

EXHIBIT 3: Top 20 hot spots for growth by 2025

Cityscope rankings by growth, 2010–25

Emerging regions

Developed regions

Rank	Elderly, higher-income consumers ¹	Young entry-level consumers ²	Laundry care products ³	Commercial floor space ⁴	Municipal water demand
1	Shanghai	Lagos	São Paulo	New York	Mumbai
2	Beijing	Dar es Salaam	Beijing	Beijing	Delhi
3	Tokyo	Dhaka	Rio de Janeiro	Shanghai	Shanghai
4	Tianjin	Ouagadougou	Shanghai	Los Angeles	Guangzhou
5	Mumbai	Khartoum	Mexico City	Tokyo	Beijing
6	São Paulo	Ghaziabad	Moscow	Washington, DC	Buenos Aires
7	Osaka	Sanaa	Bangkok	Dallas	Kolkata
8	Chongqing	Nairobi	Istanbul	São Paulo	Khartoum
9	Delhi	Luanda	Manila	Guangzhou	Dhaka
10	Nanjing	Baghdad	Johannesburg	Chicago	Istanbul
11	Guangzhou	Kampala	Belo Horizonte	Houston	Dallas
12	New York	Ibadan	Porto Alegre	Tianjin	Pune
13	Seoul	Lusaka	Buenos Aires	Moscow	Las Vegas
14	Hong Kong	Kinshasa	Tianjin	Atlanta	Karachi
15	Wuhan	Kano	Tehran	Miami	São Paulo
16	Kolkata	Abidjan	New York	Hong Kong	Hyderabad, India
17	Shenyang	Abuja	Foshan	Mexico City	Lagos
18	Los Angeles	Bamako	Santiago	Shenzhen	Moscow
19	Toronto	Chittagong	Shenzhen	Phoenix	Wuhan
20	Ahmedabad	Port Harcourt	London	Istanbul	Manila

1 Growth in population aged 65+ with household income >\$20,000 at PPP.

2 Growth in population aged ≤14 with household income \$7,500–\$20,000 at PPP.

3 Predicted growth in consumer spending on laundry care products based on a city-level market demand growth model.

4 Including replacement floor space.

SOURCE: McKinsey Global Institute analysis