Dec 2025

Q-Commerce Growth

Dark Stores Shaping the Future of Retail

Table of Contents

Introduction

India's retail sector is undergoing a major shift with the rapid rise of E-Commerce and the increasing demand for speed and convenience. Consumers now expect essentials to be delivered not in days, but within hours or even minutes. This trend has led to the emergence of dark stores – dedicated fulfilment centres that serve only online orders and are closed to walk-in customers.

Dark stores have become central to the Q-Commerce model, helping retailers optimise inventory, reduce delivery times and ensure service reliability. Initially concentrated in large metropolitan areas, they are now expanding into Tier-II & III cities, driven by changing consumption patterns and advances in last mile delivery technology. As a result, dark stores are evolving into a critical enabler of India's digital-first retail future.

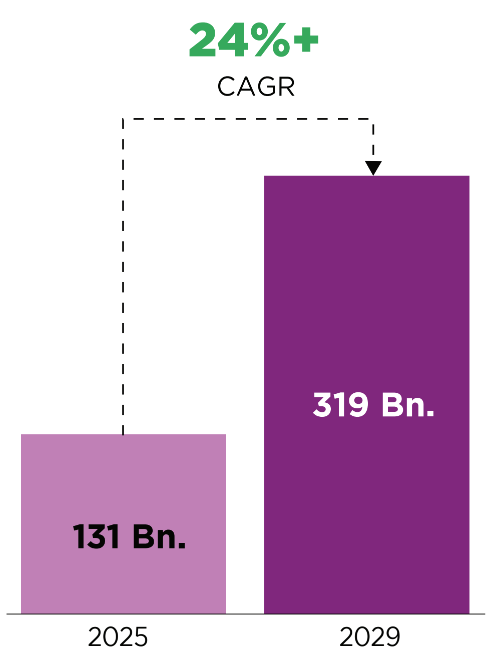
This report covers the global Q-Commerce landscape, the E-Commerce and Q-Commerce revolution in India, the emergence and footprint of dark stores, existing area, projected demand by 2030, and the identification of cities on a high-growth trajectory, along with emerging concepts and outlook.

Q-Commerce Revolution: Global Landscape

Global Q-Commerce is rapidly transforming E-Commerce by delivering groceries and essentials within minutes. The global Q-Commerce market was valued at USD 131 bn in 2025, according to a report by Research and Markets. Advances in last-mile delivery, hyperlocal business models, and rising consumer demand for convenience are powering this shift. The Research and Markets report also projects that the global Q-Commerce market will reach around USD 319 bn by 2029, expected to grow at a strong 25% CAGR between 2025 and 2029.

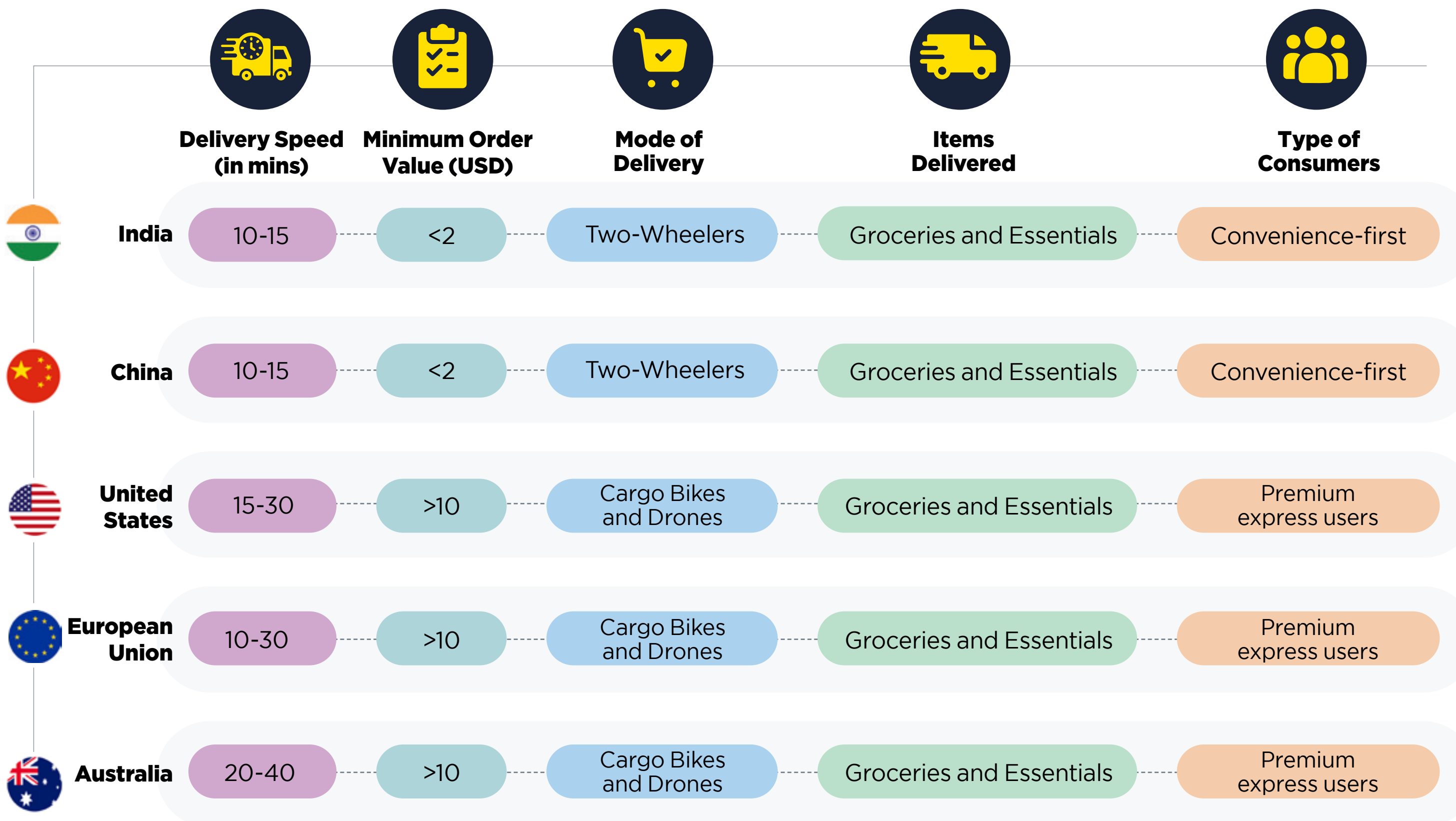
Asia Pacific is the largest and fastest-growing Q-Commerce market globally. Major economies such as China, India, Indonesia, South Korea, Japan, and Australia are leading the shift toward ultra-fast fulfilment, supported by dense urban populations and high smartphone penetration. Countries like China and India dominate due to their large consumer bases, competitive delivery ecosystems, and strong investor interest.

Global Q-Commerce Market Size (USD bn)



Source: Research and Markets

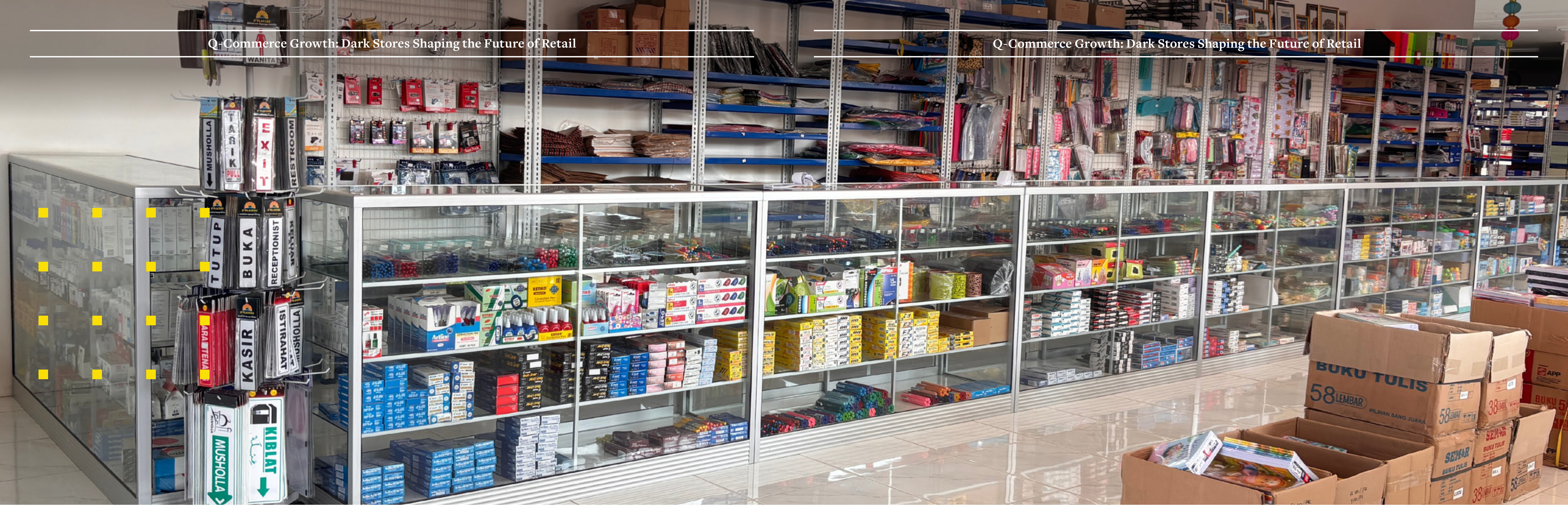
Key Takeaways from Leading Global Q-Commerce Markets



	Delivery Speed (in mins)	Minimum Order Value (USD)	Mode of Delivery	Items Delivered	Type of Consumers
India	10-15	<2	Two-Wheelers	Groceries and Essentials	Convenience-first
China	10-15	<2	Two-Wheelers	Groceries and Essentials	Convenience-first
United States	15-30	>10	Cargo Bikes and Drones	Groceries and Essentials	Premium express users
European Union	10-30	>10	Cargo Bikes and Drones	Groceries and Essentials	Premium express users
Australia	20-40	>10	Cargo Bikes and Drones	Groceries and Essentials	Premium express users

Source: Various Secondary Sources and Savills India Research

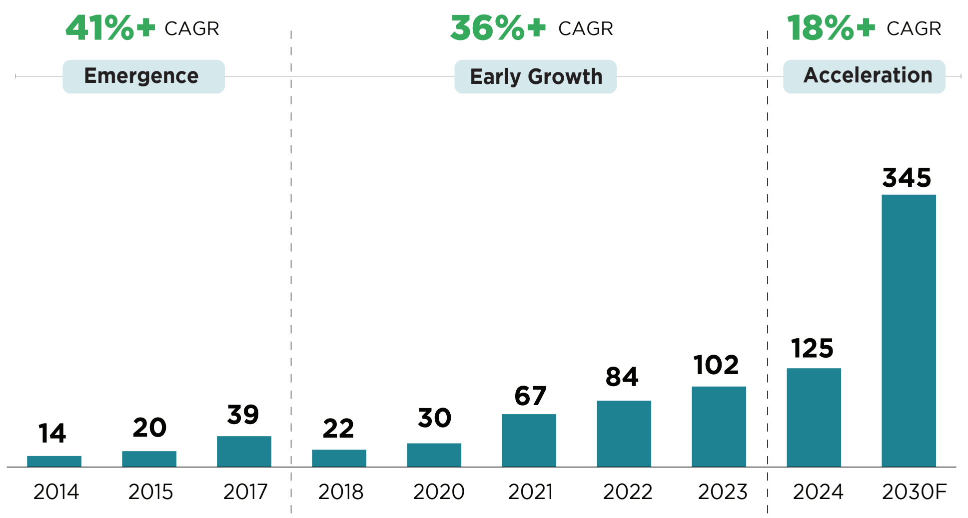
Q-Commerce Growth: Dark Stores Shaping the Future of Retail



E-Commerce and Q-Commerce Revolution in India

E-Commerce in India began in the early 2000s with services like online ticket booking. The entry of two leading global E-Commerce players in 2013 and substantial growth after 2016 due to widespread internet adoption accelerated the sector. Factors such as Cash-on-Delivery, smartphones, efficient logistics, digital payment gateways like UPI and rising disposable incomes further fuelled growth. The COVID-19 pandemic additionally boosted online shopping for groceries and essentials. Consequently, the sector has expanded into one of the country's largest industries, becoming a multibillion-dollar ecosystem. Today, the sector is worth over USD 125 bn, expanding in smaller cities through social commerce and direct-to-consumer models.

Market Size of E-Commerce Industry in India (USD bn)



Source: Statisa

Quick, Just-in-Time (JIT) Delivery and the Rise of Dark Stores

The demand for faster delivery and hyperlocal convenience has given rise to the Q-Commerce model, where consumers expect essentials delivered within minutes. Dark stores, small strategically located warehouses that cater exclusively to online orders, have become a cornerstone of this transformation. Unlike conventional retail outlets that cater primarily to walk-in customers, dark stores function as dedicated fulfilment centres designed to streamline operations. They help businesses optimise inventory management by prioritising high-demand items, shorten last-mile delivery times through strategic placement, and harness data-driven insights for more accurate demand forecasting. Q-Commerce companies are rapidly expanding dark stores in Tier-I, II & III cities, making grocery and essentials easily available to customers nearby.

E-Commerce and Q-Commerce Revolution in India

	1st Generation Commerce	2nd Generation E-Commerce	3rd Generation Q-Commerce
Delivery	Self Service	Delivery	Delivery
Delivery Timeline	Instant	2-3 Days	< 60 mins
Delivery Mode	Own Vehicle of the Buyer	Delivery Truck	Two-Wheelers
Store Type	Super Store	Mega Warehouse	Dark Store
Products Available	All Products Available	Main Products Available	Small Selection Available
Shipping & Delivery	3PL	Courier Network	In-house

Source: Savills India Research

Understanding Dark Stores: Concept, Functioning, Key Drivers and Delivery Model

Dark stores are fulfilment centres that cater exclusively to online orders. Typically ranging between 3,000 and 8,000 sq. ft., they are located in densely populated urban areas and stocked with a variety of products similar to those in supermarkets or retail stores, including groceries and FMCG items. Supported by technology for efficient inventory management, their strategic placement enables rapid last-mile delivery, usually within 30 minutes and often in as little as 15 minutes, making them a key driver of Q-Commerce.

During the COVID-19 pandemic, online shopping for daily needs increased significantly. Buyers adopted this mode of shopping because of quick delivery, wide availability of essentials, and overall convenience. As a result, leasing activity for dark stores has surged in densely populated urban areas.

Dark stores in India are being fuelled by rising E-Commerce penetration, digital payments and demand for Q-Commerce. Urbanisation, dense populations and shifting consumer preferences towards convenience and frequent small purchases support their growth. Expansion into Tier-II & III cities, coupled with operational efficiency and lower last mile costs, strengthens the model. Pandemic-led adoption and ecosystem investments in logistics and AI have further accelerated their rise.

Key Demand Drivers for Dark Stores

Migration and Urbanisation
Urban density drives efficiency in compact fulfilment centres.

Rising Disposable Incomes
Consumers are willing to pay a premium for faster delivery services.

Growth of E-Commerce
E-Commerce growth is driving the need for dark stores.

Proliferation of Smartphones & Apps
Easy access to mobile apps enables instant ordering, boosting Q-Commerce adoption.

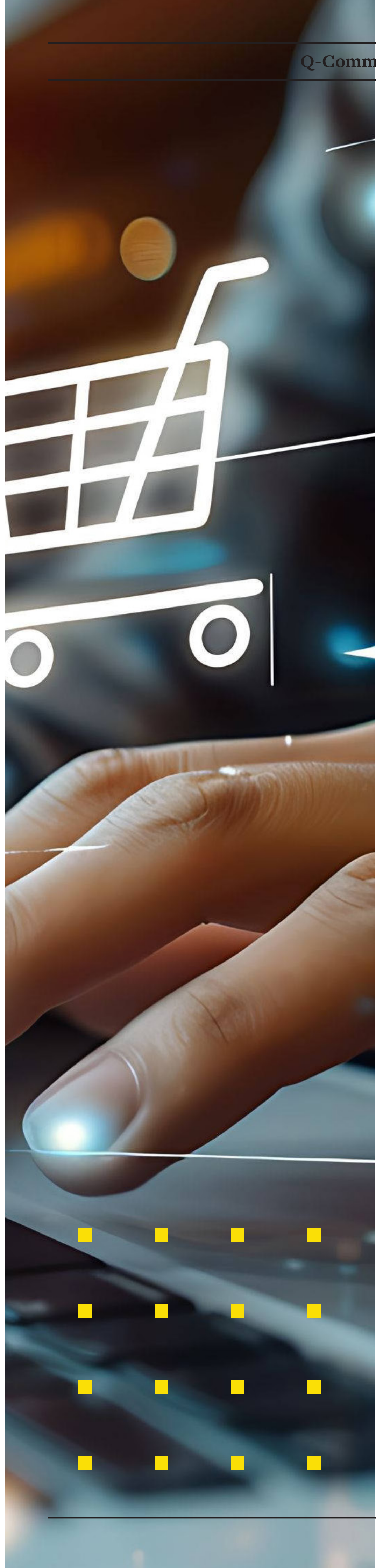
Digital Payments
Seamless digital transactions are boosting demand for Q-Commerce.

Changing Consumer Behaviour
Busy urban lifestyles have increased reliance on on-demand delivery for groceries, FMCG, and essentials.

Retailer Efficiency
Lower operational costs compared to high-rent retail outlets.

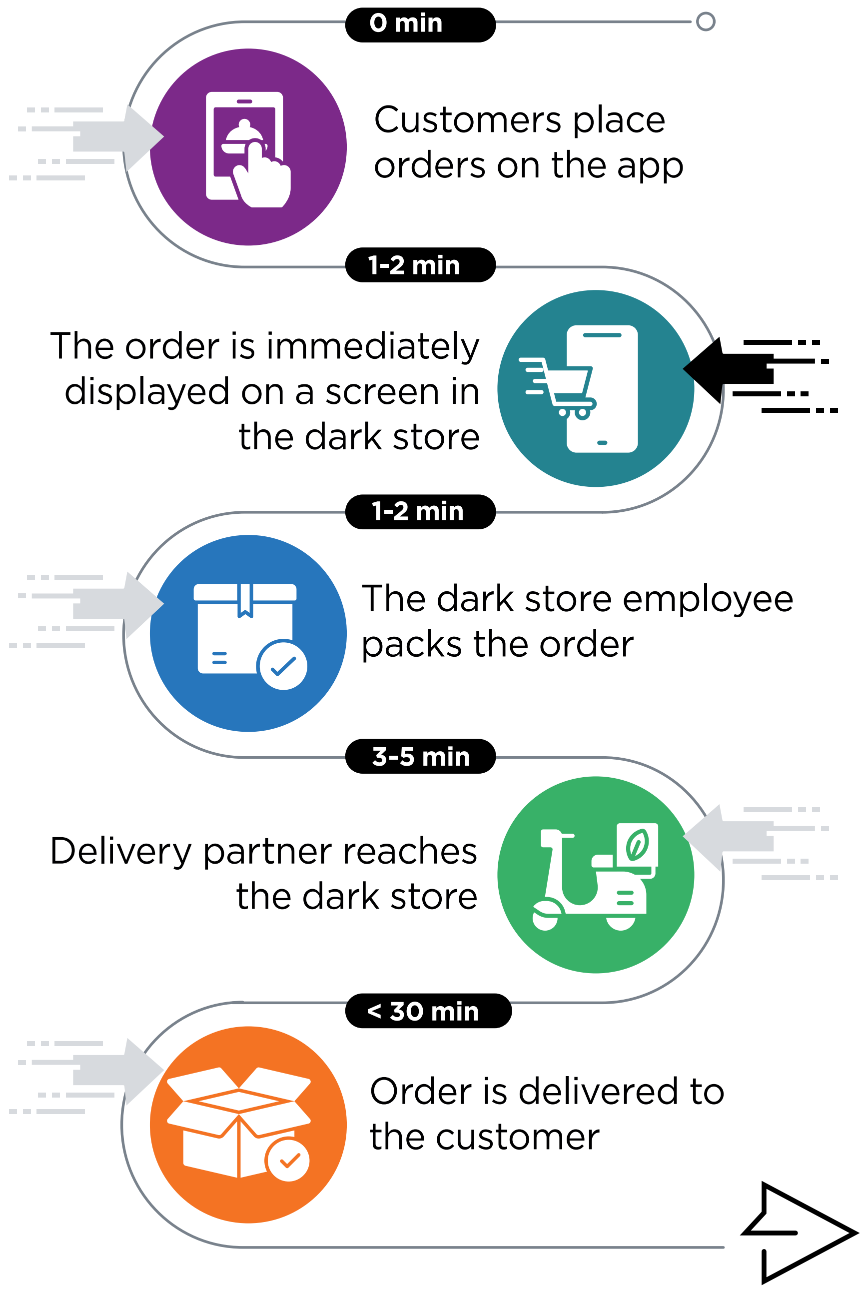
Emerging Tier-II & III Cities
Growing internet and smartphone penetration drives demand beyond Tier-I cities.

Source: Savills India Research



Dark Store Delivery Model

A dark store's workflow begins with online orders, which are processed by a central system and assigned to the nearest store for fulfilment, where staff pick items, pack them efficiently, and prepare them for dispatch. Automation and real-time tracking minimise delays, ensuring rapid handoff to delivery partners. Approximate processing time is 5-10 minutes, and delivery typically occurs within 30 minutes.

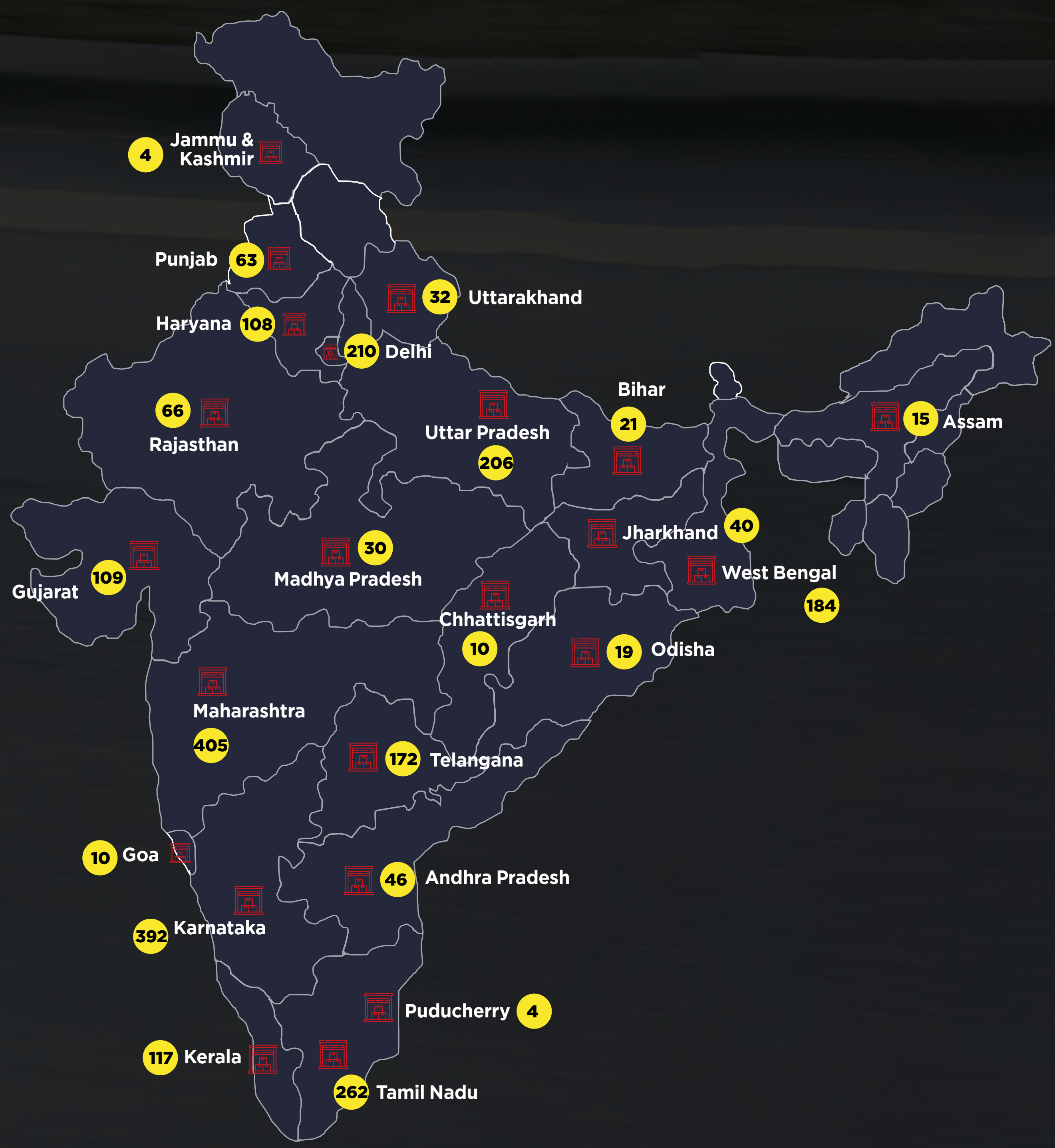


Source: Savills India Research

Dark Store Footprint in India

Dark stores in India have seen rapid growth, driven by the boom in Q-Commerce. They are primarily concentrated in large metropolitan cities such as Delhi-NCR, Mumbai, Bengaluru, Hyderabad, Chennai, Pune, Ahmedabad and Kolkata, where high population density and strong demand make operations more viable. Leading players have expanded into 100+ Tier-II & III cities, bringing faster delivery services closer to a wider customer base. This growing footprint highlights how dark stores are reshaping India's urban retail landscape and enabling the rapid rise of Q-Commerce.

Estimated Dark Store Count Across States



Source: Savills India Research **Note:** Best-effort estimates as of Oct 2025

Estimated Dark Store Penetration Across Cities

Karnataka
Bengaluru
Mysuru
Hubballi-Dharwad
Belagavi
Davanagere
Mangaluru
Udupi
Bidar
Kalaburagi
Ballari

West Bengal
Kolkata
Siliguri
Durgapur

Gujarat
Vadodara
Surat
Rajkot
Anand
Bharuch

Madhya Pradesh
Indore
Bhopal
Gwalior
Jabalpur

Uttarakhand
Ranchi
Jamshedpur
Dhanbad
Bokaro

Maharashtra
MMR
Pune
Nagpur
Nashik
Amravati
Chhatrapati-Sambhajinagar
Kolhapur
Latur
Solapur

Telangana
Hyderabad
Karimnagar
Hanamkonda
Warangal

Goa
Panaji
Mapusa
Margao
Mormugao

Odisha
Bhubaneswar

Puducherry
Puducherry

Tamil Nadu
Chennai
Coimbatore
Madurai
Tiruchirappalli
Salem
Erode
Tiruppur
Karur
Vellore

Kerala
Kochi
Thrissur
Thiruvananthapuram
Kozhikode
Palakkad
Kottayam
Kollam

Haryana
Gurugram
Faridabad
Rohtak
Bahadurgarh
Sonipat
Panchkula

Punjab
Chandigarh
Mohali
Ludhiana
Amritsar
Jalandhar
Kharar
Patiala
Bathinda
Phagwara
Firozpur

Uttar Pradesh
Noida
Ghaziabad
Lucknow
Kanpur
Greater Noida
Prayagraj
Agra
Varanasi
Bareilly
Meerut
Moradabad
Gorakhpur
Gonda

Andhra Pradesh
Visakhapatnam
Vijayawada
Nellore
Guntur
Kakinada

Jammu & Kashmir
Jammu

Rajasthan
Jaipur
Alwar
Jodhpur
Bikaner
Kota
Bhiwadi
Udaipur
Tijara

Delhi
Delhi

Assam
Guwahati

Bihar
Patna

Chattisgarh
Raipur
Bhilai

Jharkhand
Ranchi
Jamshedpur
Dhanbad

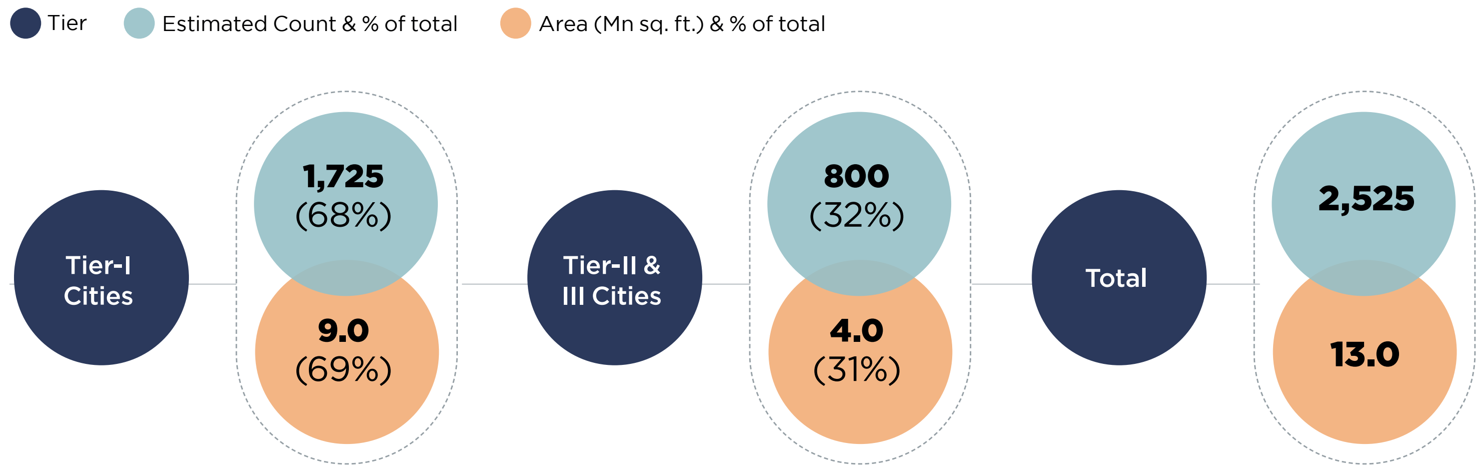
Source: Savills India Research
Note: Best-effort estimates as of Oct 2025

Q-Commerce Growth: Dark Stores Shaping the Future of Retail

Estimated Operational Dark Stores Across Tiers

Dark stores have expanded across eight Tier-I cities and more than 100 Tier-II & III cities in India, with a total count of 2,525 stores as of Oct-2025 and a total area of around 13.0 mn sq. ft. Tier-I cities comprising Ahmedabad, Bengaluru, Chennai, Hyderabad, Pune, Mumbai, Kolkata and Delhi-NCR accounted for 1,725 stores (68% of the total) with a area of around 9.0 mn sq. ft, while around 100 Tier-II & III cities together comprise 800 stores (32% of the total) with an area of 4.0 mn sq. ft.

Estimated Dark Store Count and Area Across Tier-I, II & III Cities



Source: Savills India Research **Note:** Best-effort estimates as of Oct 2025

The NCR region covering Delhi, Gurugram, Ghaziabad, Noida and Faridabad hosts the largest concentration with 400 dark stores and with a total area of 2.0 mn sq. ft. Its scale as a vast urban agglomeration, combined with high population density, strong purchasing power and a sizeable IT workforce, positions NCR as the most attractive and dominant market for Q-Commerce.

Bengaluru, with its large tech-savvy population and strong presence of IT and ITeS sector, coupled with high purchasing power and E-Commerce penetration, is driving Q-Commerce growth with 360 dark stores with area of 1.9 mn sq. ft. followed by Mumbai with 250 dark stores with area of 1.4 mn sq. ft. and Chennai with 190 dark stores with area of 1.0 mn sq. ft.

Estimated Dark Store Count and Approximate Area Across Tier-I, II & III Cities

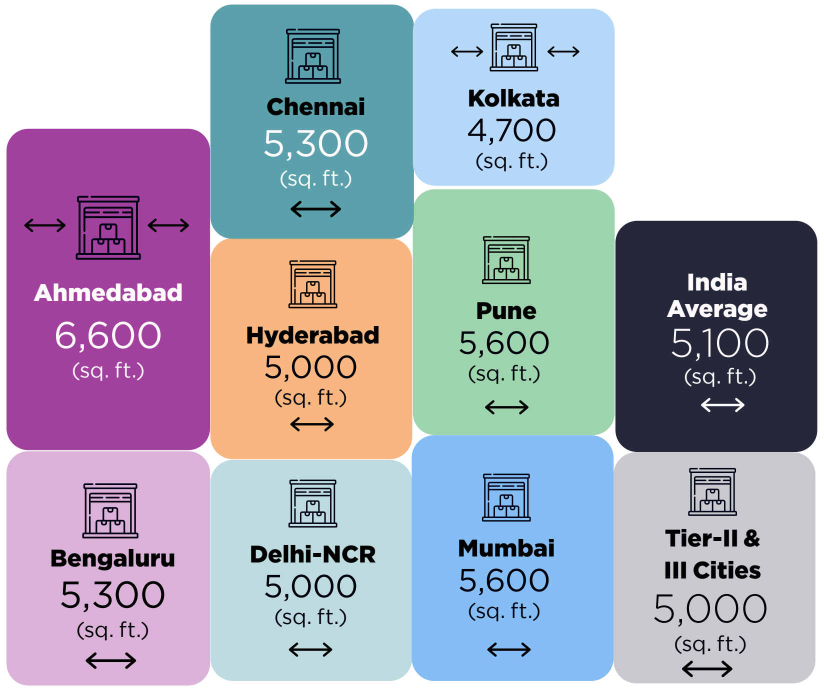
City	Dark Store Count (Nos.)	% of Total Dark Stores	Area (Mn sq. ft.)	% of Total Area
Ahmedabad	75	3%	0.5	4%
Bengaluru	360	14%	1.9	14%
Chennai	190	7%	1.0	8%
Delhi-NCR	400	16%	2.0	15%
Hyderabad	160	6%	0.8	6%
Kolkata	170	7%	0.8	6%
Mumbai	250	10%	1.4	11%
Pune	120	5%	0.6	5%
Tier-II & III Cities	800	32%	4.0	31%

Source: Savills India Research **Note:** Best-effort estimates as of Oct 2025

Tier-II & III cities are fuelling the next wave of E-Commerce and Q-Commerce growth, driven by rising digital adoption, changing consumption patterns, and improved logistics and last mile delivery infrastructure. Among the Tier-II & III cities, Kochi, Jaipur, Lucknow, Coimbatore, Kanpur, Patna, Bhubaneswar, Thrissur and Ranchi witnessed highest concentration.

Estimated Average Sizes Across Cities

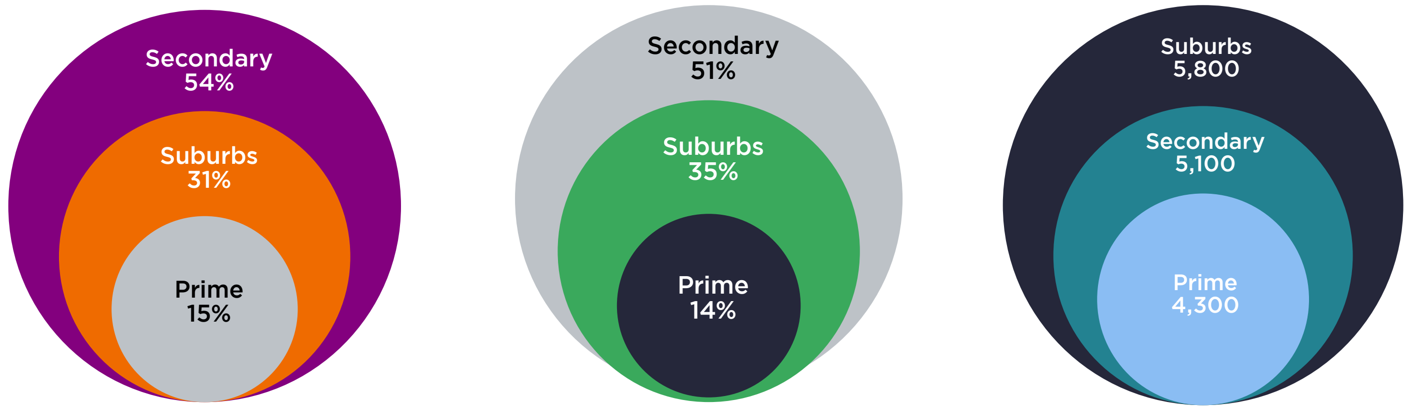
Ahmedabad leads with the largest average size of 6,600 sq. ft., driven by abundant warehouse space and lower real estate costs compared to other metros. In contrast, Kolkata has the smallest dark stores averaging 4,700 sq. ft. Other major cities such as Delhi-NCR, Mumbai, Pune, Bengaluru, Chennai, and Hyderabad average between 5,000 and 5,600 sq. ft. Tier-II & III cities have an average of around 5,000 sq. ft., reflecting their smaller catchment areas and lower order volumes.



Source: Savills India Research **Note:** Best-effort estimates as of Oct 2025

The distribution of dark stores across urban zones reflects a strategic approach to balancing operational efficiency and real estate costs. Analysis indicates that only 15% of dark stores are located in primary city centres, due to high rental values and space constraints. A dominant share of 54% is concentrated in secondary micromarkets, which offer an optimal mix of affordability and proximity to dense consumer catchments, making them the preferred choice for Q-Commerce operators. The remaining 31% are situated in suburban micromarkets, where larger spaces and lower rentals enable cost-effective storage and fulfilment operations. This pattern underscores the growing importance of secondary and suburban markets in supporting rapid delivery models while mitigating the challenges posed by premium urban real estate.

Estimated Concentration Across Micromarkets: Distribution, Area and Average Size



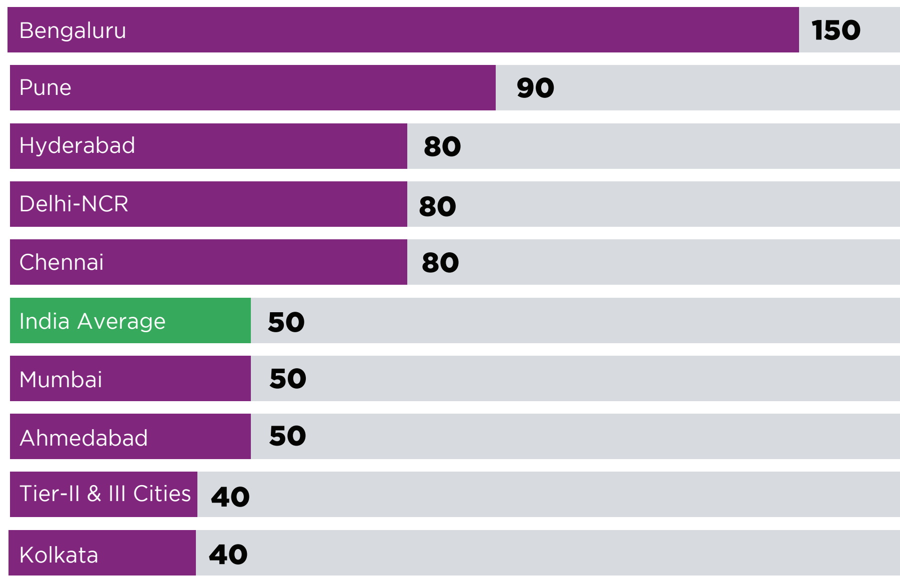
Distribution of Dark Stores (%) | Distribution of Area (%) | Average Area of the Dark Store (sq. ft.)

Source: Savills India Research
Note: Best-effort estimates as of Oct 2025

Density Approximation (sq.ft. per 1,000 population)

Using the 2025 population estimates for various cities from the Government of India's Population Census, along with the total operational dark store area, the average dark-store space per 1,000 persons was calculated. India's average dark store space per 1,000 people stands at 50 sq. ft., highlighting the sector's nascent stage of development. Bengaluru leads with 150 sq. ft. per 1,000 people, supported by high digital adoption, a tech-savvy population, and a strong presence of Q-Commerce players. Cities such as Pune, Hyderabad, Delhi-NCR and Chennai report dark store space per 1,000 people in the range of 80 to 90 sq. ft., indicating significant potential for further growth. In contrast, Tier-II & III cities witnessed the lowest average at 40 sq. ft., primarily due to lower Q-Commerce penetration, limited infrastructure readiness, and smaller catchment demand compared to Tier-I cities.

Dark Store Space Density (sq. ft./ 1,000 people)



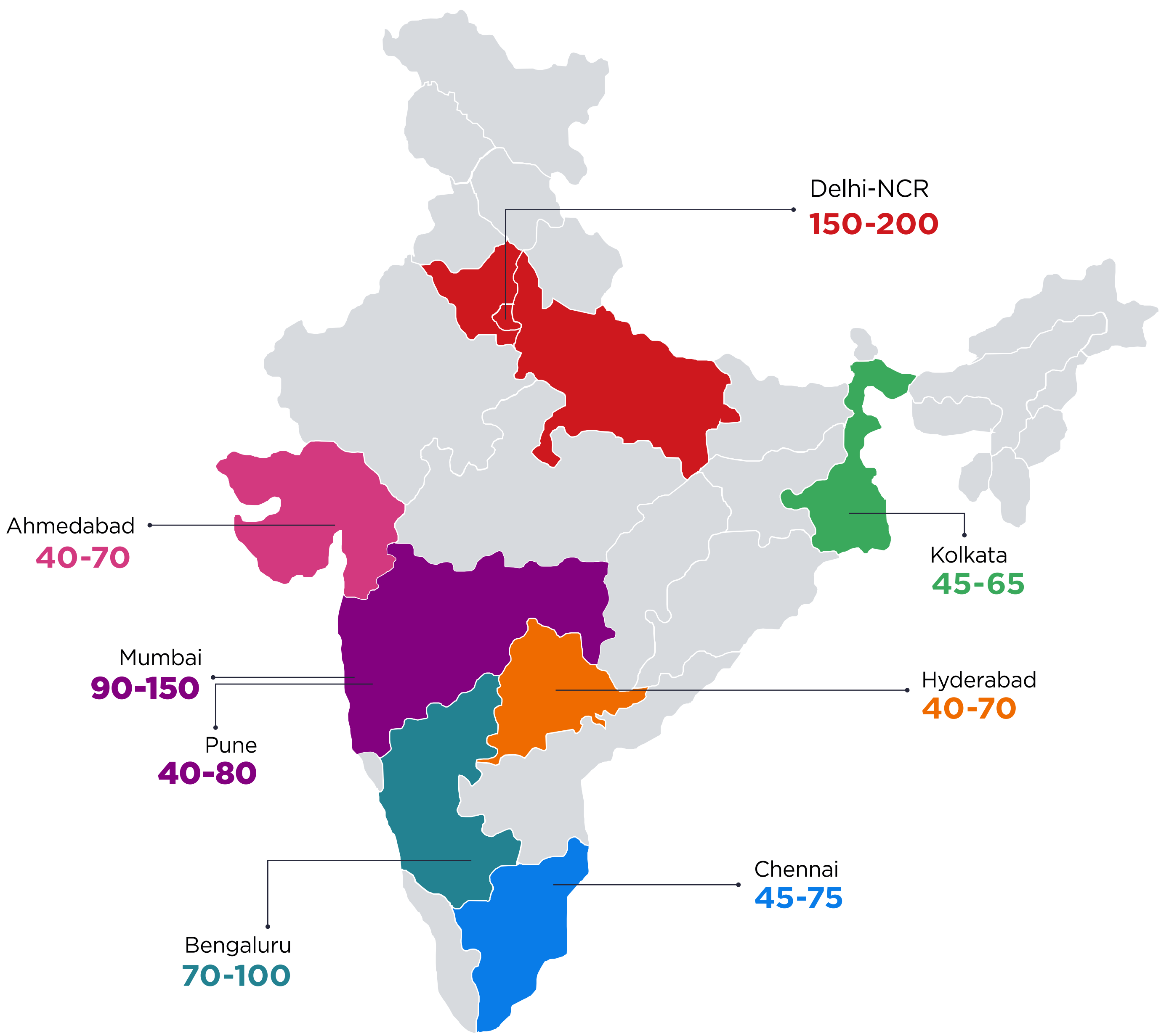
Source: Savills India Research **Note:** Best-effort estimates as of Oct 2025

Rental Dynamics and Lease Terms

A majority of dark stores are located in buildings originally constructed for retail and commercial use, such as standalone shops, small offices, restaurants, and grocery stores or supermarkets, and are typically located on the ground floor. These come in varying sizes, typically ranging from 3,000 sq. ft. to 8,000 sq. ft.

Landlords typically rent out these buildings to dark store operators on a monthly basis, with a 9-12 month lock-in period and a lease term of 2-3 years. The security deposit usually ranges from 4-6 months of monthly rent. Tenants are responsible for maintaining the premises and paying the actual electricity and water tariffs.

Dark Store Rental Values (INR/sq.ft./month) Across Cities as of Oct-2025



Source: Savills India Research

Dark Store Growth: Estimated Demand & Supply Gap

Dark stores are expanding rapidly across Tier-I, II & III cities. However, the current operational area is insufficient to meet the existing demand. Based on the assumption that 4 to 5% of a city's industrial and warehousing space should ideally be used for dark stores for efficient distribution, this translates to around 25.0 mn sq. ft. across the tiers as of Oct-2025. In contrast, the actual operational area stands at 13.0 mn sq. ft., which is close to 50% lower than the actual required area. This gap varies from city to city and micromarket to micromarket. The imbalance is most prominent in secondary and suburban micromarkets and across cities. Among cities, a wide gap exists in cities such as Delhi-NCR, Mumbai, Kolkata and Ahmedabad, resulting in operational inefficiencies, limited population reach, and delays in deliveries.

Estimated Dark Store Demand & Supply Gap as of Oct-2025

	Dark Stores (No.)	Total Area (mn sq. ft.)
Existing	2,525	13.0
Demand Based Requirement	5,000	25.0

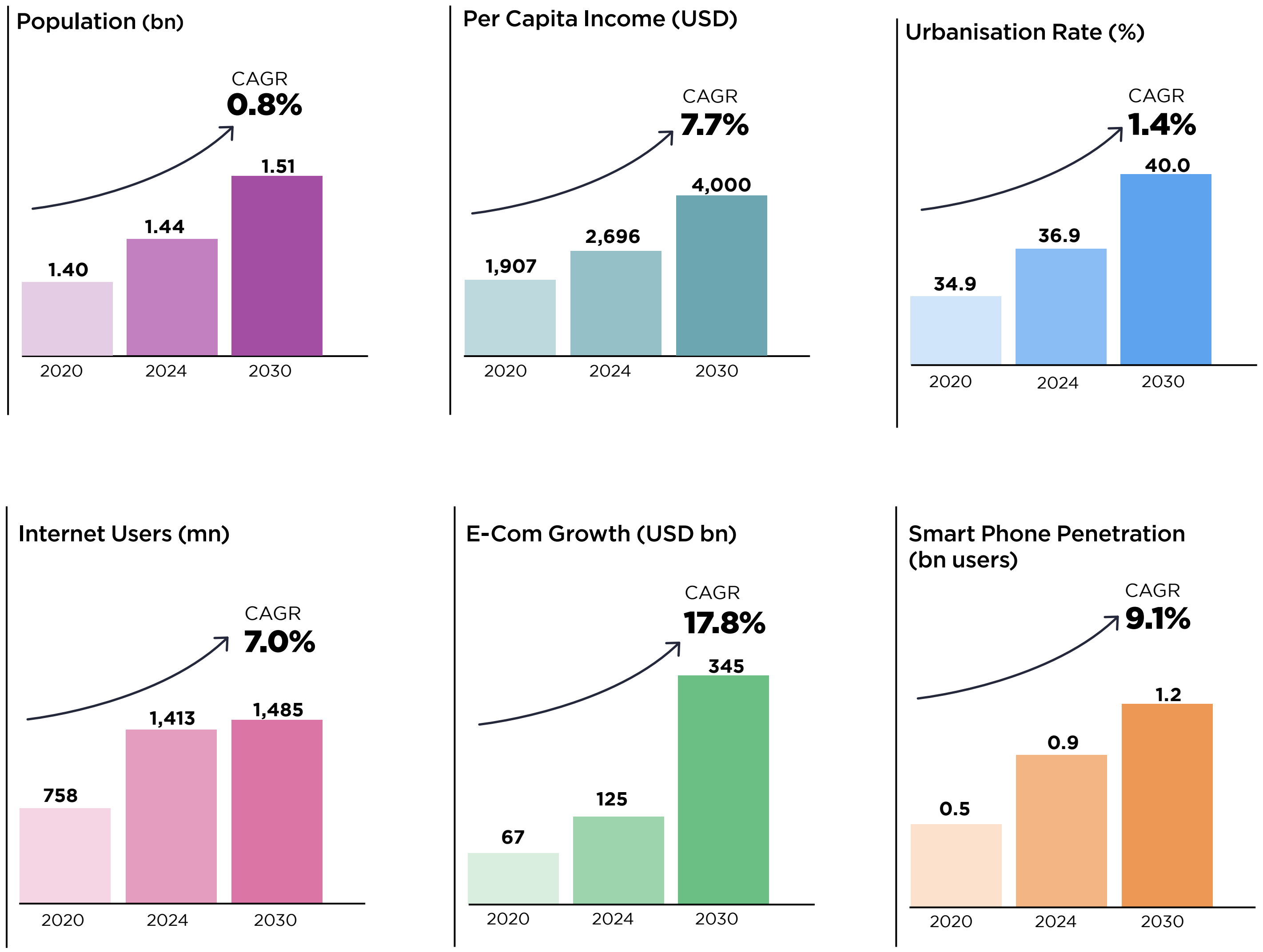
Source: Savills India Research

Note: Best-effort estimates as of Oct 2025

Dark Store Demand Forecasts by 2030

India is expected to witness a sharp rise in dark store demand by 2030, supported by strong demographic and digital growth drivers. A large base of young and working population, rising disposable incomes, and rapid urbanisation are reshaping consumption patterns across Tier- I, II & III cities. Alongside, online retail is growing at an unprecedented pace, driven by increasing internet penetration and the widespread adoption of E-Commerce platforms. Q-Commerce and quick, just-in-time (JIT) delivery services are becoming a norm, creating a strong need for efficient last-mile infrastructure.

Demand Drivers for Dark Store Growth by 2030

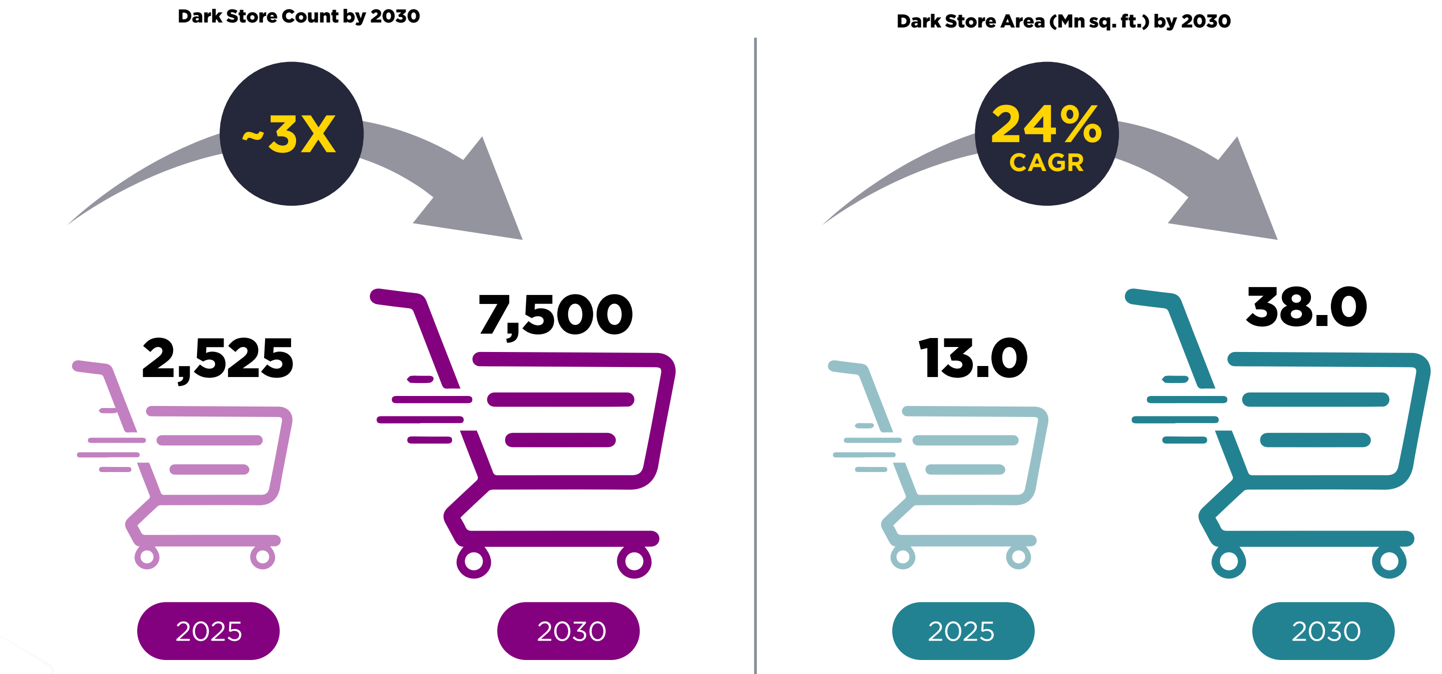


Source: World Bank, Statista, IMF, World Bank, PIB, Govt. of India, Statista, IBEF, IBEF and GSMA

Q-Commerce Growth: Dark Stores Shaping the Future of Retail

Based on these trends, predictive models indicate that the number of dark stores will grow 3X times by 2030, reaching 7,500 stores in 2030 from 2,525 stores as of Oct-2025. In terms of total area, this is expected to reach 38.0 mn sq. ft. from 13.0 mn sq. ft. This projection is in line with current market trends, which show an annual addition of 1,000 to 1,200 dark stores. Tier-I & II cities will lead this expansion, while Tier-III cities will emerge as high-potential markets, with secondary and suburban micromarkets playing a key role in balancing cost and accessibility.

Dark Store Demand Estimates by 2030



Source: Savills India Research
Note: Best-effort estimates as of Oct 2025

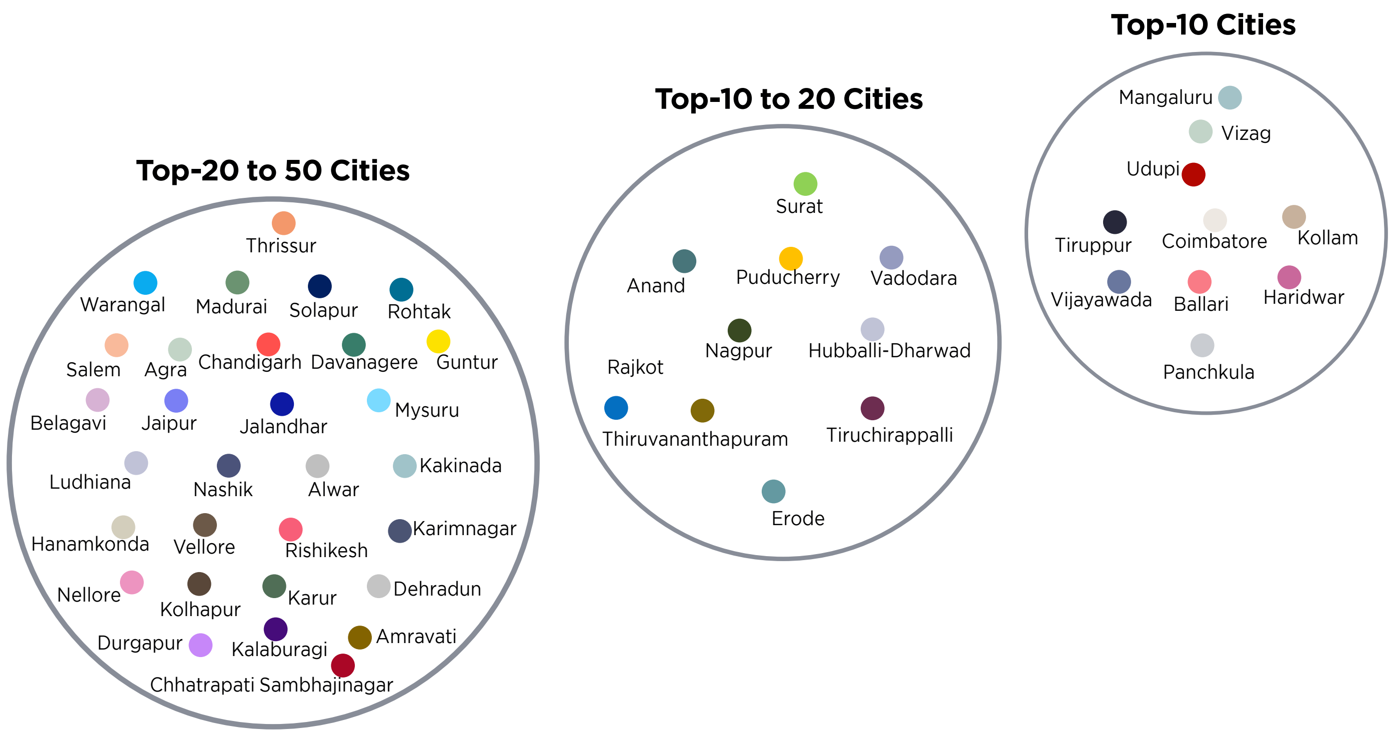
Cities on the Rise: Short-Term (0-3 years) Growth Outlook

The dark store growth potential score was calculated to evaluate the relative attractiveness of cities across different tiers and to identify the top cities for dark store expansion in the short-term. The composite score, which integrates per capita dark store space (reverse scored) and per capita income (forward scored), provides a quantitative measure of market potential. The cities were then ranked based on the overall score to identify those with the highest growth potential over the short-term.

While all Tier-I cities continue to expand, there is significant growth potential across the 100+ Tier-II & III cities in India. Based on the growth potential score, the top 50 cities have been identified and ranked below, highlighting their short-term potential for dark store expansion.

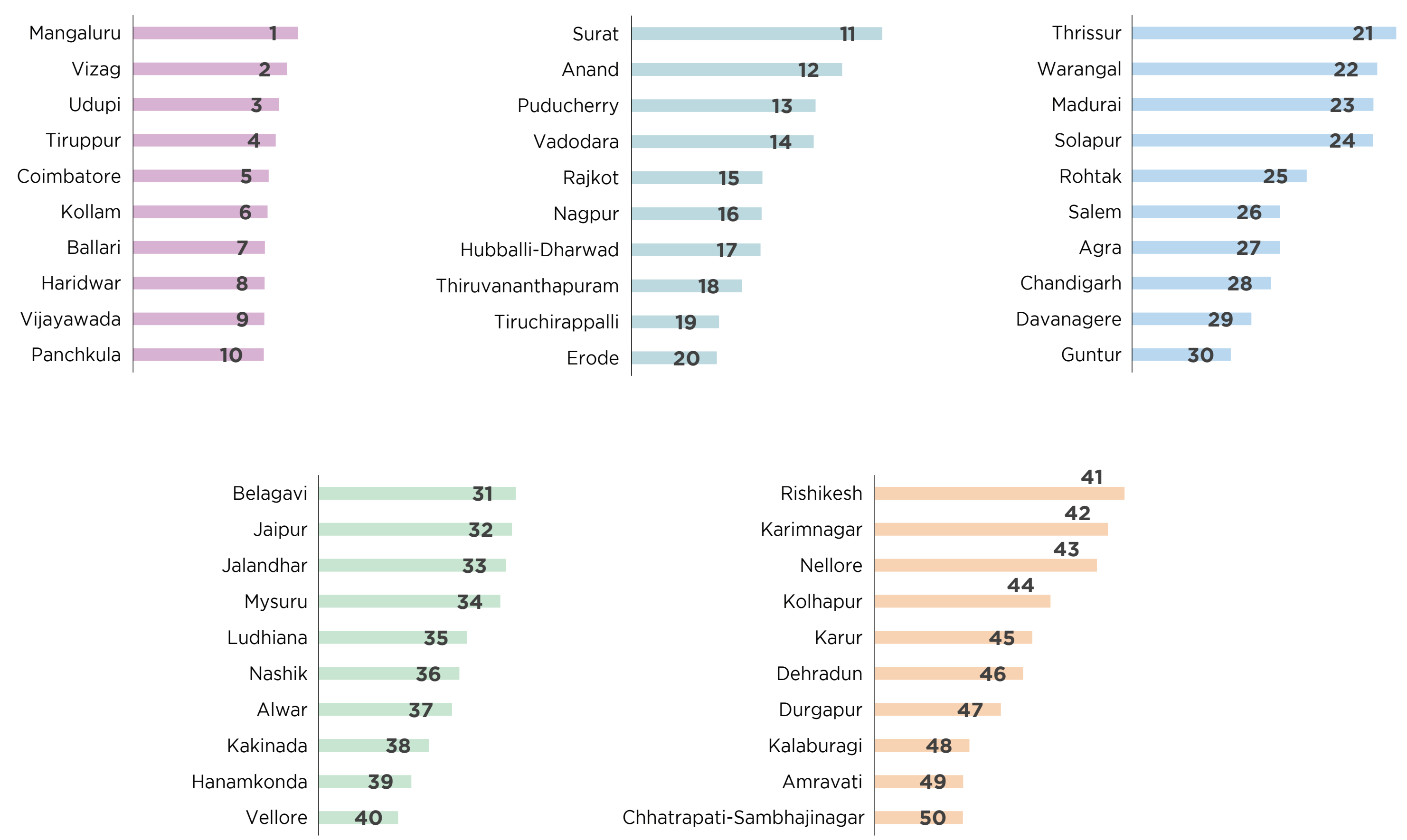
Q-Commerce Growth: Dark Stores Shaping the Future of Retail

Short-Term (0-3 Years) Growth Outlook: Top 50 Tier-II & III Cities on the Rise



Source: Savills India Research
Note: Best-effort estimates as of Oct 2025

Short-Term (0-3 Years) Growth Outlook: Ranking of Top 50 Tier-II & III Cities



Source: Savills India Research
Note: Best-effort estimates as of Oct 2025

Q-Commerce Growth: Dark Stores Shaping the Future of Retail

Evolving Q-Commerce Landscape: Emerging Concepts

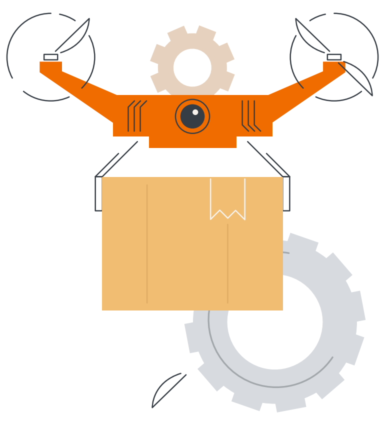
Emerging Dual-Platform Ecosystem: Dark Stores & Cloud Kitchens

Dark stores and cloud kitchens are emerging as dual platforms within the Q-Commerce ecosystem. While dark stores enable instant fulfilment of groceries and daily essentials, cloud kitchens focus on delivering fresh, made-to-order meals with digital precision. Several leading Q-Commerce players have adopted this dual-platform model, creating seamless synergy between instant grocery delivery and prepared food services. Single-brand and multi-brand cloud kitchen operators setting up kitchens by leasing spaces and partnering with delivery platforms for distribution is another emerging trend. This convergence is reshaping urban consumption patterns and unlocking new opportunities for real estate investment.

Drone Drops: The Future of Q-Commerce Deliveries

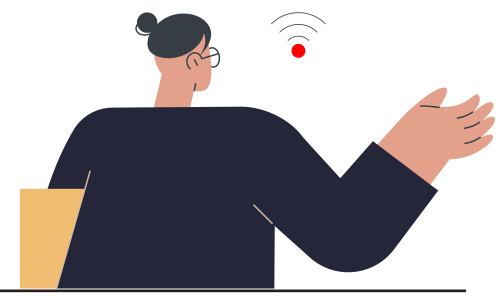
Drone-based grocery delivery is emerging as a key trend in last-mile logistics. Rising traffic congestion, carbon reduction goals, and the demand for instant delivery are driving its adoption. Drone deliveries are already successful in countries such as China, Australia, Japan, the UK, the USA, and Singapore. Global players such as Walmart and Wing in the US have already completed thousands of ultra-fast grocery deliveries, proving the model's commercial viability. In India, successful pilots in Bengaluru have demonstrated deliveries of groceries and essentials in under 10 minutes, highlighting strong potential in high-traffic urban environments.

However, several challenges remain, including high operating costs, limited payload capacity, a lack of regulations governing airspace usage for drone deliveries and the need for specialised delivery points. Issues related to safety, airspace management, and public acceptance must also be addressed before widespread adoption in India.



AI and Robotics Based Last Mile Delivery

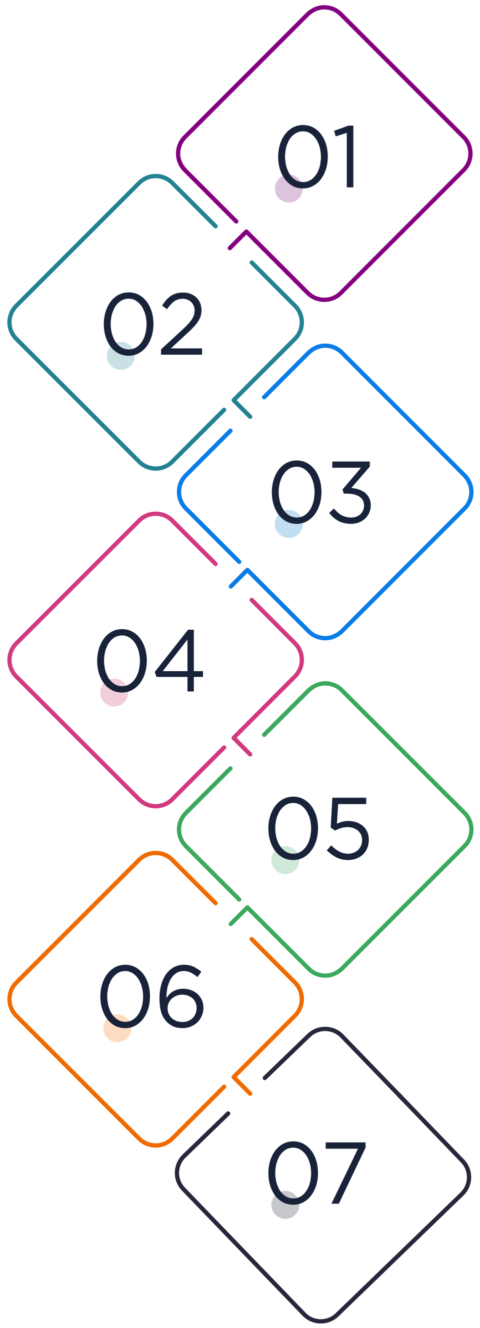
AI and robotics based delivery platforms are likely to emerge using unmanned vehicles to deliver food, groceries and daily essentials. While such models are widely adopted in mature markets such as the United States, deployment in India is currently on a pilot basis. Traffic complexity, infrastructure gaps and regulatory constraints restrict adoption, though advances in artificial intelligence and supportive urban policies may enable a gradual rollout in select cities.



Operational Challenges in Dark Store Management

Dark stores often operate in converted retail or commercial spaces rather than purpose-built warehouses. Limited space restricts storage, workflow efficiency, and the creation of separate zones for receiving, picking, and dispatching. Design limitations such as low ceilings, poor ventilation, and structural weakness hinder vertical storage, automation, and installation of heavy racks and refrigeration units. Lack of compliance with fire safety standards and zoning regulations further challenges operations. Poor insulation affects temperature-sensitive products, and high retrofitting and maintenance costs increase operational costs. Older buildings may also have inadequate power supply, drainage, limited parking for delivery trucks and two-wheelers, and a lack of waiting areas for delivery partners, disrupting operations.

Key Operational Challenges



Space Constraints
Dark stores mostly operate in converted retail or commercial spaces, limiting storage, workflow, and functional zoning.

Building Design Inadequacies
Low ceilings and poor ventilation limit vertical storage, automation, and comfort. Structural weaknesses may hinder installation of heavy racks and refrigeration units.

Utility Issues
Older buildings may lack adequate power supply, and drainage, disrupting cooling systems and operations.

Infrastructure-Related Issues
Narrow entrances, no loading bays, and inefficient layouts slow vehicle movement. Further, limited parking for delivery vehicles, along with no waiting areas for delivery partners poses operational difficulties.

Safety and Compliance Challenges
Many dark stores fall short of building and fire codes. Limited emergency exits and zoning restrictions pose operational and regulatory risks.

Temperature Management
Poor insulation leads to temperature fluctuations and product spoilage.

High Maintenance Costs
Retrofitting retail spaces into dark stores involves costly redesigns and frequent maintenance to support heavy usage and refrigeration.

Q-Commerce Growth: Dark Stores Shaping the Future of Retail

Progression for Tomorrow

India's retail sector is witnessing a paradigm shift, and dark stores are emerging as a game-changer in this transformation. As consumer expectations evolve, dark stores are set to become an integral pillar of India's retail ecosystem, powering the next phase of E-Commerce growth.

These dedicated fulfilment centres, designed exclusively for online orders, are becoming critical as E-Commerce and Q-Commerce redefine consumer expectations. This evolution is reshaping urban retail, encouraging investments in technology, cold chain logistics and last-mile delivery solutions. As consumer expectations shift towards quick, just-in-time (JIT) delivery, businesses are adapting their supply chains accordingly. The synergy between E-Commerce and Q-Commerce is positioning India as an emerging global hub for Q-Commerce innovation, driving efficiency, increasing order frequency, and creating new business models within the retail ecosystem.

Q-Commerce is rapidly evolving beyond its initial focus on groceries, food and daily essentials. Leading platforms are increasingly expanding into higher value categories such as premium personal care, luxury lifestyle products and time critical medical supplies. In addition, they are adopting electric vehicles, supporting broader green initiatives.

Dual platforms within the Q-Commerce ecosystem are likely to emerge. While dark stores enable instant fulfilment of groceries and daily essentials, cloud kitchens focus on delivering custom prepared food. Drone-based grocery delivery is also likely to gain traction in the long term, supported by rising traffic congestion, sustainability goals, and the push for faster last-mile fulfilment.

With dark stores expected to grow ~3X by 2030, these will require specialised design and infrastructure, including efficient layouts, temperature-controlled storage, and automation-ready facilities. The lack of organised players in this sector creates opportunities for builders and investors to establish themselves as early movers. Urban areas, where last-mile delivery is critical, are experiencing a surge in demand for dark stores. Builders and investors can capitalise on this trend by developing purpose-built dark stores or retrofitting underutilised retail and commercial spaces, creating high-value assets with strong rental returns to enhance operational efficiency for retailers and Q-Commerce players.

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Central Management

Anurag Mathur
CEO- Savills India
anurag.mathur@savills.in

Arvind Nandan
Managing Director
Research and Consulting
arvind.nandan@savills.in

Srinivas N
Managing Director
Industrial & Logistics
srinivas.n@savills.in

Authors

Srinivasa Reddy
Director
Research & Consulting
srinivasa.reddy@savills.in

Devadharshini R
Senior Executive
Research & Consulting
devadharshini.r@savills.in

Industrial & Logistics Contacts

Namit Kanchan
Senior Director - Chennai
Industrial & Logistics
namit.kanchan@savills.in

Vaibhav Mahurkar
Executive Director-
Head of North
Industrial & Logistics
vaibhav.mahurkar@savills.in

Sandeep Narayan Singh Deo
Executive Director - Bengaluru & Hyderabad
Industrial & Logistics
sandeep.singhdeo@savills.in

Shoueb Chishti
Executive Director - Mumbai
Industrial & Logistics
shoueb.chishti@savills.in

Sumit Ghosh
Senior Director - Pune
Industrial & Logistics
sumit.ghosh@savills.in

Arif Masud
Associate Director & Lead - East
Industrial & Logistics
arif.masud@savills.in

Industrial Investment Services

Sandeep Narayan Singh Deo
Executive Director & Head
sandeep.singhdeo@savills.in

Project Management Services-Industrial

Velprakash K
Senior Executive Director
Project Management
velprakash.k@savills.in

Marketing & Design

Mallika Circar
Associate Director
mallika.circar@savills.in

Ranjit Kumar
Associate Director
ranjit.kumar@savills.in

Vishal Khandelwal
Sr. Graphic Designer
vishal.khandelwal@savills.in

Media Queries

Shreya Ganguly
General Manager
shreya.ganguly@savills.in

Gurugram

3-A, Second Floor, Building 9B
DLF Cyber City, Phase 3
Sector 24, Gurugram 122 002
Haryana, India

Mumbai

Unit No 2604, 26th Floor, Tower B
One Lodha Place, Senapati Bapat Marg
Lower Parel, Mumbai 400 013
Maharashtra, India

Bengaluru

Ground Floor, Prestige Summit
St Johns Road, Ward No 90, Halasuru
Sivan Chetti Gardens, Bengaluru 560042
Karnataka, India

Bengaluru (Central Services)

Vaishnavi Tech Park, WM9C+995
Sarjapur Main Rd, Bellandur
Bengaluru 560 103
Karnataka, India

Chennai

5th Floor, SKCL Harmony Square
North Wing, No. 48 & 50
Prakasam Street, T. Nagar
Chennai 600 017
Tamil Nadu, India

Pune

Unit #4, 13th Floor
Phoenix Fountainhead Tower 2
Phoenix Market City
Viman Nagar, Pune 411 014
Maharashtra, India

Hyderabad

5th Floor, DivyaSree Solitaire, Plot No. 14 & 15
Software Units Layout, Sy No 64, Madhapur,
Serilingampally Mandal, Hyderabad 500 081
Telangana, India

Ahmedabad

INC-02, The First Commercial Complex
B/S Keshavbaug Party Plot, Vastrapur
Ahmedabad 380 015
Gujarat, India

Kolkata

6th Floor, Apeejay House
Apeejay Business Centre
15 Park Street Kolkata 700 016
West Bengal, India

savills.in