.06	0.00	0.00
Spanish Town	2,038	0.86	3.03	0.00	0.00
Total		28.26	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.25 THE UNITED STATES**Online Retail Sales (e-Commerce) (US\$ Million): The United States 2004 - 2014**

Year	The United States	% of Region	% of Globe
2004	131,676.92	87.39%	18.65%
2005	157,092.31	88.21%	19.62%
2006	182,507.69	88.84%	20.40%
2007	207,923.08	89.34%	21.03%
2008	233,338.46	89.74%	21.53%
2009	258,753.85	90.08%	21.95%
2010	284,169.23	90.36%	22.30%
2011	309,584.62	90.60%	22.57%
2012	335,260.81	90.80%	22.79%
2013	362,784.08	91.01%	23.00%
2014	392,566.89	91.20%	23.21%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The United States: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
New York	1	58,862.17	22.75	20.49	4.99
Los Angeles	3	21,308.17	8.23	7.42	1.81
Chicago	4	19,586.51	7.57	6.82	1.66
Houston	11	11,400.91	4.41	3.97	0.97
Philadelphia	15	10,106.50	3.91	3.52	0.86
Dallas	20	7,219.07	2.79	2.51	0.61
San Jose	21	7,136.10	2.76	2.48	0.61
San Francisco	23	7,025.16	2.71	2.45	0.60
San Diego	26	6,835.59	2.64	2.38	0.58
Detroit	27	6,552.00	2.53	2.28	0.56
Phoenix	28	6,512.79	2.52	2.27	0.55
San Antonio	36	5,451.04	2.11	1.90	0.46
Indianapolis	46	4,648.61	1.80	1.62	0.39
Baltimore	49	4,339.77	1.68	1.51	0.37
Washington D.C.	51	4,227.49	1.63	1.47	0.36
Others		77,541.96	29.97	26.99	6.58
Total		258753.85	100.00	90.08	21.95

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

7.26 TRINIDAD AND TOBAGO**Online Retail Sales (e-Commerce) (US\$ Million): Trinidad and Tobago 2004 - 2014**

Year	Trinidad and Tobago	% of Region	% of Globe
2004	259.93	0.17%	0.04%
2005	291.59	0.16%	0.04%
2006	322.99	0.16%	0.04%
2007	354.43	0.15%	0.04%
2008	386.04	0.15%	0.04%
2009	417.72	0.15%	0.04%
2010	449.73	0.14%	0.04%
2011	482.22	0.14%	0.04%
2012	515.48	0.14%	0.04%
2013	550.82	0.14%	0.03%
2014	588.57	0.14%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Trinidad and Tobago: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port-of-Spain	767	190.77	45.67	0.07	0.02
San Fernando	1,009	111.83	26.77	0.04	0.01
Arima	1,075	95.38	22.83	0.03	0.01
Scarborough	1,635	19.73	4.72	0.01	0.00
Total		417.72	100.00	0.15	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8 OCEANA

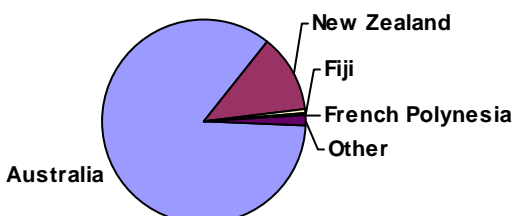
8.1 EXECUTIVE SUMMARY

Market Potential for Online Retail Sales (e-Commerce) in Oceania (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of Oceania
Australia	13,870.28	85.16%
New Zealand	2,027.13	12.45%
Fiji	91.83	0.56%
French Polynesia	83.28	0.51%
New Caledonia	56.85	0.35%
Guam	45.01	0.28%
Western Samoa	22.19	0.14%
The Northern Mariana Island	16.20	0.10%
Tonga	15.41	0.09%
Solomon Islands	14.50	0.09%
Vanuatu	13.55	0.08%
American Samoa	9.18	0.06%
Micronesia Federation	4.92	0.03%
Kiribati	4.27	0.03%
Cook Islands	3.25	0.02%
Palau	2.27	0.01%
Marshall Islands	2.08	0.01%
Nauru	1.08	0.01%
Wallis and Futuna	1.08	0.01%
Norfolk Island	0.96	0.01%
Pacific Islands Trust	0.81	0.00%
Christmas Island	0.74	0.00%
Tuvalu	0.27	0.00%
Niue	0.14	0.00%
Tokelau	0.03	0.00%
Other	0.01	0.00%
Total	16,287.30	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Online Retail Sales (e-Commerce) in Oceania (US\$ Million): 2009



The Market for Online Retail Sales (e-Commerce) in Oceania: 2004 - 2014

Year	US\$ Million	% of Globe
2004	10,584.08	1.50
2005	11,765.70	1.47
2006	12,916.35	1.44
2007	14,047.64	1.42
2008	15,168.43	1.40
2009	16,287.30	1.38
2010	17,402.84	1.37
2011	18,518.24	1.35
2012	19,644.72	1.34
2013	20,831.34	1.32
2014	22,089.73	1.31

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.2 AMERICAN SAMOA

Online Retail Sales (e-Commerce) (US\$ Million): American Samoa 2004 - 2014

Year	American Samoa	% of Region	% of Globe
2004	6.11	0.06%	0.00%
2005	6.76	0.06%	0.00%
2006	7.38	0.06%	0.00%
2007	7.99	0.06%	0.00%
2008	8.59	0.06%	0.00%
2009	9.18	0.06%	0.00%
2010	9.77	0.06%	0.00%
2011	10.36	0.06%	0.00%
2012	10.94	0.06%	0.00%
2013	11.55	0.06%	0.00%
2014	12.20	0.06%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

American Samoa: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Pago Pago	1,947	3.06	33.33	0.02	0.00
Leone	1,996	2.04	22.22	0.01	0.00
Fagatogo	1,997	2.04	22.22	0.01	0.00
Utulei	2,030	1.02	11.11	0.01	0.00
Vaitogi	2,031	1.02	11.11	0.01	0.00
Total		9.18	100.00	0.06	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.3 AUSTRALIA**Online Retail Sales (e-Commerce) (US\$ Million): Australia 2004 - 2014**

Year	Australia	% of Region	% of Globe
2004	8,981.68	84.86%	1.27%
2005	9,991.87	84.92%	1.25%
2006	10,977.08	84.99%	1.23%
2007	11,947.14	85.05%	1.21%
2008	12,909.37	85.11%	1.19%
2009	13,870.28	85.16%	1.18%
2010	14,829.36	85.21%	1.16%
2011	15,789.47	85.26%	1.15%
2012	16,760.19	85.32%	1.14%
2013	17,783.35	85.37%	1.13%
2014	18,868.98	85.42%	1.12%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Australia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sydney	55	4,066.39	29.32	24.97	0.35
Melbourne	56	4,010.85	28.92	24.63	0.34
Brisbane	104	2,532.70	18.26	15.55	0.21
Perth	184	1,278.01	9.21	7.85	0.11
Adelaide	301	651.69	4.70	4.00	0.06
Canberra	429	437.33	3.15	2.69	0.04
Newcastle	727	206.95	1.49	1.27	0.02
Gold Coast	729	206.06	1.49	1.27	0.02
Hobart	889	143.30	1.03	0.88	0.01
Wollongong	1,055	101.17	0.73	0.62	0.01
Townsville	1,086	91.53	0.66	0.56	0.01
Darwin	1,171	76.82	0.55	0.47	0.01
Geelong	1,224	67.48	0.49	0.41	0.01
Total		13870.28	100.00	85.16	1.18

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.4 CHRISTMAS ISLAND

Online Retail Sales (e-Commerce) (US\$ Million): Christmas Island 2004 - 2014

Year	Christmas Island	% of Region	% of Globe
2004	0.49	0.00%	0.00%
2005	0.54	0.00%	0.00%
2006	0.59	0.00%	0.00%
2007	0.64	0.00%	0.00%
2008	0.69	0.00%	0.00%
2009	0.74	0.00%	0.00%
2010	0.78	0.00%	0.00%
2011	0.83	0.00%	0.00%
2012	0.88	0.00%	0.00%
2013	0.93	0.00%	0.00%
2014	0.98	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Christmas Island: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
The Settlement	2,052	0.74	100.00	0.00	0.00
Total		0.74	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.5 COOK ISLANDS

Online Retail Sales (e-Commerce) (US\$ Million): Cook Islands 2004 - 2014

Year	Cook Islands	% of Region	% of Globe
2004	2.33	0.02%	0.00%
2005	2.54	0.02%	0.00%
2006	2.73	0.02%	0.00%
2007	2.91	0.02%	0.00%
2008	3.08	0.02%	0.00%
2009	3.25	0.02%	0.00%
2010	3.41	0.02%	0.00%
2011	3.57	0.02%	0.00%
2012	3.72	0.02%	0.00%
2013	3.87	0.02%	0.00%
2014	4.03	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Cook Islands: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Avarua	1,939	3.25	100.00	0.02	0.00
Total		3.25	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.6 FIJI**Online Retail Sales (e-Commerce) (US\$ Million): Fiji 2004 - 2014**

Year	Fiji	% of Region	% of Globe
2004	59.62	0.56%	0.01%
2005	66.29	0.56%	0.01%
2006	72.79	0.56%	0.01%
2007	79.18	0.56%	0.01%
2008	85.51	0.56%	0.01%
2009	91.83	0.56%	0.01%
2010	98.13	0.56%	0.01%
2011	104.44	0.56%	0.01%
2012	110.80	0.56%	0.01%
2013	117.51	0.56%	0.01%
2014	124.63	0.56%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Fiji: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Suva	1,127	83.48	90.91	0.51	0.01
Nadi	1,821	8.35	9.09	0.05	0.00
Total		91.83	100.00	0.56	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.7 FRENCH POLYNESIA

Online Retail Sales (e-Commerce) (US\$ Million): French Polynesia 2004 - 2014

Year	French Polynesia	% of Region	% of Globe
2004	52.37	0.49%	0.01%
2005	58.62	0.50%	0.01%
2006	64.79	0.50%	0.01%
2007	70.94	0.51%	0.01%
2008	77.11	0.51%	0.01%
2009	83.28	0.51%	0.01%
2010	89.49	0.51%	0.01%
2011	95.78	0.52%	0.01%
2012	102.19	0.52%	0.01%
2013	108.99	0.52%	0.01%
2014	116.25	0.53%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

French Polynesia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Papeete	1,417	43.45	52.17	0.27	0.00
Mahina	1,662	18.10	21.74	0.11	0.00
Papara	1,764	10.86	13.04	0.07	0.00
Mataiea	1,873	5.43	6.52	0.03	0.00
Afareaitu	1,924	3.62	4.35	0.02	0.00
Teahupoo	2,004	1.81	2.17	0.01	0.00
Total		83.28	100.00	0.51	0.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.8 GUAM

Online Retail Sales (e-Commerce) (US\$ Million): Guam 2004 - 2014

Year	Guam	% of Region	% of Globe
2004	29.93	0.28%	0.00%
2005	33.11	0.28%	0.00%
2006	36.17	0.28%	0.00%
2007	39.16	0.28%	0.00%
2008	42.09	0.28%	0.00%
2009	45.01	0.28%	0.00%
2010	47.89	0.28%	0.00%
2011	50.76	0.27%	0.00%
2012	53.62	0.27%	0.00%
2013	56.63	0.27%	0.00%
2014	59.80	0.27%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Guam: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dededo	1,598	22.41	49.80	0.14	0.00
Tamuning	1,750	11.78	26.17	0.07	0.00
Santa Rita	1,819	8.38	18.61	0.05	0.00
Talofofo	2,009	1.63	3.63	0.01	0.00
Agana	2,041	0.80	1.79	0.00	0.00
Total		45.01	100.00	0.28	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.9 KIRIBATI**Online Retail Sales (e-Commerce) (US\$ Million): Kiribati 2004 - 2014**

Year	Kiribati	% of Region	% of Globe
2004	3.04	0.03%	0.00%
2005	3.32	0.03%	0.00%
2006	3.57	0.03%	0.00%
2007	3.81	0.03%	0.00%
2008	4.04	0.03%	0.00%
2009	4.27	0.03%	0.00%
2010	4.48	0.03%	0.00%
2011	4.69	0.03%	0.00%
2012	4.89	0.02%	0.00%
2013	5.10	0.02%	0.00%
2014	5.32	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kiribati: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tarawa	1,903	4.27	100.00	0.03	0.00
Total		4.27	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.10 MARSHALL ISLANDS

Online Retail Sales (e-Commerce) (US\$ Million): Marshall Islands 2004 - 2014

Year	Marshall Islands	% of Region	% of Globe
2004	1.36	0.01%	0.00%
2005	1.51	0.01%	0.00%
2006	1.66	0.01%	0.00%
2007	1.80	0.01%	0.00%
2008	1.94	0.01%	0.00%
2009	2.08	0.01%	0.00%
2010	2.21	0.01%	0.00%
2011	2.35	0.01%	0.00%
2012	2.49	0.01%	0.00%
2013	2.64	0.01%	0.00%
2014	2.79	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Marshall Islands: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Majuro	1,995	2.08	100.00	0.01	0.00
Total		2.08	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.11 MICRONESIA FEDERATION

Online Retail Sales (e-Commerce) (US\$ Million): Micronesia Federation 2004 - 2014

Year	Micronesia Federation	% of Region	% of Globe
2004	3.51	0.03%	0.00%
2005	3.83	0.03%	0.00%
2006	4.12	0.03%	0.00%
2007	4.40	0.03%	0.00%
2008	4.66	0.03%	0.00%
2009	4.92	0.03%	0.00%
2010	5.17	0.03%	0.00%
2011	5.41	0.03%	0.00%
2012	5.64	0.03%	0.00%
2013	5.88	0.03%	0.00%
2014	6.13	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Micronesia Federation: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Palikir	1,884	4.92	100.00	0.03	0.00
Total		4.92	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.12 NAURU**Online Retail Sales (e-Commerce) (US\$ Million): Nauru 2004 - 2014**

Year	Nauru	% of Region	% of Globe
2004	0.72	0.01%	0.00%
2005	0.79	0.01%	0.00%
2006	0.87	0.01%	0.00%
2007	0.94	0.01%	0.00%
2008	1.01	0.01%	0.00%
2009	1.08	0.01%	0.00%
2010	1.15	0.01%	0.00%
2011	1.22	0.01%	0.00%
2012	1.29	0.01%	0.00%
2013	1.36	0.01%	0.00%
2014	1.44	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Nauru: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Yaren	2,025	1.08	100.00	0.01	0.00
Total		1.08	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.13 NEW CALEDONIA

Online Retail Sales (e-Commerce) (US\$ Million): New Caledonia 2004 - 2014

Year	New Caledonia	% of Region	% of Globe
2004	37.80	0.36%	0.01%
2005	41.82	0.36%	0.01%
2006	45.69	0.35%	0.01%
2007	49.46	0.35%	0.01%
2008	53.17	0.35%	0.00%
2009	56.85	0.35%	0.00%
2010	60.50	0.35%	0.00%
2011	64.12	0.35%	0.00%
2012	67.74	0.34%	0.00%
2013	71.53	0.34%	0.00%
2014	75.54	0.34%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

New Caledonia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Noumea	1,414	43.63	76.74	0.27	0.00
Dumbea	1,910	3.97	6.98	0.02	0.00
Bourail	1,967	2.64	4.65	0.02	0.00
Canala	1,968	2.64	4.65	0.02	0.00
Thio	1,999	1.98	3.49	0.01	0.00
Hienghene	2,020	1.32	2.33	0.01	0.00
Houailu	2,054	0.66	1.16	0.00	0.00
Total		56.85	100.00	0.35	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.14 NEW ZEALAND

Online Retail Sales (e-Commerce) (US\$ Million): New Zealand 2004 - 2014

Year	New Zealand	% of Region	% of Globe
2004	1,347.83	12.73%	0.19%
2005	1,491.16	12.67%	0.19%
2006	1,629.26	12.61%	0.18%
2007	1,763.67	12.55%	0.18%
2008	1,895.66	12.50%	0.17%
2009	2,027.13	12.45%	0.17%
2010	2,157.17	12.40%	0.17%
2011	2,286.06	12.34%	0.17%
2012	2,415.18	12.29%	0.16%
2013	2,550.54	12.24%	0.16%
2014	2,693.49	12.19%	0.16%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

New Zealand: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Auckland	259	770.45	38.01	4.73	0.07
Wellington	636	259.50	12.80	1.59	0.02
Christchurch	648	252.66	12.46	1.55	0.02
Hamilton	965	122.77	6.06	0.75	0.01
Napier-Hastings	1,100	87.62	4.32	0.54	0.01
Dunedin	1,107	86.07	4.25	0.53	0.01
Waitemata	1,161	78.46	3.87	0.48	0.01
Tauranga	1,256	63.92	3.15	0.39	0.01
Palmerston North	1,300	57.38	2.83	0.35	0.00
Rotorua	1,433	41.14	2.03	0.25	0.00
Nelson	1,445	39.38	1.94	0.24	0.00
Invercargill	1,449	38.38	1.89	0.24	0.00
New Plymouth	1,451	37.96	1.87	0.23	0.00
Whangarei	1,479	34.18	1.69	0.21	0.00
Wanganui	1,497	31.93	1.57	0.20	0.00
Others		25.33	1.25	0.16	0.00
Total		2027.13	100.00	12.45	0.17

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.15 NIUE

Online Retail Sales (e-Commerce) (US\$ Million): Niue 2004 - 2014

Year	Niue	% of Region	% of Globe
2004	0.08	0.00%	0.00%
2005	0.10	0.00%	0.00%
2006	0.11	0.00%	0.00%
2007	0.12	0.00%	0.00%
2008	0.13	0.00%	0.00%
2009	0.14	0.00%	0.00%
2010	0.15	0.00%	0.00%
2011	0.16	0.00%	0.00%
2012	0.17	0.00%	0.00%
2013	0.19	0.00%	0.00%
2014	0.20	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Niue: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Alofi	2,076	0.14	100.00	0.00	0.00
Total		0.14	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.16 NORFOLK ISLAND

Online Retail Sales (e-Commerce) (US\$ Million): Norfolk Island 2004 - 2014

Year	Norfolk Island	% of Region	% of Globe
2004	0.64	0.01%	0.00%
2005	0.71	0.01%	0.00%
2006	0.77	0.01%	0.00%
2007	0.84	0.01%	0.00%
2008	0.90	0.01%	0.00%
2009	0.96	0.01%	0.00%
2010	1.03	0.01%	0.00%
2011	1.09	0.01%	0.00%
2012	1.15	0.01%	0.00%
2013	1.21	0.01%	0.00%
2014	1.28	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Norfolk Island: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kingston	2,034	0.96	100.00	0.01	0.00
Total		0.96	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.17 PALAU

Online Retail Sales (e-Commerce) (US\$ Million): Palau 2004 - 2014

Year	Palau	% of Region	% of Globe
2004	1.41	0.01%	0.00%
2005	1.58	0.01%	0.00%
2006	1.75	0.01%	0.00%
2007	1.92	0.01%	0.00%
2008	2.10	0.01%	0.00%
2009	2.27	0.01%	0.00%
2010	2.44	0.01%	0.00%
2011	2.62	0.01%	0.00%
2012	2.80	0.01%	0.00%
2013	2.99	0.01%	0.00%
2014	3.20	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Palau: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Koror	1,987	2.27	100.00	0.01	0.00
Total		2.27	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.18 SOLOMON ISLANDS**Online Retail Sales (e-Commerce) (US\$ Million): Solomon Islands 2004 - 2014**

Year	Solomon Islands	% of Region	% of Globe
2004	9.29	0.09%	0.00%
2005	10.36	0.09%	0.00%
2006	11.40	0.09%	0.00%
2007	12.44	0.09%	0.00%
2008	13.47	0.09%	0.00%
2009	14.50	0.09%	0.00%
2010	15.53	0.09%	0.00%
2011	16.57	0.09%	0.00%
2012	17.62	0.09%	0.00%
2013	18.73	0.09%	0.00%
2014	19.91	0.09%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Solomon Islands: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Honiara	1,710	14.50	100.00	0.09	0.00
Total		14.50	100.00	0.09	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.19 THE NORTHERN MARIANA ISLAND

Online Retail Sales (e-Commerce) (US\$ Million): The Northern Mariana Island 2004 - 2014

Year	The Northern Mariana Island	% of Region	% of Globe
2004	10.77	0.10%	0.00%
2005	11.92	0.10%	0.00%
2006	13.02	0.10%	0.00%
2007	14.10	0.10%	0.00%
2008	15.15	0.10%	0.00%
2009	16.20	0.10%	0.00%
2010	17.24	0.10%	0.00%
2011	18.27	0.10%	0.00%
2012	19.30	0.10%	0.00%
2013	20.39	0.10%	0.00%
2014	21.53	0.10%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The Northern Mariana Island: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Saipan	1,687	16.20	100.00	0.10	0.00
Total		16.20	100.00	0.10	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.20 TOKELAU

Online Retail Sales (e-Commerce) (US\$ Million): Tokelau 2004 - 2014

Year	Tokelau	% of Region	% of Globe
2004	0.02	0.00%	0.00%
2005	0.02	0.00%	0.00%
2006	0.02	0.00%	0.00%
2007	0.02	0.00%	0.00%
2008	0.03	0.00%	0.00%
2009	0.03	0.00%	0.00%
2010	0.03	0.00%	0.00%
2011	0.03	0.00%	0.00%
2012	0.03	0.00%	0.00%
2013	0.03	0.00%	0.00%
2014	0.04	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tokelau: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tokelau	2,077	0.03	100.00	0.00	0.00
Total		0.03	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.21 TONGA

Online Retail Sales (e-Commerce) (US\$ Million): Tonga 2004 - 2014

Year	Tonga	% of Region	% of Globe
2004	11.68	0.11%	0.00%
2005	12.58	0.11%	0.00%
2006	13.38	0.10%	0.00%
2007	14.10	0.10%	0.00%
2008	14.76	0.10%	0.00%
2009	15.41	0.09%	0.00%
2010	16.02	0.09%	0.00%
2011	16.58	0.09%	0.00%
2012	17.10	0.09%	0.00%
2013	17.63	0.08%	0.00%
2014	18.18	0.08%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tonga: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Nuku'alofa	1,699	15.41	100.00	0.09	0.00
Total		15.41	100.00	0.09	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.22 TUVALU

Online Retail Sales (e-Commerce) (US\$ Million): Tuvalu 2004 - 2014

Year	Tuvalu	% of Region	% of Globe
2004	0.18	0.00%	0.00%
2005	0.20	0.00%	0.00%
2006	0.22	0.00%	0.00%
2007	0.23	0.00%	0.00%
2008	0.25	0.00%	0.00%
2009	0.27	0.00%	0.00%
2010	0.29	0.00%	0.00%
2011	0.30	0.00%	0.00%
2012	0.32	0.00%	0.00%
2013	0.34	0.00%	0.00%
2014	0.36	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tuvalu: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Funafuti	2,072	0.27	100.00	0.00	0.00
Total		0.27	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.23 VANUATU

Online Retail Sales (e-Commerce) (US\$ Million): Vanuatu 2004 - 2014

Year	Vanuatu	% of Region	% of Globe
2004	8.14	0.08%	0.00%
2005	9.20	0.08%	0.00%
2006	10.26	0.08%	0.00%
2007	11.34	0.08%	0.00%
2008	12.44	0.08%	0.00%
2009	13.55	0.08%	0.00%
2010	14.67	0.08%	0.00%
2011	15.83	0.09%	0.00%
2012	17.02	0.09%	0.00%
2013	18.30	0.09%	0.00%
2014	19.67	0.09%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Vanuatu: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Port Vila	1,723	13.55	100.00	0.08	0.00
Total		13.55	100.00	0.08	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.24 WALLIS AND FUTUNA

Online Retail Sales (e-Commerce) (US\$ Million): Wallis and Futuna 2004 - 2014

Year	Wallis and Futuna	% of Region	% of Globe
2004	0.72	0.01%	0.00%
2005	0.79	0.01%	0.00%
2006	0.87	0.01%	0.00%
2007	0.94	0.01%	0.00%
2008	1.01	0.01%	0.00%
2009	1.08	0.01%	0.00%
2010	1.15	0.01%	0.00%
2011	1.22	0.01%	0.00%
2012	1.29	0.01%	0.00%
2013	1.36	0.01%	0.00%
2014	1.44	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Wallis and Futuna: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Mata-Utu	2,026	1.08	100.00	0.01	0.00
Total		1.08	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

8.25 WESTERN SAMOA

Online Retail Sales (e-Commerce) (US\$ Million): Western Samoa 2004 - 2014

Year	Western Samoa	% of Region	% of Globe
2004	13.81	0.13%	0.00%
2005	15.49	0.13%	0.00%
2006	17.16	0.13%	0.00%
2007	18.83	0.13%	0.00%
2008	20.51	0.14%	0.00%
2009	22.19	0.14%	0.00%
2010	23.89	0.14%	0.00%
2011	25.61	0.14%	0.00%
2012	27.38	0.14%	0.00%
2013	29.26	0.14%	0.00%
2014	31.26	0.14%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Western Samoa: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Apia	1,600	22.19	100.00	0.14	0.00
Total		22.19	100.00	0.14	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9 THE MIDDLE EAST

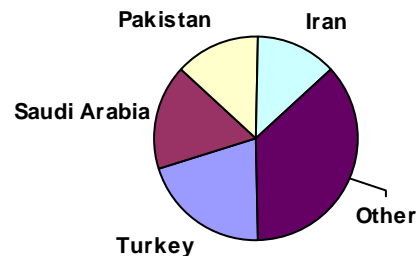
9.1 EXECUTIVE SUMMARY

Market Potential for Online Retail Sales (e-Commerce) in the Middle East (US\$ Million): 2009

Country	Latent Demand US\$ Million	% of the Middle East
Turkey	12,140.69	20.26%
Saudi Arabia	10,384.59	17.33%
Pakistan	8,157.33	13.61%
Iran	7,722.10	12.89%
Israel	3,362.01	5.61%
The United Arab Emirates	2,693.68	4.50%
Kuwait	2,526.09	4.22%
Iraq	1,817.43	3.03%
Syrian Arab Republic	1,496.37	2.50%
Azerbaijan	1,374.50	2.29%
Uzbekistan	1,148.30	1.92%
Oman	1,114.02	1.86%
Qatar	1,062.36	1.77%
Yemen	948.03	1.58%
Turkmenistan	869.05	1.45%
Lebanon	722.44	1.21%
Afghanistan	643.62	1.07%
Jordan	513.84	0.86%
Bahrain	450.65	0.75%
Armenia	318.50	0.53%
Tajikistan	218.58	0.36%
Kyrgyzstan	189.99	0.32%
Palestine	48.87	0.08%
Total	59,923.07	100.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Market Potential for Online Retail Sales (e-Commerce) in the Middle East (US\$ Million): 2009



The Market for Online Retail Sales (e-Commerce) in the Middle East: 2004 - 2014

Year	US\$ Million	% of Globe
2004	37,240.74	5.27
2005	41,778.95	5.22
2006	46,286.71	5.17
2007	50,805.53	5.14
2008	55,357.86	5.11
2009	59,923.07	5.08
2010	64,543.33	5.06
2011	69,241.93	5.05
2012	74,063.58	5.03
2013	79,196.79	5.02
2014	84,693.97	5.01

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.2 AFGHANISTAN

Online Retail Sales (e-Commerce) (US\$ Million): Afghanistan 2004 - 2014

Year	Afghanistan	% of Region	% of Globe
2004	379.65	1.02%	0.05%
2005	430.71	1.03%	0.05%
2006	482.42	1.04%	0.05%
2007	535.23	1.05%	0.05%
2008	589.24	1.06%	0.05%
2009	643.62	1.07%	0.05%
2010	699.37	1.08%	0.05%
2011	756.88	1.09%	0.06%
2012	816.65	1.10%	0.06%
2013	880.80	1.11%	0.06%
2014	949.98	1.12%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Afghanistan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Kabul	447	413.03	64.17	0.69	0.04
Qandahar	1,243	65.55	10.18	0.11	0.01
Herat	1,350	51.34	7.98	0.09	0.00
Mazar-e-Sharif	1,450	38.00	5.90	0.06	0.00
Jalalabad	1,679	16.82	2.61	0.03	0.00
Qonduz	1,681	16.53	2.57	0.03	0.00
Baghlan	1,749	11.89	1.85	0.02	0.00
Meymaneh	1,754	11.60	1.80	0.02	0.00
Pol-e-Khomri	1,790	9.57	1.49	0.02	0.00
Ghazni	1,799	9.28	1.44	0.02	0.00
Total		643.62	100.00	1.07	0.05

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.3 ARMENIA**Online Retail Sales (e-Commerce) (US\$ Million): Armenia 2004 - 2014**

Year	Armenia	% of Region	% of Globe
2004	158.78	0.43%	0.02%
2005	186.67	0.45%	0.02%
2006	216.58	0.47%	0.02%
2007	248.83	0.49%	0.03%
2008	283.34	0.51%	0.03%
2009	318.50	0.53%	0.03%
2010	355.96	0.55%	0.03%
2011	396.25	0.57%	0.03%
2012	439.82	0.59%	0.03%
2013	488.00	0.62%	0.03%
2014	541.46	0.64%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Armenia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Yerevan	790	180.19	56.57	0.30	0.02
Gyumri	1,518	29.91	9.39	0.05	0.00
Kirovakan	1,575	24.66	7.74	0.04	0.00
Hrazdan	1,800	9.19	2.89	0.02	0.00
Echmiadzin	1,807	8.75	2.75	0.01	0.00
Abovian	1,812	8.61	2.70	0.01	0.00
Kaphan	1,841	6.86	2.15	0.01	0.00
Hoktemberian	1,852	6.42	2.02	0.01	0.00
Charentsavan	1,878	5.25	1.65	0.01	0.00
Artashat	1,891	4.81	1.51	0.01	0.00
Kamo	1,894	4.67	1.47	0.01	0.00
Sevan	1,911	3.94	1.24	0.01	0.00
Goris	1,912	3.94	1.24	0.01	0.00
Massis	1,920	3.65	1.15	0.01	0.00
Others		14.01	4.40	0.02	0.00
Total		318.50	100.00	0.53	0.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.4 AZERBAIJAN**Online Retail Sales (e-Commerce) (US\$ Million): Azerbaijan 2004 - 2014**

Year	Azerbaijan	% of Region	% of Globe
2004	661.11	1.78%	0.09%
2005	783.20	1.87%	0.10%
2006	915.60	1.98%	0.10%
2007	1,059.82	2.09%	0.11%
2008	1,215.51	2.20%	0.11%
2009	1,374.50	2.29%	0.12%
2010	1,545.06	2.39%	0.12%
2011	1,729.99	2.50%	0.13%
2012	1,931.46	2.61%	0.13%
2013	2,155.61	2.72%	0.14%
2014	2,405.76	2.84%	0.14%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Azerbaijan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Baku	223	952.29	69.28	1.59	0.08
Gyandzha	866	150.68	10.96	0.25	0.01
Sumgait	953	125.20	9.11	0.21	0.01
Mingeaur	1,452	37.94	2.76	0.06	0.00
Sheki	1,528	28.73	2.09	0.05	0.00
Nakhichevan	1,542	27.64	2.01	0.05	0.00
Lenkoran	1,592	22.76	1.66	0.04	0.00
Stepanakert	1,646	18.97	1.38	0.03	0.00
Shemakha	1,774	10.30	0.75	0.02	0.00
Total		1374.50	100.00	2.29	0.12

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.5 BAHRAIN**Online Retail Sales (e-Commerce) (US\$ Million): Bahrain 2004 - 2014**

Year	Bahrain	% of Region	% of Globe
2004	272.31	0.73%	0.04%
2005	307.37	0.74%	0.04%
2006	342.55	0.74%	0.04%
2007	378.16	0.74%	0.04%
2008	414.32	0.75%	0.04%
2009	450.65	0.75%	0.04%
2010	487.66	0.76%	0.04%
2011	525.57	0.76%	0.04%
2012	564.71	0.76%	0.04%
2013	606.53	0.77%	0.04%
2014	651.44	0.77%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Bahrain: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Manama	698	223.85	49.67	0.37	0.02
Muharraq	997	114.87	25.49	0.19	0.01
Jidd Hafs	1,208	70.69	15.69	0.12	0.01
Isa Town	1,506	30.93	6.86	0.05	0.00
Al Hidd	1,773	10.31	2.29	0.02	0.00
Total		450.65	100.00	0.75	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.6 IRAN

Online Retail Sales (e-Commerce) (US\$ Million): Iran 2004 - 2014

Year	Iran	% of Region	% of Globe
2004	4,960.84	13.32%	0.70%
2005	5,527.98	13.23%	0.69%
2006	6,083.05	13.14%	0.68%
2007	6,631.42	13.05%	0.67%
2008	7,176.93	12.96%	0.66%
2009	7,722.10	12.89%	0.66%
2010	8,267.63	12.81%	0.65%
2011	8,815.29	12.73%	0.64%
2012	9,370.46	12.65%	0.64%
2013	9,956.56	12.57%	0.63%
2014	10,579.32	12.49%	0.63%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Iran: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tehran	74	3,309.78	42.86	5.52	0.28
Mashad	253	801.84	10.38	1.34	0.07
Isfahan	363	540.59	7.00	0.90	0.05
Tabriz	365	531.82	6.89	0.89	0.05
Shiraz	409	464.45	6.01	0.78	0.04
Ahvaz	534	317.67	4.11	0.53	0.03
Bakhtaran	547	307.26	3.98	0.51	0.03
Qom	569	297.40	3.85	0.50	0.03
Karaj	590	288.64	3.74	0.48	0.02
Orumiyeh	824	164.86	2.13	0.28	0.01
Abadan	834	161.03	2.09	0.27	0.01
Rasht	843	159.38	2.06	0.27	0.01
Kerman	893	140.76	1.82	0.23	0.01
Yazd	948	125.97	1.63	0.21	0.01
Bandar 'Abbas	1,016	110.64	1.43	0.18	0.01
Total		7722.10	100.00	12.89	0.66

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.7 IRAQ

Online Retail Sales (e-Commerce) (US\$ Million): Iraq 2004 - 2014

Year	Iraq	% of Region	% of Globe
2004	1,146.06	3.08%	0.16%
2005	1,282.06	3.07%	0.16%
2006	1,416.23	3.06%	0.16%
2007	1,549.80	3.05%	0.16%
2008	1,683.54	3.04%	0.16%
2009	1,817.43	3.03%	0.15%
2010	1,952.17	3.02%	0.15%
2011	2,088.31	3.02%	0.15%
2012	2,227.14	3.01%	0.15%
2013	2,374.24	3.00%	0.15%
2014	2,531.05	2.99%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Iraq: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Baghdad	211	1,028.67	56.60	1.72	0.09
Basra	904	136.55	7.51	0.23	0.01
Mosul	946	126.37	6.95	0.21	0.01
Kirkuk	981	118.40	6.51	0.20	0.01
Irbil	1,185	73.92	4.07	0.12	0.01
As-Sulaymaniyah	1,271	61.75	3.40	0.10	0.01
An-Najaf	1,326	53.78	2.96	0.09	0.00
Al-Hillah	1,380	47.58	2.62	0.08	0.00
Karbala	1,435	40.94	2.25	0.07	0.00
An-Nasiriyah	1,509	30.76	1.69	0.05	0.00
Ar-Ramadi	1,514	30.32	1.67	0.05	0.00
Al-Amarah	1,523	29.21	1.61	0.05	0.00
Ba'qubah	1,567	25.45	1.40	0.04	0.00
Samarra	1,721	13.72	0.75	0.02	0.00
Total		1817.43	100.00	3.03	0.15

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.8 ISRAEL

Online Retail Sales (e-Commerce) (US\$ Million): Israel 2004 - 2014

Year	Israel	% of Region	% of Globe
2004	2,114.43	5.68%	0.30%
2005	2,366.67	5.66%	0.30%
2006	2,615.79	5.65%	0.29%
2007	2,864.06	5.64%	0.29%
2008	3,112.86	5.62%	0.29%
2009	3,362.01	5.61%	0.29%
2010	3,612.95	5.60%	0.28%
2011	3,866.72	5.58%	0.28%
2012	4,125.70	5.57%	0.28%
2013	4,400.25	5.56%	0.28%
2014	4,693.08	5.54%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Israel: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Jerusalem	221	973.92	28.97	1.63	0.08
Tel Aviv	296	664.51	19.77	1.11	0.06
Haifa	410	463.08	13.77	0.77	0.04
Holon	579	290.72	8.65	0.49	0.02
Petach-Tikva	620	272.03	8.09	0.45	0.02
Ramat Gan	667	240.89	7.16	0.40	0.02
Beersheba	671	238.81	7.10	0.40	0.02
Bene Beraq	705	218.04	6.49	0.36	0.02
Total		3362.01	100.00	5.61	0.29

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.9 JORDAN

Online Retail Sales (e-Commerce) (US\$ Million): Jordan 2004 - 2014

Year	Jordan	% of Region	% of Globe
2004	318.05	0.85%	0.05%
2005	357.18	0.85%	0.04%
2006	396.09	0.86%	0.04%
2007	435.11	0.86%	0.04%
2008	474.42	0.86%	0.04%
2009	513.84	0.86%	0.04%
2010	553.74	0.86%	0.04%
2011	594.29	0.86%	0.04%
2012	635.88	0.86%	0.04%
2013	680.10	0.86%	0.04%
2014	727.40	0.86%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Jordan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Amman	597	287.60	55.97	0.48	0.02
Zarqa	1,068	98.10	19.09	0.16	0.01
Irbid	1,342	51.77	10.07	0.09	0.00
Salt	1,422	42.82	8.33	0.07	0.00
Ajlun	1,708	15.02	2.92	0.03	0.00
Jarash	1,777	10.23	1.99	0.02	0.00
Madaba	1,822	8.31	1.62	0.01	0.00
Total		513.84	100.00	0.86	0.04

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.10 KUWAIT**Online Retail Sales (e-Commerce) (US\$ Million): Kuwait 2004 - 2014**

Year	Kuwait	% of Region	% of Globe
2004	1,567.70	4.21%	0.22%
2005	1,759.63	4.21%	0.22%
2006	1,950.23	4.21%	0.22%
2007	2,141.17	4.21%	0.22%
2008	2,333.38	4.22%	0.22%
2009	2,526.09	4.22%	0.21%
2010	2,720.95	4.22%	0.21%
2011	2,918.86	4.22%	0.21%
2012	3,121.65	4.21%	0.21%
2013	3,337.19	4.21%	0.21%
2014	3,567.61	4.21%	0.21%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kuwait: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Salmiya	242	853.18	33.77	1.42	0.07
Hawalli	252	808.57	32.01	1.35	0.07
Jahra	314	618.98	24.50	1.03	0.05
Kuwait	659	245.36	9.71	0.41	0.02
Total		2526.09	100.00	4.22	0.21

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.11 KYRGYZSTAN

Online Retail Sales (e-Commerce) (US\$ Million): Kyrgyzstan 2004 - 2014

Year	Kyrgyzstan	% of Region	% of Globe
2004	115.11	0.31%	0.02%
2005	129.85	0.31%	0.02%
2006	144.64	0.31%	0.02%
2007	159.59	0.31%	0.02%
2008	174.75	0.32%	0.02%
2009	189.99	0.32%	0.02%
2010	205.49	0.32%	0.02%
2011	221.37	0.32%	0.02%
2012	237.74	0.32%	0.02%
2013	255.23	0.32%	0.02%
2014	274.00	0.32%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Kyrgyzstan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Bishkek	984	117.95	62.08	0.20	0.01
Osh	1,444	39.75	20.92	0.07	0.00
Dzhalal-Abad	1,761	11.01	5.80	0.02	0.00
Przhevalsk	1,772	10.45	5.50	0.02	0.00
Kyzyl-Kiya	1,858	5.97	3.14	0.01	0.00
Naryn	1,888	4.85	2.55	0.01	0.00
Total		189.99	100.00	0.32	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.12 LEBANON

Online Retail Sales (e-Commerce) (US\$ Million): Lebanon 2004 - 2014

Year	Lebanon	% of Region	% of Globe
2004	515.65	1.38%	0.07%
2005	562.12	1.35%	0.07%
2006	605.28	1.31%	0.07%
2007	645.79	1.27%	0.07%
2008	684.36	1.24%	0.06%
2009	722.44	1.21%	0.06%
2010	759.04	1.18%	0.06%
2011	794.16	1.15%	0.06%
2012	828.30	1.12%	0.06%
2013	863.54	1.09%	0.05%
2014	900.28	1.06%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Lebanon: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Beirut	405	468.31	64.82	0.78	0.04
Tripoli	851	156.10	21.61	0.26	0.01
Zahle	1,265	62.44	8.64	0.10	0.01
Sidon	1,504	31.22	4.32	0.05	0.00
Tyre	1,900	4.37	0.61	0.01	0.00
Total		722.44	100.00	1.21	0.06

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.13 OMAN**Online Retail Sales (e-Commerce) (US\$ Million): Oman 2004 - 2014**

Year	Oman	% of Region	% of Globe
2004	696.91	1.87%	0.10%
2005	780.92	1.87%	0.10%
2006	864.08	1.87%	0.10%
2007	947.12	1.86%	0.10%
2008	1,030.49	1.86%	0.10%
2009	1,114.02	1.86%	0.09%
2010	1,198.29	1.86%	0.09%
2011	1,283.65	1.85%	0.09%
2012	1,370.91	1.85%	0.09%
2013	1,463.51	1.85%	0.09%
2014	1,562.36	1.84%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Oman: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Muscat	307	640.24	57.47	1.07	0.05
Matrah	707	217.68	19.54	0.36	0.02
Salala	939	128.05	11.49	0.21	0.01
Nizwa	940	128.05	11.49	0.21	0.01
Total		1114.02	100.00	1.86	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.14 PAKISTAN

Online Retail Sales (e-Commerce) (US\$ Million): Pakistan 2004 - 2014

Year	Pakistan	% of Region	% of Globe
2004	4,968.83	13.34%	0.70%
2005	5,599.05	13.40%	0.70%
2006	6,229.63	13.46%	0.70%
2007	6,865.91	13.51%	0.69%
2008	7,510.27	13.57%	0.69%
2009	8,157.33	13.61%	0.69%
2010	8,815.09	13.66%	0.69%
2011	9,487.09	13.70%	0.69%
2012	10,179.40	13.74%	0.69%
2013	10,917.89	13.79%	0.69%
2014	11,709.96	13.83%	0.69%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Pakistan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Karachi	78	3,132.07	38.40	5.23	0.27
Lahore	142	1,775.92	21.77	2.96	0.15
Faisalabad	297	663.94	8.14	1.11	0.06
Rawalpindi	398	478.11	5.86	0.80	0.04
Hyderabad	418	452.25	5.54	0.75	0.04
Multan	427	439.02	5.38	0.73	0.04
Gujranwala	458	396.32	4.86	0.66	0.03
Peshawar	510	340.39	4.17	0.57	0.03
Sialkot	784	181.62	2.23	0.30	0.02
Sargodha	801	175.01	2.15	0.29	0.01
Islamabad	966	122.68	1.50	0.20	0.01
Total		8157.33	100.00	13.61	0.69

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.15 PALESTINE

Online Retail Sales (e-Commerce) (US\$ Million): Palestine 2004 - 2014

Year	Palestine	% of Region	% of Globe
2004	32.50	0.09%	0.00%
2005	35.95	0.09%	0.00%
2006	39.28	0.08%	0.00%
2007	42.52	0.08%	0.00%
2008	45.70	0.08%	0.00%
2009	48.87	0.08%	0.00%
2010	52.01	0.08%	0.00%
2011	55.12	0.08%	0.00%
2012	58.23	0.08%	0.00%
2013	61.49	0.08%	0.00%
2014	64.94	0.08%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Palestine: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
West Bank	1,505	31.06	63.56	0.05	0.00
Gaza Strip	1,664	17.81	36.44	0.03	0.00
Total		48.87	100.00	0.08	0.00

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.16 QATAR

Online Retail Sales (e-Commerce) (US\$ Million): Qatar 2004 - 2014

Year	Qatar	% of Region	% of Globe
2004	621.63	1.67%	0.09%
2005	706.42	1.69%	0.09%
2006	792.57	1.71%	0.09%
2007	880.79	1.73%	0.09%
2008	971.23	1.75%	0.09%
2009	1,062.36	1.77%	0.09%
2010	1,155.98	1.79%	0.09%
2011	1,252.76	1.81%	0.09%
2012	1,353.57	1.83%	0.09%
2013	1,461.92	1.85%	0.09%
2014	1,578.95	1.86%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Qatar: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Doha	209	1,062.36	100.00	1.77	0.09
Total		1062.36	100.00	1.77	0.09

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.17 SAUDI ARABIA

Online Retail Sales (e-Commerce) (US\$ Million): Saudi Arabia 2004 - 2014

Year	Saudi Arabia	% of Region	% of Globe
2004	6,600.84	17.72%	0.93%
2005	7,371.85	17.64%	0.92%
2006	8,129.91	17.56%	0.91%
2007	8,882.13	17.48%	0.90%
2008	9,633.21	17.40%	0.89%
2009	10,384.59	17.33%	0.88%
2010	11,138.95	17.26%	0.87%
2011	11,899.08	17.18%	0.87%
2012	12,672.25	17.11%	0.86%
2013	13,490.21	17.03%	0.86%
2014	14,360.97	16.96%	0.85%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Saudi Arabia: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Jiddah	60	3,874.85	37.31	6.47	0.33
Riyadh	147	1,723.02	16.59	2.88	0.15
Mecca	175	1,420.78	13.68	2.37	0.12
Taif	258	774.97	7.46	1.29	0.07
Medina	266	749.14	7.21	1.25	0.06
Dammam	370	516.65	4.98	0.86	0.04
Hufuf	634	260.91	2.51	0.44	0.02
Haradh	642	258.32	2.49	0.43	0.02
Tabuk	756	193.74	1.87	0.32	0.02
Buraydah	786	180.83	1.74	0.30	0.02
Al-Mubarraz	896	139.49	1.34	0.23	0.01
Khamis-Mushait	934	129.16	1.24	0.22	0.01
Jizan	1,116	85.25	0.82	0.14	0.01
Abha	1,165	77.50	0.75	0.13	0.01
Total		10384.59	100.00	17.33	0.88

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.18 SYRIAN ARAB REPUBLIC

Online Retail Sales (e-Commerce) (US\$ Million): Syrian Arab Republic 2004 - 2014

Year	Syrian Arab Republic	% of Region	% of Globe
2004	987.08	2.65%	0.14%
2005	1,093.86	2.62%	0.14%
2006	1,197.12	2.59%	0.13%
2007	1,297.98	2.55%	0.13%
2008	1,397.34	2.52%	0.13%
2009	1,496.37	2.50%	0.13%
2010	1,594.61	2.47%	0.13%
2011	1,692.27	2.44%	0.12%
2012	1,790.39	2.42%	0.12%
2013	1,893.42	2.39%	0.12%
2014	2,002.39	2.36%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Syrian Arab Republic: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Damascus	379	508.63	33.99	0.85	0.04
Aleppo	397	478.71	31.99	0.80	0.04
Homs	812	169.68	11.34	0.28	0.01
Latakia	1,076	94.88	6.34	0.16	0.01
Hama	1,120	84.25	5.63	0.14	0.01
Dayr az-Zawr	1,465	36.22	2.42	0.06	0.00
Raqqa	1,478	34.25	2.29	0.06	0.00
Hasakeh	1,527	28.74	1.92	0.05	0.00
Tartus	1,614	20.86	1.39	0.03	0.00
Idlib	1,626	20.47	1.37	0.03	0.00
Dar'a	1,636	19.68	1.32	0.03	0.00
Total		1496.37	100.00	2.50	0.13

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.19 TAJIKISTAN

Online Retail Sales (e-Commerce) (US\$ Million): Tajikistan 2004 - 2014

Year	Tajikistan	% of Region	% of Globe
2004	127.90	0.34%	0.02%
2005	145.35	0.35%	0.02%
2006	163.08	0.35%	0.02%
2007	181.23	0.36%	0.02%
2008	199.84	0.36%	0.02%
2009	218.58	0.36%	0.02%
2010	237.85	0.37%	0.02%
2011	257.76	0.37%	0.02%
2012	278.50	0.38%	0.02%
2013	300.80	0.38%	0.02%
2014	324.88	0.38%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Tajikistan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dushanbe	899	139.10	63.64	0.23	0.01
Khodzhent	1,455	37.40	17.11	0.06	0.00
Kulyab	1,711	14.49	6.63	0.02	0.00
Kurgan-Tyube	1,733	12.86	5.88	0.02	0.00
Kanibadam	1,848	6.55	2.99	0.01	0.00
Tursunzade	1,885	4.91	2.25	0.01	0.00
Khorog	1,938	3.27	1.50	0.01	0.00
Total		218.58	100.00	0.36	0.02

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.20 THE UNITED ARAB EMIRATES

Online Retail Sales (e-Commerce) (US\$ Million): The United Arab Emirates 2004 - 2014

Year	The United Arab Emirates	% of Region	% of Globe
2004	1,546.79	4.15%	0.22%
2005	1,764.77	4.22%	0.22%
2006	1,987.78	4.29%	0.22%
2007	2,217.64	4.36%	0.22%
2008	2,454.60	4.43%	0.23%
2009	2,693.68	4.50%	0.23%
2010	2,940.48	4.56%	0.23%
2011	3,196.96	4.62%	0.23%
2012	3,465.40	4.68%	0.24%
2013	3,754.93	4.74%	0.24%
2014	4,068.65	4.80%	0.24%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

The United Arab Emirates: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Dubai	222	955.36	35.47	1.59	0.08
Abu Dhabi	236	872.75	32.40	1.46	0.07
Sharjah	421	448.95	16.67	0.75	0.04
Ras al-Khaimah	442	416.62	15.47	0.70	0.04
Total		2693.68	100.00	4.50	0.23

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.21 TURKEY**Online Retail Sales (e-Commerce) (US\$ Million): Turkey 2004 - 2014**

Year	Turkey	% of Region	% of Globe
2004	7,635.50	20.50%	1.08%
2005	8,546.38	20.46%	1.07%
2006	9,445.99	20.41%	1.06%
2007	10,342.53	20.36%	1.05%
2008	11,240.99	20.31%	1.04%
2009	12,140.69	20.26%	1.03%
2010	13,046.87	20.21%	1.02%
2011	13,963.26	20.17%	1.02%
2012	14,898.47	20.12%	1.01%
2013	15,889.93	20.06%	1.01%
2014	16,947.37	20.01%	1.00%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Turkey: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Istanbul	45	4,664.87	38.42	7.78	0.40
Izmir	171	1,457.60	12.01	2.43	0.12
Ankara	176	1,397.25	11.51	2.33	0.12
Bursa	277	721.52	5.94	1.20	0.06
Adana	304	644.00	5.30	1.07	0.05
Mersin (Icel)	347	564.99	4.65	0.94	0.05
Antalya	357	550.60	4.54	0.92	0.05
Konya	389	493.58	4.07	0.82	0.04
Samsun	574	294.26	2.42	0.49	0.02
Gaziantep	610	276.86	2.28	0.46	0.02
Kayseri	665	241.85	1.99	0.40	0.02
Diyarbakir	672	238.63	1.97	0.40	0.02
Eskisehir	674	236.83	1.95	0.40	0.02
Sanli-Urfa	766	191.17	1.57	0.32	0.02
Malatya	819	166.66	1.37	0.28	0.01
Total		12140.69	100.00	20.26	1.03

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.22 TURKMENISTAN

Online Retail Sales (e-Commerce) (US\$ Million): Turkmenistan 2004 - 2014

Year	Turkmenistan	% of Region	% of Globe
2004	519.54	1.40%	0.07%
2005	587.75	1.41%	0.07%
2006	656.49	1.42%	0.07%
2007	726.34	1.43%	0.07%
2008	797.49	1.44%	0.07%
2009	869.05	1.45%	0.07%
2010	942.17	1.46%	0.07%
2011	1,017.28	1.47%	0.07%
2012	1,095.08	1.48%	0.07%
2013	1,178.36	1.49%	0.07%
2014	1,267.97	1.50%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Turkmenistan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Ashgabat	399	476.42	54.82	0.80	0.04
Chardzhou	760	192.72	22.18	0.32	0.02
Tashauz	919	134.07	15.43	0.22	0.01
Krasnovodsk	1,240	65.84	7.58	0.11	0.01
Total		869.05	100.00	1.45	0.07

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.23 UZBEKISTAN

Online Retail Sales (e-Commerce) (US\$ Million): Uzbekistan 2004 - 2014

Year	Uzbekistan	% of Region	% of Globe
2004	666.52	1.79%	0.09%
2005	758.73	1.82%	0.09%
2006	852.69	1.84%	0.10%
2007	949.18	1.87%	0.10%
2008	1,048.34	1.89%	0.10%
2009	1,148.30	1.92%	0.10%
2010	1,251.22	1.94%	0.10%
2011	1,357.85	1.96%	0.10%
2012	1,469.16	1.98%	0.10%
2013	1,588.96	2.01%	0.10%
2014	1,718.54	2.03%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Uzbekistan: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Tashkent	402	472.87	41.18	0.79	0.04
Samarkand	935	129.11	11.24	0.22	0.01
Namangan	1,211	70.26	6.12	0.12	0.01
Andizhan	1,229	66.84	5.82	0.11	0.01
Bukhara	1,352	51.10	4.45	0.09	0.00
Fergana	1,404	45.62	3.97	0.08	0.00
Kokand	1,431	41.52	3.62	0.07	0.00
Nukus	1,447	38.55	3.36	0.06	0.00
Karshi	1,470	35.59	3.10	0.06	0.00
Chirchik	1,471	35.59	3.10	0.06	0.00
Angren	1,519	29.88	2.60	0.05	0.00
Urgench	1,524	29.20	2.54	0.05	0.00
Margilan	1,532	28.51	2.48	0.05	0.00
Almalyk	1,561	26.00	2.26	0.04	0.00
Navoi	1,577	24.41	2.13	0.04	0.00
Others		23.27	2.03	0.04	0.00
Total		1148.30	100.00	1.92	0.10

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

9.24 YEMEN**Online Retail Sales (e-Commerce) (US\$ Million): Yemen 2004 - 2014**

Year	Yemen	% of Region	% of Globe
2004	627.02	1.68%	0.09%
2005	694.47	1.66%	0.09%
2006	759.62	1.64%	0.08%
2007	823.17	1.62%	0.08%
2008	885.71	1.60%	0.08%
2009	948.03	1.58%	0.08%
2010	1,009.80	1.56%	0.08%
2011	1,071.14	1.55%	0.08%
2012	1,132.71	1.53%	0.08%
2013	1,197.33	1.51%	0.08%
2014	1,265.63	1.49%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

Yemen: Online Retail Sales (e-Commerce) in 2009, US\$ Million

City	World Rank	US \$ mln	%Country	%Region	%World
Sanaa	535	316.51	33.39	0.53	0.03
Aden	676	235.71	24.86	0.39	0.02
Taizz	926	131.94	13.92	0.22	0.01
Hodeida	996	114.89	12.12	0.19	0.01
Mukalla	1,001	114.15	12.04	0.19	0.01
Dhamar	1,599	22.24	2.35	0.04	0.00
El Beida	1,846	6.67	0.70	0.01	0.00
Hajja	1,860	5.93	0.63	0.01	0.00
Total		948.03	100.00	1.58	0.08

Source: Philip M. Parker, INSEAD, copyright 2008, www.icongrouponline.com

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