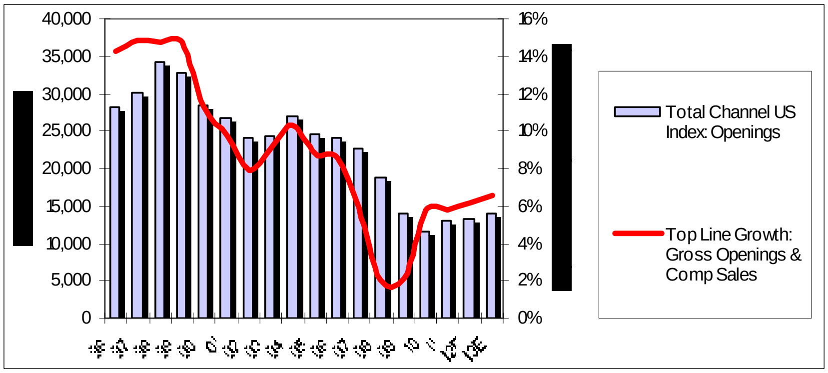
MAX-SI

SAMPLE ISSUE

MAXIM-Spatial Index

Benchmarking Supply-Demand Dynamics of the Bricks & Mortar Spatial Market **2011/Q4**

RESET IV: Going Rogue with Real Estate: Doubling Capacity & Accelerated Expansion, 1996-2013E



	2005	2006	2007	2008	2009	2010	2011	2009-11	2007-09	2005-06	2002-04	2001	1997-00
Net Store Growth-US	3.0%	2.4%	2.2%	0.79%	-0.47%	0.35%	1.22%	0.80%	0.96%	2.2%	3.2%	2.9%	5.1%
Gross Openings	6.0%	**5.7%**	5.3%	4.3%	3.26%	2.86%	2.90%	3.01%	4.2%	5.5%	6.3%	7.0%	9.8%
Gross Closings	*3.0%*	*3.3%*	*3.1%*	*3.5%*	*3.9%*	*2.53%*	*1.69%*	*2.71%*	*3.3%*	*3.0%*	*3.7%*	*4.1%*	*4.5%*
Net Store Global	5.8%	6.2%	4.8%	4.6%	2.20%	3.33%	3.36%	3.10%	3.9%	6.0%	5.7%	6.7%	8.7%
Comp Sales Index	2.9%	2.7%	0.3%	-2.7%	-1.00%	2.93%	2.83%	1.61%	-1.0%	2.8%	2.7%	2.5%	4.5%
Shopping Ctr Index	3.1%	2.9%	0.7%	-2.7%	-0.92%	2.78%	2.98%	1.67%	-1.2%	3.0%	2.9%	2.7%	4.3%
Global Comp Sales	4.0%	5.5%	5.8%	0.8%	0.74%	2.26%	2.39%	2.35%	1.7%	4.8%	4.6%	3.6%	6.6%
Real GDP Growth	3.1%	2.7%	1.9%	0.3%	-3.5%	**3.0%**	**3.00%**	1.93%	-0.2%	2.6%	2.9%	1.1%	4.5%

RESET IV: Going Rogue with Real Estate. New Store Strategies Doubling Capacity & Double-Digit Growth

2011 is turning out to be a positive inflection point for retail real estate. The seven-year attrition in new supply appears to have run its course. It's time to ramp up and move growth into fourth gear after idling during most of the recession. The new store pipeline in 2011 increased by 11%, which is a significant break from the 10% annual retrenchment in new capacity that has been occurring since 2004. Over the next two years, new capacity for the Total Channel Index will expand at a run rate of 4%, surpassing forecasts for consumption and economy by 100-200 bps. In the yearend issue, ***MAX-SI*** will highlight the trends that have turned retailers rogue on real estate. A preliminary road map for the next store cycle has been provided in the supply tables under ***OPENINGS***, ***AC-DC*** section depicting chains accelerating and doubling capacity, innovation of new growth vehicles in ***NEXT!*** and sales of formats comping at higher levels due to the new baseline of value created by rationalization, remodels and re-branding.

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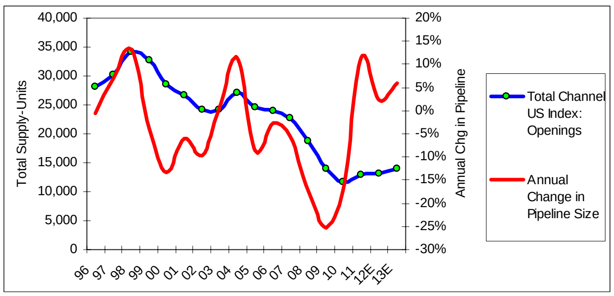
Pipeline Pulse: Supply-Demand Analytics
Emerging Trends 2012+

Going Rogue with Real Estate
Double-Digit Growth in the Digital Age

2011 is turning out to be a positive inflection point for retail real estate. The seven-year attrition in new supply appears to have run its course. It's time to ramp up and move growth into fourth gear after idling during most of the recession. The new store pipeline in 2011 increased by 11%, which is a significant break from the 10% annual retrenchment in new capacity that has been occurring since 2004. Over the next two years, new capacity for the Total Channel Index will expand at a run rate of 4%, surpassing forecasts for consumption and economy by 100-200 bps. (See graph below. For detail by sector & format, see Total Channel Index-Gross Openings on pp. 22-35 and AC-DC tables on pp. 59-63.)

Store Pipelines Go Rogue 2011-13E
Gross Openings: Levels vs. Annual Change in Pipeline Size, 1995



But many retailers are unwilling to settle for low single-digit growth at this stage of the profit cycle. Top ranked chains and formats on ***MAXIM's Global 400 Retail Watch List*** and restructuring credits have recovered from the recession in 2010 only to hit a wall in 2011 as operating metrics and store sales slacken due to setbacks in the economy. For these operators, the New Normal is not sub par growth that will continue to border on paranormal growth of deleveraging that is expected to play out for the next 10-15 years.[1]

The existing supply ballast over weighted with under performing stores requires greater operating leverage that can only be realized through growth greater than 2% (an issue addressed in Q3 2011). Extensive store models now underway as cap ex budgets are increased for the second consecutive year will restore productivity for only a portion of existing supply. By doubling existing capacity over the next 5-8 years, retailers can produce a younger vintage of higher producing stock while generating double-digit growth reminiscent of the golden age of chain store expansion during the 1980s and 1990s.

In the yearend issue, ***MAX-SI*** will highlight the trends that have turned retailers rogue on real estate. A preliminary road map for the next store cycle has been provided in the supply tables under ***OPENINGS***, ***AC-DC*** section depicting chains accelerating and doubling capacity, innovation of new growth vehicles in ***NEXT!*** and sales of formats comping at higher levels due to the new baseline of value created by rationalization, remodels and re-branding.

Going rogue with real estate has yielded strategies that break with the "measured growth" of the past seven years that underscored the protracted cycle of real estate rationalization and conventional store formats and locations. Not only is the function of the store changing (a trend reported by ***NEXT!*** the past two quarters) as retailers

In this context, the findings of the ***Openings*** and ***Closings*** pipeline tables will be viewed through the prism of five trends defining the spatial markets at this stage of the new store cycle:

1. "Going Rogue"—accelerated store expansion & doubling of capacity
2. "Downward Mobility" New Normal that accounts for the new "middle class" or those households whose earnings and purchasing power…
3. "Down Market"[2]….
4. "Re-Branding" …….
5. "Right-Sizing" ….

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Catalysts Driving the New Store Cycle:
The New Bet on US Retail

Other catalysts driving the renewed expansion in store supply cited in previous 2011 issues include:

- Eroding productivity due overweighting of store portfolios by nonproductive assets (as much as 85% as reported by ***Retail MAXIM*** 2011 store survey) demands a younger vintage base to grow portfolio sales per square foot for greater leverage
- Myriad of EMPOWERING New Normals flagged by ***Retail MAXIM*** in 2011 that are catalysts in redefining the supply-demand dynamic of the US marketplace.[3]
- Defensive measures as the competitive playing shifts with new players that are US-based and foreign and online incursion takes share of commodity and discretionary goods
- Upsizing store campaigns after 5-8 years of downsizing portfolios to create a stronger core of productive assets
- Disappointing E-commerce Holiday in 2011 reemphasized the critical role that bricks & mortars still plays in US shopping landscape
- Changing the function of the conventional store format that has been chartering new ground since the recession got underway.
- Burgeoning "tourist economy" under globalization requires flagships and brand equity stores to connect with the peripatetic middle class in the West and East
- Euro crisis renews focus on relative stability and growth prospects in eh US attracting a growing number of new foreign brands and retailers looking to grab a piece of the US mass market (as growth is driven by off price and cheap chic concepts not luxury)
- Shifting focus from China to US as manufacturer brands and fashion chains fail to generate growth and high four-wall returns on heavy capital investment the past 5-10 years. Fast food has done well in China but not fashion or durables (Home Depot & Ikea). China's economy has been slowing. The government is focused on building its retail industry as it shifts from an export to domestic consumption model
- Capitalize on ongoing sector and economic dislocations around the country as well as under served markets where there are retailing gaps (including the absence of giants like Walmart)

Text continues…..

[1] Deleevraging was one of the 24 New Normals identified in *Retail MAXIM*: Nov-Dec 2011, "Into Thin Air. Retail Rescued by an Avalanche of New Normal(s)." [Implications for Growth and Real Estate Productivity 2012 & Beyond].

[2] "Occupy Main Street. Down Market Real Estate Strategies Re-Risk Rent Rolls." [Tenant Credit Profile of New Store Cycle]. *Retail MAXIM*: February 2011.

[3] "Into Thin Air. Retail Rescued by an Avalanche of New Normal(s)." [Implications for Growth and Real Estate Productivity 2012 & Beyond]. *Retail MAXIM*: Nov-Dec 2011. (Note: Measured Growth Was one of the 24 New Normals flagged by ***Retail MAXIM*** in its 2011 that diagrammed the new retail landscape.

Pipeline Pulse: Supply-Demand Analytics
OPENINGS & CLOSINGS Pipeline Trends

OPENINGS

2011 Real Estate Inflection Point
Five Strategies Driving a New Capacity & Accelerated Expansion

If 2011 was truly an inflection point, then it may be time to view supply trends in a new context under what could be new norms. Supply pipelines in 2011 remained 50% below the normative size of the past two decades where new store capacity averaged 24,000 units annually. The run rate for 2009-2012 will average 13,000 units. Even as retailers go rogue by upping capacity, the pipeline will remain well below the past several decades. 13-K new units annually are the new norm. ***MAX-SI*** views the "relative" lower levels of supply as a net positive and part of the grand RESET scheme in retail that it has been reporting on since the 2008 financial meltdown. Expansion is measured which is not limited to low growth or no growth but focused growth, targeting markets where capacity cane be ramped or convergence lends to greater four-wall maximization.

The value created has yet to fully manifest in existing supply as internal growth (comp sales) remains uneven as evidenced by the setbacks experienced in the second half of 2011 after the 2010 resurgence. (See ***"Sales Pulse"*** on pp. 100-115). That said, the four-wall productivity data is showing increases for those retailers that have the recession if not the past decade rationalizing their real estate by way of repositioning, remodels, relocations and closings of under performing stock and assets that are no longer integral to the operating model The exercise has born fruit, providing a new road map for store expansion capable of leveraging and monetizing the asset value created. At this stage however, the real estate landscape remains fluid to the point of being borderless given the variability of spatial requirements of the 600+ chains on the ***MAX-SI Spatial Index*** supporting over 1,800 various formats. The conventional view that retailers are l

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To frame the growing complexities of the emerging store cycle, ***MAX-SI*** has identified five real estate strategies gleamed from retailers' earnings calls and press releases that seek to capitalize on the shifting landscape under the many New Normals discussed in ***MAX-SI*** Q3 2011 that will impact supply-demand dynamics. At this stage, the macro tables mask much of the changes occurring at the format level and within the four-walls. For greater granularity, the catalog of new format specs and growth objectives continue to be flagged by ***NEXT!*** and comp sales tables in Sales Pulse. (See ***Openings*** tables on pp. 22-42 for levels, growth rates, share of pipelines and square footage trends.)

#1: Going Rogue: Accelerating Store Expansion/ Inflating Future Supportable Capacity

- To transcend an economy that remains hostile to the consumer and mired in sub par growth under the grip of protracted deleveraging, supply pipelines and future capacity were dramatically inflated in 2011 at rates not seen in two decades.
- 2011 gross store pipeline for the Total Channel Index increased in size by 11.5% over 2010 levels as retailers upped the ante on new capacity and accelerated roll out to manufacture growth absent in a beleaguered economy. Gross additions in 2011 expanded total supply for the Index by 2.9%, a significant advance after three years of net negative growth to the collapse in new supply and rise in closings.
- Formats going rogue are understated by sector level growth. That said, sectors that are significantly increasing capacity at multiples of 1.40-2.40 times off base supply of 2007. The diversity of sectors and channels provides a snapshot of

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CLOSINGS

The New Logic of Real Estate Rationalization.
Attrition in Pipeline of Closings

The Total Channel Index closed 7,400 stores in 2011, a sharp decline from 2010 of 35%, and 56% of the three-year annual run rate during the 2007-10 Recession-Recovery. In 2012, closings are expected to drop by another 12% to approximately 6,500 units. In terms of percentage of total supply tracked by the ***MAX-SI Spatial Index***, the rate of closings in 2011 was 1.69%, well below the four-year run rate of 3.15%. Much of the stock liquidated in 2011 was concentrated in older formats that have long matured or grown irrelevant opened in the 1980s and 1990s (50% of supply built). Retailers have been steadily eliminating such assets are no longer integral to evolving merchandising platforms and shifting competitive landscape, or where productivity is too low to be profitable or cover occupancy costs. Underpinning the reduction of stock is the process of value creation as seen in the levels of Non-Competitive Supply being closed, that in 2011 accounted for 70% of total supply. While this was high, it is below the run rate of the past decade of 85%. The share of Competitive supply liquidating increased to 29%, versus the run rte of 15%.

Contributing to increase was New Concepts developed since 2002 that are no longer sustainable where closings were 13% of the Total Index in 2011. The liquidation is concentrated in fashion apparel that is the most speculative retail category that lends to a high fatality rate. In 2012, the rouging of innovated supply will drop by 50% accompanied by a surge in new formats. As stated in the analysis of supply pipeline trends, retailers are still trying to find the right capacity in the myriad of New Normals altering the spatial markets.

Other Sector Trends

Mall-based closings still account for one-third of the closing pipeline, which is slightly lower than the 40-50% levels of the past two decades. Inline shops and dept store anchors closed more supply than opened in 2011, a trend that will continue in 2012 as many chains seek to right-size portfolios. Not only will underperformers be liquidated by relocations will result in small formats; leaving a residual of dark space that may remain hidden in vacancy metrics.

The impact of the New Normal of Downward Mobility (***MAX-SI*** Q3 2011) has continued to marginalize supply supporting lower middle class household (incomes $25-$49-K). In 2011, share of closings accounted for 54% of total stock liquidated which will trend lower in 2011 to 44% as levels of closings shift higher for working class (< $25-K) and Upper middle class (> $50-K).

Liquidation cycles are as variable as store stock supporting the 36+ sub sectors on the ***MAX-SI Spatial Index***. Downsizing is a dance between High Churning and Low Churning supply. The churns in 2011 are diagrammed below.
High Churning sectors where share of total closing pipelines is greater than 5% (typically a liquidation rate) include:

- Moderate-price point retail formats
- Lower middle class formats ($25 to 49-K household incomes)
- Upper middle class formats ($49-$75-K household incomes)
- National retailers
- Mall-based retail (soft goods and hard line durable goods)
- Lifestyle retail (mall & strips)
- Foreign brands (aggregate of al categories-fashion, décor, category killers, food, dining)
- Accessories: Jewelry (mall-based)
- Shoes: Athletic
- Shoes: Malls and strips
- Books superstores
- Video stores
- Theaters-screens

.*Continues…..*

AC-DC: Accelerating-Decelerating Pipelines

GOING ROGUE POST 2010 INFLECTION POINT
330 Chains Accelerating Store Expansion 2011-12

The attrition in net supply appeared to have bottomed in 2011. Based on preliminary store openings and closings for 2012, net expansion shows a slight up tick, the first in over five years. As noted in the summary of pipeline trends in1-19 and ***NEXT!,*** the new aggression being displayed has upped the ante on the level of openings in 2011 and future capacity deemed supportable long term that is 2-2 times current store base.

In 2011, ***MAX-SI*** identified 330 formats (with store base greater than 49 units) that have already re-accelerated expansion where the combined 2011-12 pipelines are greater than the recessionary period of 2007-10 and in some cases above the annual average of the 2003-06 shopping center bubble. The accelerated pipeline has the potential to deliver 1.75 the stores opened between 2007 and 20110 and 1.30 times the annual supply added between 2003 and 2006. This equates to 10,000 new units off an existing store base of 292,700, an increase of 3.4% which is greater than the *MAX-SI Total Channel Index* of 2.3%.

The following characteristics of the new store pipeline support the many of the new trends redefining retail real estate as discussed in the Pipeline Summary, ***NEXT!*** and Q3 2011 issue of ***MAX-SI.***

- Distribution of new supply by size of existing chain: Chains supporting 45-99 stores (40% of the total 330 chains) are leading the resurgence in new supply expansion followed by chains with portfolios of 200-500 units (36%) and chains operating 500+ units (24%). *Takeaway: Large portfolios have yet to max out and have identified new markets and locations that are underserved, vacated by weaker retailers that possess higher productivity potential and willingness to saturate existing markets to play a zero-sum game*.
- Share of supply by anchor vs. inline spec space: Anchor formats (big boxes) account for 40% of 2011-12 pipelines vs. 60% of in-line or smaller format that typically occupy multi-lease space at malls and strip centers. *Takeaway: The ratio of anchors to inline remains consistent with past store cycles in part because anchor-type boxes are freestanding formats for urban development that continues to dominate over suburban if not the new tenants at malls with dark dept store pads and gaping inline spaces. The smaller inline formats is driven by the right-sizing of existing mall and power center category killers and the ongoing penetration of infil markets started back during the 1997-98 dotcom bubble when the Last Mile was the Holy Grail but now the tableau of m-commerce.*
- Distribution by price point: Value formats accelerating supply accounted or 33% of the 330 chains flagged versus full price that represented 60% of the total 10,000 units planned to open and luxury or premium price formats at 10%. *Takeaway: The shift to full price is a break with past seven years of rolling out the full spectrum of value formats as retailers trade up to grab share of a consumer with greater incomes and purchasing power. The trend was discussed in the **NEXT!** section on pp. 64-69 many new formats in 2011 were designed around a full price experience. The accelerating pipeline of 330 chains reflects the growth of ...*

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	Base Store Supply 2011	2012E vs. 2011	2011-2012 vs. 2007-2010	2011-2012 vs. 2003-2006	Pipeline Annual Avg. Open 2012E	2011	2007-2010	2011 Base Indexed to 2007 Base
Starbucks: Licensed Stores	**4,464**	**5.25**	*0.87*	*0.46*	**210**	40	**288**	**3.92**
Pier One	**972**	**5.00**	*57.60*	*1.44*	**60**	12	**1**	**0.88**
Chicos	**602**	**5.00**	*1.80*	*0.75*	**30**	6	**20**	**1.72**
Finish Line	**702**	**3.50**	*3.60*	*0.56*	**28**	8	**10**	**1.37**
Starbucks (US)	**6,742**	**3.00**	*0.59*	*0.28*	**150**	50	**337**	**2.05**
Wendy's (co-owned)	**1,408**	**2.50**	*1.12*	*0.76*	**5**	2	**6**	**0.90**
Wingstop	**617**	**2.50**	*4.00*	*1.87*	**50**	20	**18**	**1.52**
Gamestop	**4,366**	**2.20**	*0.12*	*0.05*	**22**	10	**257**	**3.55**
Target	**1,491**	**2.00**	*0.11*	*0.08*	**4**	2	**57**	**1.42**
CHS: Lane Bryant	**687**	**2.00**	*0.38*	*0.20*	**8**	4	**32**	**1.17**
Cracker Barrel	**601**	**2.00**	*1.53*	*0.67*	**12**	6	**12**	**1.32**
Sports Champ (Footlocker)	**529**	**2.00**	*1.04*	*0.45*	**4**	2	**6**	**0.91**
Ross Dress	**1,012**	**1.92**	*1.26*	*1.10*	**50**	26	**60**	**2.04**
Party City (	**508**	**1.88**	*6.57*	*1.92*	**15**	8	**4**	**1.04**
Regal Cinema	**534**	**1.70**	*1.59*	*0.92*	**17**	10	**17**	**1.02**
Bennetton Group	**685**	**1.67**	*4.57*	*3.05*	**10**	6	**4**	**1.00**
Edible Arrangements	**934**	**1.59**	*6.85*	*5.56*	**350**	220	**83**	**17.62**
Victoria Secrets	**1,016**	**1.50**	*1.21*	*1.27*	**12**	8	**17**	**0.84**
Auntie Anne's (	**800**	**1.50**	*2.16*	*0.53*	**12**	8	**9**	**1.29**
Bob Evans	**571**	**1.50**	*2.35*	*0.46*	**6**	4	**4**	**1.14**
Seattle's Best	**530**	**1.50**	*0.40*	*0.31*	**15**	10	**63**	**2.41**
Family Dollar	**7,019**	**1.43**	*3.76*	*1.84*	**500**	350	**226**	**1.52**
JBX: Qdoba	**628**	**1.43**	*2.39*	*2.58*	**100**	70	**71**	**8.16**

Table continues…..

NEXT!
Format Innovation of New Concepts

2011 in Review:
Going Rogue with New Concept Roll Outs

If 2010 was an inflection point for growth and operating metrics, the slack that consumed all grades of retailers in 2011 did not detract from the ongoing advances being made on the real estate front. The focus on reinventing and adapting the conventional store model to the emerging marketplace has never been greater and expansion plans reminiscent of the aggression displayed by Walmart a decade ago By the looks of things, retailers are going rogue with their real estate.

Not only is the "function" of the store changing but its redesign has upped the ante on future supportable capacity, defying the conventional wisdom that America is over-stored and diminished growth prospects wrought by the New Economic Normal of Downward Mobility. Armed with a new blueprint that will leverage the shifting landscape, retailers feel emboldened that the adaptation of the conventional store backed by new capacity will keep the channel central to the shopping experience. So much so that pipelines for 2012-13 have been increased after four years of steady retrenchment not only for existing core store assets but new formats that consist of pilots. Growth expected to be sustainable as future supportable capacities have been doubled during second half of 2011.

The yearend review of format innovation captures the developments that stand to restore the primacy of the store with shoppers in search of a more dynamic experience than the rote click of virtual shopping carts and checkouts. The bigger story that emerged in 2011 turned out to be the retailer's real estate not Web sites, online daily deals or social media apps. One that will carry over to

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Measured Aggression: The Rationale for Doubling Capacity

After years of endless experimentation and highly measured growth, retailers are ready to roll out formats they are confident will advance the experience and yield greater productivity. Cap ex budgets were increased in 2012 for the second year after holding back the past five years. Consequently, the rate of expansion has been stepped up along with capacity. The inflection in net supply is captured in the Supply & Demand tables on pp. 20-21.

- Aggressive expansion not seen in nearly a decade as pipelines of new formats were inflates upping the ante on initial roll out and supportable capacity or total build-out over the current decade that would double store portfolios
- Higher initial roll outs in the new 2011-12 pipeline is a break with the highly conservative growth of the past five years. For the 100 freestanding formats conceived in 2011 2,500 stores are planned to open by 2013, or 25 per concept In contrast to 2010, 2,000 stores or 14 per each of the 145 concepts announced were planned for rollout in 2011-12.
- Doubling of future store capacity by national and regional chains that have been experimenting with new formats during the recession with an eye toward markets (geographic) where dislocations will likely prove greatest going forward that would support new formats capable of taking share. The trend is universal w/ big chains TJX, Target, K
- Start-ups and regional chains have accelerated their national roll out in the short-term while quadrupling potential store capacity. *(Tilley's, Simply Fashion, Five Below, Charming Charlie)*
- Global retailers entering the US with "notable" New Concepts accounted for 18 chains compared to 27 in 2010. US retailers have spent the past four years restructuring and repositioning that has manifested in a new platform for growth and greater confidence to go about against the foreign competitive incursion.
- Average store size in 2011 was 13,000 sq ft versus 20,000 in 2010 and 22,000 sq ft in 2009. The reduced footprint can be attributed to the resurgence in mall concepts in apparel, accessories, shoes and HBA (48% of new supply) that is also impacted by downsizing of typical mall stores and convergence on the Omni-Channel platform.
- Developing formats that are "opportunistic expansion vehicles" and capable of exploiting sector and economic weakness with the much-expected ongoing shakeout and consolidation of the US retail industry. *Format specifications range from smaller prototypes to bigger "interactive" boxes (led by the revival of the CONCEPT Store and expansion of Epicenter model as outlined in Q3 2011 issue).*
- National chains are allocating more capital into new concepts much like the late 1990s when structural changes alter supply-demand dynamics. In 2011, many nationals supported 2-3 new concepts

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SALES PULSE: Same-Store Sales Trends

The Relativity of Comp Growth in an Uneven Recovery
2010 Inflection Point for Internal Growth? Or is 2.5% the New Normal?

The recovery appears to be underway for retail if internal growth is any measure. Comp sales for ***MAX-SI's Total Channel Index*** generated positive growth above 2.5% for the second consecutive year, driving a wedge between the negative growth that had gripped the sector over the arc of the recession in an economy that could not find a bottom. But the fact is internal growth appeared to hit an inflection point in 2010 where growth slowed, at risk of regressing back to unprofitable levels.

The Total Channel Index grew by a profitable rate of 2.83% yet failed to surpass 2010 gains of 2.93%. Mall-based retailers grew by a profitable 4.65% in 2011, but failed to sustain the momentum of 2010 in losing 23 bps. The new tenant base at the mall consisting of foreign retailers and specialty concepts of manufactured brands, two segments that not only grew between 5 and 10% in 2011 but outpaced gains in 2010 by as much as 350 bps, could not offset the ongoing weakness in inline shops, much of which remains rooted in women's and teen apparel. (See *Sector Comp Sales* tables on pp. 100-104.) Even the first true "E-Holiday" disappointed. Store formats of chains converging on the omni-channel platform did not fare much better. Omni-sales comps grew by 6.00% short of 2010 by 23 bps as sales of both e-commerce and store-based retail declined by 417 bps and 129 bps, respectively.

In contrast, strip retail (grocery-anchored neighborhood centers) grew by 1.98%, levels deemed profitable for food and drug store formats operating with lower occupancy costs, and managed to transcend the lull of 2010 by 95 bps despite inflationary pressures in groceries and ongoing oppressive regulatory changes in the health care sector that impacts drug retailers as much as supermarkets. While the masses may be budgeting and spending along the lower rung of Maslow's Hierarchical needs of survival, food and drug retailers are ahead of, say, dept stores in adapting the shopping experience to the new consumer.

What the channel trends reveal is that performance remains as uneven as the strength of the economic recovery remains uncertain. For example, of the 226 individual formats that posted gains greater than 200 bps between 2009 and 2010 only 53 sustained the same level of growth during fiscal 2011. Within this pool of advancing formats, 96 achieved growth over 900 bps between 2009 and 2009 whereas only 10 formats advanced by a similar magnitude (mainly fashion brands of VFC that are being embraced as the new lifestyle formats). In 2011, 51 formats from the same pool of 266 experienced slower growth that bordered on flat whereas 118 formats posted sharp declines in comp growth of greater than 200 bps, joining the 44 flat growth formats in 2010 that succumb to negative growth in 2011. Suffice to say, achieving terra firma remains tricky.

The uneven performance in internal growth is not limited to one sector or channel given that structural changes in the industry have impacted every format just as the secular dislocations in the economy that continue to destroy wealth and standard of living for the bottom 99% is now taking from the top 1%. Be it the past thirty years of policies hostile to the lower & middle classes seeking upward mobility or egregious aftermath of the 2008 collapse of the financial sector that is hyper-concentrating riches into a more finite pool of 0.1% of the infamous 1%, the American consumer is under siege.

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What to Expect 2012:
Finding the New Growth Normal

Retailers guidance for fiscal 2012 puts comp growth for the Total Channel Index in a range of 1.0% to 3.0%, or an average of 2.0%. This will be the first year that retailers are forecasting "relatively" greater upside as negative growth has been reduced a small pool of formats unlike 2009-2010 when the broad sector was factoring in a potential down leg. Based on patterns of Shopping-On-Demand that bunches consumer expenditures by the seasonal calendar quarterly sales in Q1 and Q4 could post growth in the higher range, above 3%. The inability to break out of the New Normal of 2.0% is attributed to the short and long-term pressure points highlighted below.

- Short-term pressure points on internal growth:
  - Economic Front
    - Recovery in retail & economy is still tepid and uneven. Breaking free from the past two-years of destructive recovery (ongoing massive job layoffs and falling housing prices) is unlikely given the absence of a economic policies with fixes
    - Fear of "false economic spring" in job markets as industries continue to layoff at rates above or equal to hiring
    - Economic growth is occurring against a background of speculative global monetary policy where the world's financial system is broken
    - Trickle down effects of Wall Street dislocation with ongoing….
    - Ongoing decline in construction jobs due protracted housing ….

Continues…..

How the Top 1% and Bottom 99% Are Saving the Muddled Middle Market

Taking a contrarian stance to the dire outlooks issued by global retail consultants and real estate brokerage firms, ***MAX-SI*** sees upside in the middle market that supports America's mainstay of full price and branded retail formats. The "re-branding" trend discussed in ***MAX-SI*** Q3 2001 and ***Retail MAXIM*** Nov 2011, is a key catalyst in generating upside in four-wall comp growth. As the comp tables on pp. 100-115 reveal, sales trends the past two years have been compelling for retail concepts of manufactured brands, affordable luxury that is expanding with a bevy of new concepts, the reinvention of lifestyle formats and dept stores, the ongoing evolution of conventional supermarkets that includes many private sector companies that do not report comps but provide new standards to be appropriated and a host of new full price formats flagged in ***NEXT!***

These sectors have been posting comp growth of 5% to 30%. In the fashion and sportswear sector, some have comped as high as 50-85% that is no doubt short-lived but reveals a pent-up demand for branded goods even if consumers are budget constrained. Formats that have been adapting their businesses to the new landscape since 2004 such as supermarkets and wholesale clubs (that sell national brands) have posted consistent comps above 4%. Whereas brands that have reinvented since the 2007 recession and 2008 financial collapse are reporting double digit increase such as Nike, Quicksilver and VFC's stable of outdoor concepts. Many have beat out luxury format comps by a multiple of 2-4 times, which puts more pressure on luxury already being impacted by the global slowdown to reinvent the platform as it had to do in the 1990s and 2002-07 bubble. (*See discussion on luxury and new challenges in next section on comp sales trends*.)

Continues…..

How the Top 1% and Bottom 99% Are Saving the Muddled Middle Market
Finding the Ground in Long Tails of Luxury and Extreme Value

Better to Embrace Manufactured Brands Than Manufactured Misperceptions of Luxury & Extreme Value

Managing expectations is about alerting investors of potential risks whereas manufacturing misperceptions is about masking the weakness and downside that could result in unlimited losses. The latter has become the tool of the retail and real estate pundits whose short-term memory has eclipsed the structural forces that caused an unprecedented dislocation in the broad retail sector. First and foremost, the 2007 recession was one of many firsts that has had an interminable lasting impact on every retail sector. The first Rich Man's recession where wealth destruction was took out the 1% as well the 99%. The first global recession where Europe and parts of Asia went into the same economic/ financial tail spin as the US.

Continues…..

Sector Level Relative Performance: Gains, Erosions, Chronic Losses

In a recovery that remains uneven, looking at comp sales on a relative basis may provide some direction since retailers have formulated cohesive strategies that compensate for the lack of a national economic policy that would restore an upwardly mobile society. The greatest advances and declines in 2011 relative to 2010 are flagged in the comp tables. Sectors likely to advance and post steady growth versus those that will be challenged are highlighted below.

Some of the riskier formats that are opening stores while comp sales bleed have become the desired tenants of landlords. Other formats posting competitive comp growth but experienced sales erosion in 2011 are rethinking spatial requirements that could translate into slower expansion or lower lease renewals.

Moderate-High Growth 2011 (6-30%)/Relative Mod-High Advances 2010-11

- Manufactured-brands-retail concepts (mall & freestanding urban)
- Foreign-owned brands (apparel, HBA/jewelry)
- Upscale dept stores
- Apparel-men's specialty (mall and strip)
- HBA/cosmetic formats: urban & rural/prestige & mass class
- Accessories-Lingerie-mall formats
- New Concepts (rolled out since 2005)
- Cheap Chic (US & foreign chains)
- Warehouse clubs
- Supermarkets-Premium/Specialty/Organic
- Restaurant chains: Fast food (all segments led by coffee/bagels/ sandwiches)

Moderate Growth 2011 (2.5-7.0%) and Relative Flat Increases 2010-11

- Dept Stores-national chains
- Discounters-regional chains
- Dollar stores

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Supply & Demand Dynamics of B&M Space

Weight of Growth: Net Store Expansion vs. Internal Rate of Growth (Comp Sales)

Distribution by Format: 1996-2012E

	Store										Sales									
	2006	2007	2008	2009	2010	2011	2012	2007-2011	2001-2006	1996-2000	2006	2007	2008	2009	2010	2011	2012-YTD	2007-2011	2001-2006	1996-2000
U.S. Total Channel Index	**3.25%**	**2.30%**	**0.92%**	**-0.79%**	**0.13%**	**1.16%**	**2.08%**	**0.28%**	**2.64%**	**5.62%**	3.07%	0.68%	-2.06%	0.87%	3.10%	3.14%	2.26%	1.1%	2.7%	4.47%
Shopping Center Index	**2.60%**	**1.10%**	**0.02%**	**-1.30%**	**0.30%**	**1.10%**	**1.60%**	**-0.2%**	**1.30%**	**4.90%**	3.10%	0.79%	-2.45%	0.75%	3.02%	3.45%	2.57%	1.10%	2.50%	4.10%
Mall-based: Dept Store/Apparel/Soft Goods	1.9%	1.3%	-1.5%	-2.6%	1.1%	-0.9%	-0.1%	-1.9%	-0.3%	3.1%	3.6%	0.5%	-6.6%	-2.3%	5.0%	5.5%	3.8%	4.2%	2.1%	3.8%
Power Centers: Superstores-Soft & Durable Goods [Lifestyle & Category Killers]	3.3%	2.5%	1.0%	-1.4%	1.4%	1.7%	2.6%	-0.1%	2.6%	5.2%	2.6%	0.4%	-1.3%	0.1%	2.8%	2.6%	3.0%	1.0%	2.2%	4.0%
Neighborhood Ctr: Grocery-Anchor/Convenience Retail	2.5%	0.2%	0.5%	-0.3%	-0.9%	1.8%	2.1%	0.9%	1.7%	6.2%	3.1%	1.4%	0.5%	-0.4%	1.2%	2.3%	0.9%	1.0%	3.1%	4.5%
Freestanding Value	**4.8%**	**4.0%**	**2.7%**	**0.6%**	**0.7%**	**1.0%**	**2.6%**	**0.6%**	**4.1%**	**6.0%**	3.70%	3.20%	2.10%	-0.30%	1.70%	3.30%	4.11%	2.00%	4.50%	6.00%
Warehouse Clubs	4.3%	4.9%	3.7%	1.9%	0.0%	2.0%	2.7%	1.4%	4.5%	4.0%	4.1%	4.5%	4.1%	0.8%	3.1%	4.9%	5.5%	3.5%	5.0%	6.4%
Supercenters	11.9%	8.1%	6.9%	3.8%	0.0%	3.6%	3.3%	2.6%	13.3%	18.4%	3.3%	2.0%	0.2%	-1.4%	0.3%	1.6%	2.7%	0.5%	4.1%	5.6%
New Concepts	20.9%	13.5%	12.8%	5.0%	6.2%	8.5%	10.3%	6.4%	13.4%	13.8%	7.2%	6.3%	-4.4%	2.5%	8.8%	9.4%	6.9%	4.5%	8.2%	NM
By Format																				
Foreign Chains US- based	6.1%	6.2%	8.3%	3.4%	3.5%	4.6%	5.3%	2.7%	6.1%	9.7%	6.8%	8.0%	1.3%	3.1%	5.8%	4.7%	4.2%	4.6%	6.1%	5.2%
Manufacturer Brands (Soft & Durable Goods)	3.5%	2.5%	1.6%	-0.9%	0.9%	1.2%	2.1%	0.1%	4.5%	7.4%	7.2%	6.9%	-2.9%	-0.7%	5.7%	4.4%	4.6%	2.7%	4.3%	3.1%
Superstores: Discount/ Off-Price (Soft Goods)	10.9%	50.5%	4.9%	3.9%	-0.5%	1.2%	5.5%	2.2%	6.8%	6.7%	2.7%	0.6%	-0.1%	0.9%	2.8%	2.7%	3.0%	1.2%	2.2%	3.9%
Superstores: Category Killers (Durable Goods)	4.1%	3.2%	1.7%	-0.1%	1.8%	2.0%	2.7%	0.4%	3.8%	8.3%	1.3%	-1.1%	-5.8%	-3.8%	2.6%	1.5%	3.0%	-1.1%	2.8%	4.7%
Luxury Brand Apparel (US & Foreign)	9.4%	11.1%	3.6%	3.0%	4.6%	2.3%	3.8%	1.6%	9.6%	25.1%	8.4%	8.5%	-10.5%	-0.2%	11.6%	12.1%	4.1%	4.3%	6.2%	7.6%
Luxury-Affordable/ Aspirational Apparel	23.0%	21.4%	17.9%	12.7%	13.7%	4.9%	16.5%	7.4%	16.3%	16.4%	10.8%	6.6%	-10.5%	-0.4%	13.8%	15.3%	7.4%	5.0%	7.1%	2.1%
Lifestyle Apparel Formats	5.8%	7.4%	1.4%	-1.5%	0.8%	1.5%	2.3%	0.0%	6.1%	12.3%	2.9%	2.1%	-5.7%	-1.8%	4.2%	4.3%	4.8%	0.6%	3.8%	5.6%
Cheap Chic Apparel/Décor Mall/Strip/Freestanding	10.0%	10.6%	10.3%	7.8%	8.6%	9.7%	9.5%	4.2%	10.2%	18.3%	4.8%	8.4%	1.3%	4.2%	-0.1%	4.8%	4.9%	3.6%	9.1%	5.9%
Factory Outlet Stores	3.6%	4.3%	0.6%	-1.6%	0.9%	1.0%	4.4%	-0.3%	4.0%	3.3%	7.5%	4.4%	-9.1%	-4.6%	3.7%	4.2%	2.5%	-0.3%	4.7%	1.7%
Generational Formats																				
Boomer/ Gen-X)	2.2%	1.8%	0.4%	-0.9%	-0.4%	-2.0%	0.0%	-0.2%	-0.7%	6.2%	6.7%	4.2%	-5.2%	0.0%	7.9%	6.9%	5.2%	2.8%	5.7%	5.7%
Millennials/ Gen-X	0.7%	2.4%	-3.5%	-5.0%	-1.4%	-2.1%	-1.4%	-2.1%	-0.1%	5.0%	8.7%	6.6%	-2.2%	3.9%	8.5%	8.5%	6.4%	5.1%	5.5%	5.0%
Gen-Y (teen)	6.5%	2.8%	2.7%	0.9%	2.7%	5.3%	7.5%	0.9%	4.7%	2.5%	6.8%	3.1%	-0.3%	3.7%	7.8%	6.2%	6.5%	4.1%	3.7%	4.1%
Gen-Z (tweener/kids/infants)	5.8%	5.8%	4.0%	0.4%	-5.4%	0.2%	2.9%	1.1%	7.6%	-1.0%	5.4%	1.5%	-4.5%	-3.9%	4.4%	5.3%	5.2%	0.6%	4.1%	4.2%
Income Distribution																				
Affluent Shopping Outlets ($75-K incomes)	-1.1%	4.2%	0.1%	0.1%	2.6%	3.0%	5.9%	0.1%	1.5%	7.9%	6.7%	6.0%	-5.7%	0.6%	5.7%	6.2%	4.3%	2.8%	5.9%	7.5%
Middle Class-Upper Outlets ($45-$74-K)	4.0%	4.8%	2.2%	-1.1%	1.2%	1.1%	2.2%	0.3%	3.9%	6.3%	4.4%	3.2%	-4.3%	-2.9%	4.5%	4.9%	4.2%	1.1%	3.3%	3.2%
Middle Class-Lower Outlets ($25-$44-K)	2.8%	0.0%	-0.4%	-1.3%	-3.1%	0.6%	1.5%	0.2%	1.5%	5.3%	4.2%	1.8%	-4.8%	-2.3%	1.2%	1.9%	1.8%	-0.4%	2.9%	2.8%

Retail FOOTPRINT: BASE Store Capacity

Base Supply: Share & Expansion by Units and Square Footage

Distribution by Format: 1996-2012E

	Store Base Supply 2011	Share of Base Store 2012	Share of Base Store 2005	Share of Base Store 1996	Indexed Store Base 2012 to 2002	Annual Rate Open 2012E	Growth CAGR Store Base 2005-12	Growth CAGR Store Base 1996-04	Base Square Footage 2011	Share of Total Sq Ft 2012E	Share of Total Sq Ft 2005	Indexed Sq Footage 2012 to 2002	Growth CAGR Sq Ft 2005-12	Growth CAGR Sq Ft 1996-04	Avg. Store Size Sq Ft 2011	Chg Avg. Size Sq Ft 2012 to 2005
U.S. Total Channel Index	419,638	**100.0%**	100%	100%	**1.17**	**3.8%**	**1.2%**	4.1%	6,343,654	**100%**	**100%**	**1.20**	**1.7%**	2.8%	28,353	(338)
Competitive Supply *(EX-FOC)*	175,251	**42.1%**	37.3%	27.9%	**1.40**	**3.8%**	**3.1%**	7.5%	3,661,252	**58.0%**	**53.3%**	**1.43**	**2.9%**	7.0%	29,271	211
Noncompetitive (EX-FOC)	244,387	**57.9%**	62.7%	72.1%	**1.04**	**3.7%**	**0.0%**	2.5%	2,682,402	**42.0%**	**46.7%**	**0.99**	**0.1%**	-0.4%	28,812	(64)
Shopping Center: Multi-Leased Space	261,645	**62.1%**	71.4%	78.5%	**0.99**	**4.1%**	**-0.8%**	3.0%	4,764,349	**74.8%**	**77.5%**	**1.13**	**1.1%**	1.8%	38,239	(791)
Mall-based: Anchor/Inline Dept Store/Apparel/Soft Goods	73,727	**17.2%**	21.3%	28.2%	**0.88**	**5.0%**	**-1.8%**	0.8%	852,432	**13.2%**	**15.3%**	**0.93**	**-0.6%**	-1.3%	53,135	(3,342)
Power Centers: Superstores-Soft & Durables [Lifestyle /Category Killers]	62,702	**15.0%**	19.1%	19.5%	**0.91**	**3.6%**	**-2.1%**	3.6%	1,796,827	**28.1%**	**28.3%**	**1.21**	**1.5%**	2.5%	35,450	781
Neighborhood Center: Grocery-Anchor/Inline Convenience Retail	125,216	**29.9%**	31.0%	30.8%	**1.12**	**3.8%**	**0.6%**	4.4%	2,115,090	**33.6%**	**33.8%**	**1.16**	**1.6%**	2.9%	26,133	187
Freestanding Formats: Net leased/Out parcels	120,622	**28.9%**	27.1%	24.6%	**1.27**	**3.6%**	**2.2%**	5.2%	1,192,979	**19.1%**	**15.9%**	**1.72**	**4.4%**	9.3%	98,189	201
Warehouse Clubs	1,440	**0.3%**	0.3%	0.3%	**1.34**	**2.8%**	**3.0%**	4.8%	192,882	**3.1%**	**2.8%**	**1.42**	**3.0%**	4.7%	118,267	1,489
Supercenters	3,658	**0.9%**	0.6%	0.2%	**2.10**	**3.6%**	**5.7%**	16.4%	654,825	**10.5%**	**8.1%**	**2.14**	**5.6%**	17.0%	169,368	(447)
Restaurants	115,524	**27.7%**	26.1%	24.1%	**1.25**	**3.6%**	**2.0%**	5.1%	345,273	**5.5%**	**5.0%**	**1.37**	**3.1%**	4.8%	6,933	(438)
Freestanding: Category Killers/ Entertainment / Fitness Ctr	9,323	**2.2%**	2.2%	2.0%	**1.18**	**3.4%**	**1.5%**	4.8%	689,664	**10.8%**	**10.6%**	**1.34**	**2.0%**	7.1%	35,079	(9,868)
Entertainment *(music/kids play /theaters)*	2,642	**0.6%**	0.7%	1.0%	**0.77**	**3.0%**	**-1.3%**	0.7%	167,311	**2.6%**	**3.0%**	**0.93**	**-0.1%**	3.4%	18,169	(6,002)
Category Killers *(electronics/DIY home/ furniture/sports interactive)*	5,230	**1.2%**	1.2%	0.9%	**1.43**	**1.9%**	**2.3%**	7.4%	478,296	**7.5%**	**6.8%**	**1.61**	**3.2%**	8.7%	48,256	(17,960)
Fitness Centers	1,451	**0.4%**	0.3%	0.1%	**1.77**	**9.9%**	**4.7%**	12.4%	44,056	**0.7%**	**0.8%**	**1.24**	**-0.6%**	14.5%	38,813	(5,642)
Freestanding Apparel/ Shoes																
Apparel Brands/Destination	335	**0.1%**	0.2%	0.2%	**0.45**	**8.4%**	**-11.0%**	3.6%	1,722	**0.03%**	**0.02%**	**2.60**	**8.1%**	15.9%	6,416	104
CORE FORMATS (ex-restaurants)	203,885	**48.4%**	50.0%	55.9%	**1.11**	**3.8%**	**0.8%**	2.6%	4,797,592	**75.4%**	**76.2%**	**1.18**	**1.5%**	2.2%	25,191	(492)
DERIVATIVE Formats (ex-restaurants)	67,158	**16.2%**	16.2%	14.1%	**1.18**	**5.3%**	**1.2%**	5.8%	654,865	**10.6%**	**10.2%**	**1.24**	**2.2%**	4.9%	16,274	(1,638)
Derivatives: Mass [Dpt stores/ discount/ off-price)	3,782	**0.9%**	0.7%	0.5%	**1.48**	**6.3%**	**5.1%**	7.8%	66,365	**1.1%**	**1.1%**	**1.21**	**1.7%**	7.5%	29,708	(6,711)
Derivative: Apparel/ Accessories/ Shoes/ HBA	28,696	**6.8%**	6.9%	4.6%	**1.23**	**4.5%**	**1.1%**	9.3%	92,449	**1.5%**	**1.5%**	**1.36**	**1.7%**	7.7%	4,748	(178)
Derivatives: Durables/ Category Killers	17,180	**4.2%**	4.7%	5.3%	**0.99**	**5.5%**	**-0.6%**	3.2%	173,489	**2.8%**	**3.1%**	**0.93**	**0.2%**	5.8%	10,312	(2,129)
Derivatives: Value-Supercenter/ Warehouse Club	220	**0.1%**	0.0%	0.0%	NM	**89.1%**	**39.2%**	NM	8,748	**0.2%**	**0.0%**	NM	**26.8%**	NM	76,106	0
Derivatives: Food grocery	5,247	**1.3%**	0.9%	0.9%	**1.63**	**8.0%**	**6.2%**	5.1%	206,477	**3.3%**	**2.8%**	**1.49**	**4.2%**	3.9%	33,829	(93)

SHARE WARS: Levels of New Capacity

Pipeline of Openings: Cycle and Format Share
Distribution by Format: 2001-2013E

	Store Base Supply 2011	Pipeline Share Open 2012E	2005	Share Closed 2012E	2005	Pipeline Level Open 2013E	2012	2011	2010	2009	2008	2007	2006	2005	2004	Pipeline Annual Avg. Open 2007-2010	2003-2006	2001-2002
Mall-based	73,727	**23.1%**	22.6%	**53.2%**	40.7%	3,719	**3,652**	3,402	3,145	3,136	4,535	5,442	5,806	5,378	6,038	**4,065**	5,947	6,46
Conventional Anchors Dpt Store	5,533	**0.3%**	0.7%	**1.3%**	0.7%	48	**49**	46	43	76	164	198	413	159	151	**120**	241	117
Mall-based In-line Shops	68,194	**22.8%**	21.9%	**52.0%**	39.9%	3,671	**3,603**	3,356	3,102	3,060	4,371	5,244	5,393	5,219	5,887	**3,944**	5,706	6,349
Mall-soft in-lines	62,224	**21.8%**	20.5%	**49.6%**	36.0%	3,514	**3,447**	3,219	3,007	2,926	4,199	4,970	5,015	4,868	5,188	**3,776**	5,187	5,865
Mall Specialty Apparel (moderate price/value)	23,666	**14.6%**	12.8%	**34.9%**	21.4%	2,290	**2,299**	2,174	2,197	2,045	2,647	2,891	3,091	3,032	3,063	**2,445**	3,122	3,684
Luxury Brands (upscale)	877	**0.2%**	0.3%	**0.0%**	0.0%	40	**35**	23	52	30	26	76	59	78	59	**46**	62	43
Mall Shoes	17,029	**3.6%**	3.8%	**8.9%**	5.8%	591	**574**	494	289	453	743	977	998	897	726	**616**	914	827
Mall Accessories	10,921	**2.3%**	1.7%	**2.7%**	3.3%	413	**356**	326	310	186	438	621	408	398	512	**389**	435	487
Mall HBA (cosmetic)	3,761	**0.2%**	0.5%	**0.8%**	1.6%	23	**27**	65	64	78	173	131	81	112	129	**112**	136	341
Mall-hard in-lines	4,733	**0.7%**	1.1%	**1.7%**	2.0%	120	**109**	119	93	95	109	178	213	258	341	**119**	289	338
Mall-Entertainment	1,237	**0.3%**	0.4%	**0.6%**	1.9%	37	**47**	18	2	39	63	96	165	93	358	**50**	230	147
Department Stores	5,533	**0.3%**	0.7%	**1.3%**	0.7%	48	**49**	46	43	76	164	198	413	159	151	**120**	241	117
National Dept Stores	1,178	**0.0%**	0.1%	**0.2%**	0.0%	5	**6**	3	7	10	22	23	28	22	22	**16**	25	36
Regional Dept Stores	1,904	**0.2%**	0.4%	**0.5%**	0.4%	35	**37**	34	26	39	73	63	315	89	40	**50**	159	46
Upscale Dept Stores	282	**0.0%**	0.0%	**0.0%**	0.1%	4	**3**	6	7	10	12	7	10	8	5	**9**	9	13
Moderate Price Dept Stores	2,169	**0.0%**	0.2%	**0.5%**	0.3%	4	**3**	3	3	17	57	105	60	40	84	**46**	49	23
						0	**0**	0	0	0	0	0	0	0	0	**0**	0	0
Accessories (All segments)	14,256	**3.3%**	2.9%	**3.7%**	5.7%	506	**515**	501	498	380	631	850	659	678	626	**590**	637	711
Mall-based Accessories	10,921	**2.3%**	1.7%	**2.7%**	3.3%	413	**356**	326	310	186	438	621	408	398	512	**389**	435	487
Jewelry	5,389	**1.3%**	1.2%	**2.2%**	3.3%	214	**205**	96	61	131	200	285	305	278	372	**169**	323	296
Leather, handbags	2,388	**1.2%**	1.3%	**0.1%**	0.2%	159	**182**	122	179	184	213	234	217	298	136	**203**	186	150
Intimates	1,944	**0.5%**	0.3%	**0.4%**	0.7%	93	**83**	96	58	51	167	85	70	80	93	**90**	84	138
Sunglasses, eyewear	4,535	**0.3%**	0.1%	**1.0%**	1.4%	40	**45**	187	200	14	51	246	67	22	25	**128**	44	127
HBA/Cosmetics (mall)	3,439	**0.6%**	0.5%	**0.5%**	0.6%	93	**100**	113	80	96	215	169	111	118	119	**140**	118	251
						0	**0**	0	0	0	0	0	0	0	0	**0**	0	0
Specialty Apparel	37,899	**13.1%**	12.1%	**23.2%**	11.6%	2,174	**2,074**	1,690	1,515	1,255	2,207	2,731	2,893	2,876	2,658	**1,927**	2,883	3,259
Mall apparel-Moderate price	23,666	**14.6%**	12.8%	**34.9%**	21.4%	2,290	**2,299**	2,174	2,197	2,045	2,647	2,891	3,091	3,032	3,063	**2,445**	3,122	3,684
Strip Ctr & Freestanding	18,782	**18.3%**	11.2%	**29.9%**	13.5%	2,986	**2,883**	2,604	2,312	2,122	2,557	2,737	2,765	2,674	2,352	**2,432**	2,608	2,405
Manufacturer Brands & Licensing	4,798	**3.9%**	1.7%	**1.0%**	0.8%	662	**619**	395	352	292	438	501	608	408	354	**396**	440	204
Luxury Brand (US & Foreign)	1,058	**0.3%**	0.4%	**0.0%**	0.1%	48	**42**	28	57	37	38	97	76	91	72	**57**	75	54
Luxe-Affordable/ Aspirational	2,303	**2.5%**	0.6%	**0.1%**	0.0%	422	**389**	373	241	211	251	236	201	131	102	**235**	126	63
Moderate-Price/Mass Market	30,743	**8.1%**	9.9%	**22.3%**	11.5%	1,311	**1,283**	991	961	794	1,622	2,088	2,294	2,343	2,342	**1,366**	2,454	2,875
Cheap Chic: Multi-Freestand	4,887	**3.3%**	1.5%	**0.8%**	0.1%	548	**520**	501	391	341	420	416	397	358	176	**392**	272	292
Lifestyle: Apparel/ Shoes/HBA (Ex-accessories)	13,973	**3.5%**	4.1%	**3.3%**	1.9%	466	**556**	508	415	230	805	1,204	878	971	786	**664**	908	1,299
Lifestyle: Durable Gods (sports décor, value superstores, etc)	20,624	**3.0%**	6.1%	**7.4%**	5.7%	472	**480**	660	404	359	580	801	1,009	1,439	1,731	**536**	1,328	1,310
Lifestyle: Grocers	5,201	**3.0%**	0.9%	**0.3%**	0.5%	493	**477**	468	395	287	353	370	335	225	251	**351**	259	168

AC-DC: Acceleration-Deceleration [Rate of Right-Sizing the Footprint]

Rate of Expansion & Contraction of Base Supply: Gross Openings vs. Closings
Distribution by Format: 1996-2013E

	Store Base Supply 2011	Annual Rate Open 2013E	2012E	2011	2010	CAGR 2007-2011	2002-2006	2001	Open 1996-2000	Annual Rate Closed 2013E	2012E	2011	CAGR 2007-2011	2003-2006	2001-2002	1996-2000
Power Centers: Lifestyle & Category Killers	75,285	3.4%	**3.5%**	2.7%	2.6%	**3.6%**	6.1%	9.0%	12.4%	0.75%	**0.8%**	0.7%	**2.1%**	1.8%	3.8%	3.7%
DIY Home Improvement/ Hardware Store	22,450	1.7%	**1.5%**	1.3%	1.3%	**1.8%**	4.2%	4.3%	4.6%	0.38%	**0.4%**	0.3%	**0.8%**	1.0%	2.3%	1.4%
DIY Home: Home Depot & Lowes	3,729	0.3%	**0.3%**	0.1%	1.3%	**1.6%**	4.2%	4.3%	4.6%	0.21%	**0.2%**	0.1%	**0.8%**	1.0%	2.3%	1.4%
DIY Home Improvement Superstores	4,005	0.4%	**0.4%**	0.2%	1.3%	**1.6%**	4.2%	4.3%	4.6%	0.20%	**0.1%**	0.1%	**0.8%**	1.0%	2.3%	1.2%
Hardware/Lumber/Express Formats	18,445	2.0%	**1.8%**	0.6%	1.3%	**1.6%**	3.7%	3.6%	4.0%	0.42%	**0.5%**	0.1%	**0.8%**	0.8%	1.8%	0.9%
Office Supplies	11,250	0.9%	**0.9%**	1.0%	1.9%	**3.5%**	7.3%	9.6%	18.2%	1.25%	**1.3%**	1.1%	**1.3%**	0.8%	1.3%	0.6%
Office SUPERSTORES	3,919	0.6%	**0.7%**	1.2%	1.2%	**3.2%**	6.4%	6.3%	19.8%	1.94%	**2.2%**	1.6%	**1.5%**	1.6%	3.2%	1.3%
Office: Small Formats	7,331	1.1%	**1.1%**	0.9%	2.2%	**3.7%**	7.8%	11.9%	17.2%	0.89%	**0.9%**	0.9%	**1.2%**	0.3%	0.0%	0.1%
DIY Auto	20,353	3.0%	**3.0%**	3.0%	2.8%	**3.7%**	5.0%	11.2%	17.5%	0.27%	**0.3%**	0.2%	**1.4%**	1.9%	2.3%	5.2%
Pet Supplies Superstores	1,400	4.0%	**4.6%**	4.8%	4.1%	**8.8%**	12.1%	6.3%	18.0%	0.21%	**0.8%**	0.6%	**1.5%**	0.3%	0.6%	0.9%
Neighborhood Center	125,216	3.7%	**3.8%**	3.8%	3.5%	**3.9%**	6.8%	6.9%	10.9%	1.36%	**1.7%**	1.9%	**3.4%**	4.2%	4.9%	4.5%
Inline Strip Center Tenants	73,406	4.2%	**4.3%**	4.2%	3.1%	**3.8%**	6.6%	7.1%	10.5%	1.82%	**2.3%**	2.3%	**3.7%**	4.0%	4.3%	4.0%
Food & Drug Anchors	51,810	3.0%	**3.1%**	3.1%	4.1%	**4.1%**	7.1%	6.6%	11.4%	0.70%	**0.9%**	1.4%	**2.9%**	4.5%	5.8%	5.3%
Supermarkets	31,242	3.4%	**3.4%**	3.3%	3.1%	**3.5%**	6.7%	6.2%	8.4%	0.68%	**0.8%**	1.2%	**2.9%**	4.4%	5.5%	4.1%
Leading Conventional	24,042	1.4%	**1.5%**	1.1%	1.7%	**2.0%**	6.1%	5.6%	7.6%	0.56%	**0.9%**	1.3%	**2.9%**	4.9%	5.8%	4.2%
Supermarket: Conventional Formats	39,489	1.0%	**1.1%**	0.9%	1.5%	**1.8%**	6.6%	6.0%	8.3%	0.59%	**0.9%**	1.2%	**3.2%**	4.8%	5.8%	4.1%
Multi-regional Conventional Chains	15,447	0.5%	**0.5%**	0.5%	1.3%	**1.5%**	7.5%	6.6%	9.5%	0.63%	**0.9%**	1.1%	**3.6%**	4.7%	5.9%	3.8%
US Multi-regional Chains	13,212	0.5%	**0.5%**	0.4%	1.0%	**1.4%**	8.6%	6.4%	9.6%	0.36%	**0.7%**	1.1%	**3.9%**	3.9%	6.9%	3.8%
Foreign-Multi-regional Chains	2,235	0.5%	**0.5%**	1.3%	2.8%	**2.3%**	2.2%	7.7%	9.5%	2.27%	**2.1%**	1.2%	**2.7%**	8.2%	1.4%	3.8%
Regional Conventional Chains	8,595	2.8%	**3.3%**	2.1%	2.6%	**2.8%**	3.6%	3.8%	5.1%	0.43%	**0.9%**	1.5%	**2.0%**	5.3%	5.6%	4.8%
Supermarkets: Long Tails	6,893	10.0%	**9.8%**	11.6%	8.9%	**9.1%**	10.8%	11.3%	16.3%	1.09%	**0.7%**	1.1%	**2.9%**	1.6%	3.3%	2.6%
Organic/Natural/Premium Big Boxes	955	10.4%	**9.3%**	13.1%	8.0%	**12.2%**	12.1%	9.5%	20.7%	0.68%	**0.7%**	0.9%	**3.7%**	3.1%	3.1%	3.6%
FRESH/Natural: Small / Specialty Boutiques	1,260	17.4%	**20.8%**	27.0%	28.6%	**22.5%**	12.4%	8.7%	16.6%	0.33%	**0.4%**	1.6%	**6.1%**	1.0%	1.2%	0.5%
Extreme Value Big Boxes	1,288	8.2%	**5.4%**	4.2%	3.0%	**5.0%**	14.3%	13.3%	18.3%	0.59%	**0.6%**	1.1%	**1.3%**	2.6%	10.1%	4.8%
Ltd Assortment Grocery Small Formats	3,390	7.4%	**7.5%**	9.2%	6.3%	**6.6%**	9.0%	11.3%	14.8%	1.72%	**0.9%**	1.0%	**2.4%**	1.1%	1.0%	1.9%
ETHNIC Grocer Concepts	307	6.8%	**9.4%**	9.3%	7.5%	**7.4%**	6.1%	2.0%	15.1%	0.00%	**0.0%**	0.0%	**2.3%**	2.8%	3.1%	7.9%
Drug Stores	20,568	2.4%	**2.6%**	2.7%	4.6%	**4.8%**	7.9%	7.4%	17.2%	0.74%	**1.0%**	1.6%	**2.8%**	4.6%	6.4%	7.4%
Walgreen	7,785	3.6%	**3.9%**	3.9%	8.9%	**10.2%**	10.2%	15.6%	13.6%	0.75%	**1.3%**	1.7%	**3.2%**	2.6%	3.9%	3.5%
Non-Food-Drug Retail	73,406	4.2%	**4.3%**	4.2%	3.1%	**3.8%**	6.6%	7.1%	10.5%	1.82%	**2.3%**	2.3%	**3.7%**	4.0%	4.3%	4.0%
Women-Off-price	3,975	3.4%	**3.5%**	3.8%	2.8%	**6.5%**	5.6%	5.3%	7.7%	1.94%	**2.1%**	2.5%	**4.7%**	5.6%	5.6%	3.0%
Dollar Stores	22,210	6.4%	**6.7%**	6.0%	5.7%	**5.1%**	10.4%	12.2%	15.0%	0.38%	**0.5%**	0.5%	**2.1%**	1.6%	1.9%	1.4%
Shoes-Strip Centers	4,334	1.4%	**1.5%**	1.7%	1.3%	**2.3%**	2.4%	1.3%	3.7%	1.00%	**4.6%**	8.1%	**3.8%**	4.5%	5.0%	2.1%
Videos	3,552	0.0%	**0.0%**	0.0%	0.1%	**0.3%**	5.5%	7.4%	11.1%	16.38%	**14.1%**	7.4%	**8.6%**	5.9%	4.5%	6.9%
Electronics	7,744	2.1%	**2.0%**	3.9%	1.7%	**1.6%**	4.5%	2.4%	5.8%	1.04%	**2.3%**	0.4%	**3.8%**	4.7%	3.3%	4.2%
HBA/Hair Salon/ Nutrition-Vitamins	16,881	4.3%	**4.4%**	5.0%	3.1%	**5.9%**	7.4%	9.4%	11.7%	2.16%	**2.3%**	2.9%	**2.9%**	4.6%	3.3%	1.8%
Pet Supplies	1,782	7.6%	**7.3%**	5.6%	3.7%	**5.3%**	9.5%	9.2%	8.3%	0.31%	**0.3%**	0.7%	**1.4%**	1.7%	2.7%	1.3%
Furniture Rental	3,775	1.4%	**1.5%**	1.6%	1.4%	**2.6%**	7.5%	8.2%	30.4%	0.24%	**0.3%**	0.9%	**3.5%**	5.5%	9.9%	2.4%
Fabrics/Décor	6,719	2.8%	**4.1%**	2.2%	1.6%	**2.0%**	4.6%	5.7%	9.4%	1.90%	**2.0%**	2.2%	**4.4%**	3.3%	5.8%	3.6%
Close-out, Showroom	2,434	4.7%	**4.7%**	5.5%	3.8%	**3.4%**	6.9%	6.9%	11.6%	2.32%	**3.6%**	2.8%	**2.4%**	3.2%	7.5%	16.0%

LIQUIDATION LEVELS: Right-Sizing for Productivity Growth

Gross Closings : Levels, Pipeline Share and Rate
Distribution by Format: 2001-2012E

	Store	Pipeline			Pipeline												Annual	
	Base Supply	Share Closed			Level Closed									Annual Avg. Closed			Rate Closed	
	2011	2012E	2005	2000	2012E	2011	2010	2009	2008	2007	2006	2005	2004	2007-2010	2003-2006	2001-2002	2012E	2007-2011
U.S. Total Channel Index	419,638	**100.0%**	**100.0%**	**100.0%**	**7,038**	**9,264**	**12,101**	**16,360**	**14,584**	**12,638**	**12,301**	**12,283**	**13,787**	**13,921**	12,925	16,973	**1.68%**	**3.18%**
Competitive Supply *(EX-FOC)*	175,251	**23.5%**	20.6%	14.8%	1,657	3,057	2,867	3,207	2,792	2,806	2,301	2,532	2,833	**2,918**	2,604	2,620	**0.9%**	2.2%
Noncompetitive (EX-FOC)	244,387	**76.5%**	79.4%	85.2%	5,381	6,207	9,234	13,153	11,793	9,832	10,000	9,751	10,954	**11,003**	10,321	14,352	**2.2%**	3.8%
Shopping Center : Multi-Leased Space	261,645	**93.5%**	96.3%	94.7%	6,578	8,626	10,825	14,741	14,049	12,751	12,104	11,831	13,740	**13,092**	12,719	16,954	**2.5%**	4.2%
Mall-based: Dept Store/Apparel/Soft Goods	73,727	**53.2%**	40.7%	46.1%	3,746	5,493	4,755	6,958	7,254	5,811	5,650	4,995	6,825	**6,195**	5,980	8,523	**5.1%**	7.1%
Power Centers: Superstores-Soft & Durable Goods [Lifestyle & Category Killers]	62,702	**9.4%**	13.4%	19.2%	663	780	824	3,306	2,486	1,641	1,277	1,649	1,830	**2,064**	1,778	3,053	**1.1%**	2.6%
Neighborhood Ctr: Grocery-Anchor/Convenience Retail	125,216	**30.8%**	42.2%	29.4%	2,169	2,353	5,246	4,477	4,309	5,299	5,177	5,187	5,085	**4,833**	4,961	5,378	**1.7%**	3.4%
												0	0					
Freestanding Formats: Net leased space	120,622	**18.3%**	15.0%	13.3%	1,291	2,200	2,232	3,089	2,229	2,098	1,655	1,845	2,115	**2,412**	1,918	1,599	**1.1%**	2.2%
Warehouse Clubs	1,440	**0.0%**	0.0%	0.0%	1	10	2	16	11	1	8	3	0	**8**	4	5	**0.1%**	0.1%
Supercenters	3,658	**0.1%**	0.1%	0.0%	10	5	2	24	1	8	3	16	46	**9**	18	4	**0.3%**	0.0%
Restaurants	115,524	**18.2%**	14.9%	13.2%	1,280	2,185	2,228	3,049	2,217	2,089	1,644	1,826	2,069	**2,396**	1,896	1,590	**1.1%**	2.2%
Freestanding: Category Killers/Entertainme /Fitness Ctr	9,323	**1.2%**	2.2%	6.2%	83	152	148	338	529	409	329	272	456	**356**	395	811	**0.9%**	2.8%
Entertainment *(music/kids play ctrs/theaters)*	2,642	**0.8%**	1.5%	5.3%	54	108	71	212	260	207	210	190	341	**188**	284	607	**2.0%**	4.0%
Category Killers *(electronic/DIY home/furniture/sports hybrid)*	5,230	**0.2%**	0.5%	0.9%	12	32	45	66	158	84	106	64	105	**88**	93	125	**0.2%**	2.0%
Fitness Centers	1,451	**0.2%**	0.1%	0.1%	17	12	32	60	111	118	13	18	10	**80**	19	79	**1.2%**	1.9%
Freestanding Apparel/Shoes												0	0					
Brands Destination	335	**0.1%**	0.2%	0.2%	5	4	56	31	33	33	20	28	56	**38**	33	47	**1.4%**	1.8%
												0	0					
CORE FORMATS (ex-dinings)	203,885	**56.9%**	54.1%	53.0%	4,004	4,551	7,115	8,864	8,304	6,949	6,579	6,651	8,248	**7,808**	7,230	10,762	**2.0%**	3.5%
DERIVATIVES (ex-dining)	67,158	**20.3%**	22.2%	23.3%	1,429	2,022	2,336	3,591	3,398	2,684	2,472	2,722	2,778	**3,002**	2,679	2,908	**2.1%**	4.3%
Mass Merchants (dept store/ discount/ off-price)	3,782	**0.9%**	0.4%	0.3%	64	91	98	250	215	101	23	47	57	**166**	63	54	**1.7%**	4.4%
Apparel/ Accessories/ Shoes/ HBA	28,696	**10.9%**	8.0%	4.0%	766	904	956	1,404	1,644	1,090	1,127	987	854	**1,274**	1,042	915	**2.7%**	4.3%
Durables/ Category Killers	17,180	**4.3%**	9.7%	12.3%	305	616	673	969	853	936	1,039	1,194	962	**858**	1,018	970	**1.8%**	4.6%
Supercenter/ Warehouse Club	220	**0.0%**	0.0%	0.0%	0	0	5	2	5	6	5	0	0	**5**	1	0	**0.0%**	10.9%
FOOD-GROCERY	5,247	**0.4%**	1.4%	1.5%	28	28	126	195	111	204	45	174	130	**159**	132	192	**0.5%**	4.4%

NEXT! Format Innovation

Distribution of New Concepts by Sector and Trend

	Share of Pipeline					No Concepts				
	2010	2009	2008	2007	2006	2010	2009	2008	2007	2006
Total	100%	100%	100%	100%	100%	210	89	104	155	115
Soft Goods: Apparel & Accessories	46%	44%	53%	59%	63%	99	20	44	91	73
Apparel	20%	44%	31%	33%	39%	44	0	26	51	45
Apparel Sub-Sectors										
Apparel-Luxury & Affordable Derivatives	7%	0%	2%	8%	2%	16	0	2	12	2
Apparel-Luxury	5%	0%	2%	8%	2%	10	0	2	12	2
Apparel-Luxury-Affordable	3%	4%	0%	1%	7%	6	4	0	2	8
Apparel-Lifestyle-Derivatives/Urban/Global	6%	15%	5%	11%	17%	12	13	4	17	20
Apparel-Cheap Chic	7%	8%	2%	3%	3%	15	7	2	4	3
Apparel-Global-Foreign	16%	2%	1%	4%	3%	34	2	1	6	3
Apparel-Boomer/Women's	2%	2%	0%	1%	3%	5	2	0	1	4
Apparel-Mens	4%	1%	0%	1%	3%	8	1	0	1	4
Apparel: Generational-Teen/Kids/Tween	7%	12%	13%	6%	4%	15	11	11	9	5
Apparel: Generational-Kids/Tween	3%	0%	0%	0%	0%	7	0	0	0	
Apparel: Generational-Teen	4%	0%	0%	0%	0%	8	0	0	0	
Footwear	2%	3%	4%	5%	4%	4	3	3	7	5
Accessories	3%	3%	2%	6%	7%	7	3	2	10	8
Mass Merchants: Soft & Hard Goods	26%	6%	4%	6%	5%	57	5	3	10	6
Dept Stores	13%	6%	2%	3%	1%	28	5	2	5	1
Dept Stores-Cheap Chic Extreme Value	5%	0%	0%	0%	0%	11	0	0	0	0
Dept Stores-Monetization & Brand Convergence	4%	0%	0%	0%	0%	8	0	0	0	0
Off-price	3%	0%	1%	3%	0%	7	0	1	4	0
Discount	1%	0%	0%	1%	3%	2	0	0	1	3
Discount-Dollar Stores	0.5%	0%	0%	0%	2%	1	0	0	0	2
General Merchandise: Soft & Durbale Goods	7%	3%	12%	3%	4%	14	3	10	4	5
Warehouse Clubs	1%	2%	6%	1%	3%	3	2	5	1	3
Supercenters	5%	1%	6%	2%	2%	11	1	5	3	2
Durable Goods	13%	17%	25%	18%	10%	27	15	21	28	12
Electronics	1%	6%	8%	4%	2%	3	5	7	6	2
Décor/Furnishings	4%	4%	5%	6%	5%	9	4	4	10	6
Home Improvement-DIY	1%	1%	1%	3%	0%	2	1	1	5	0
Auto DIY	0%	1%	0%	0%	0%	0	1	0	0	0
Sports	3%	0%	2%	1%	3%	6	0	2	2	4
Toys-Specialty/Hobbies	1%	2%	4%	1%	0%	2	2	3	1	0
Entertainment (video & gaming)	0%	1%	2%	0%	0%	0	1	2	0	0
Books	0%	0%	1%	3%	0%	1	0	1	4	0
Office Supplies	0%	0%	1%	0%	0%	1	0	1	0	0
Pet Supplies/Services	1%	0%	0%	0%	0%	3	0	0	0	0
Close-out/Catalog stores	0%	1%	0%	0%	0%	0	1	0	0	0
Food/Drug/HBA	17%	13%	17%	28%	28%	36	12	14	43	32
Grocers All Formats	8%	7%	6%	21%	23%	17	6	5	32	26
Grocer: Specialty/Organic/Gourmet	1%	2%	4%	4%	4%	2	2	3	6	5
Grocer: Small Formats/C-Stores	3%	3%	1%	12%	13%	6	3	1	18	15
Grocer: Hybrid/Dining/Wine Bars	2%	1%	1%	4%	2%	4	1	1	6	2
Grocer: Extreme Value/Ltd Assort	2%	0%	1%	1%	3%	5	0	1	2	4
Food-Dining	6%	3%	6%	3%	3%	13	3	5	4	3
Drug	1%	0%	4%	3%	1%	3	0	3	5	1
HBA	1%	3%	1%	1%	2%	3	3	1	2	2
Derivative Channels	16%	25%	16%	0%	0%	34	22	13	19	22
Green Stores	0%	2%	0%	0%	0%	0	2	0	0	0
Ecommerce	2%	4%	1%	0%	0%	4	4	1	0	0
Factory Outlet-Fashion Apparel	3%	3%	2%	1%	2%	6	3	2	2	2
Apparel-Lifestyle-Derivatives/Urban/Global	6%	15%	5%	11%	17%	12	13	4	17	20
Epicenter-Cultural Hybrid Apparel/Books/Food	6%	0%	7%	0%	0%	12	0	6	0	0

NEXT! Format Innovation

Retailer	Format/ Trend	Pipeli Open 2011+	Future Capacity	U.S. Store Base	Avg. Size Sq. Ft.
	Apparel: Dual-Gender-Lifestyle-College & Global Flagships				
Wonder!	Wonder! a one-stop shopping solution for kids focuses on children ages birth to seven years for all their needs: From baby gear, furniture, bedding, apparel to toys). First 135,000 of store opened in Deerfield, Ill. The brainchild of entrepreneur Shane Christensen, the company plans to expand the concept into other major markets in the next year plus an e-commerce site. Bill Colaianni, former Walmart chief marketing officer is serving as CEO seeks to consolidate the fragmented children's sector into one big Walmart-type box with added features include half-acre interactive play area with 20-ft. live trees, 10 classrooms, a stage for special events, concerts and activities. To always provide a new play experience, the retailer plans to frequently change the play area's components, space for customized parties.	**1**	**NA**	**-----**	**135,00 0**
Bottega Veneta	**"His & Hers" Bottega** takes a new approach to dual gender retailing opening "His" and "Hers" boutiques. On Madison Ave (NY) a 2,000 sf women's-only boutique was opened that represents a new retail concept that segregates the sexes. Maier believes that "couples spend more when they shop together [because] they encourage each other, while people who shop alone sometimes second-guess themselves." But the single-sex stores serve another purpose, providing Bottega Veneta with a vehicle for further developing its business in markets where the brand is already well established. "It reflects a strategy even more focused on the customer, enhancing our ability to provide her with an even more optimal luxury shopping experience in markets where the circumstances are right," according to CEO Marco Bizzarri. "On Fifth Avenue, the flagship showcases the complete collection, on Madison Avenue a boutique dedicated to a specific customer in the neighborhood where she lives and shops." Creative director Tomas Meijer believes dual gender stores can exist on their own in world cities highly cultured. Future women's only and men's only stores are slated for Paris, London, Hong Kong, Tokyo and Los Angeles."	4	**NA**	140	2,200
Akira	**AKIRA:** A Chicago-homegrown fashion boutique opened in 2002 in trendy Wicker Park/Bucktown neighborhood after the young, energetic, fashion-loving. Plans to expand in better malls within the region takes from urban Main Street to suburban Main Street. Over the last seven years, AKIRA has expanded to eleven stores and an e-tail website. AKIRA now offers a full line of Women's and Men's Clothing, Footwear, and Accessories. Known for high-profile and exciting fashion shows and parties in Chicago are dubbed the "social butterfly and leader of lifestyle branding. Target customer:18-40 years old. Men targets	4	**NA**	12	5,500
Brooks Brothers	The Brooks Brothers Flatiron Shop: Long a fashion outlet for Mad Man and gray flannel suits, BB opened its first younger generation concept in the Flatiron district of Manhattan that targets college students and young professionals with traditional preppy office and casual clothes. The theme is less formal and playful for both genders. BB is capitalizing on the New Millennial Normal trend. The 7,200 sf store is found in an old Lord & Taylor destination supporting exposed brick walls and wood beams. Claudio Del Vecchio, Brooks Brothers' CEO looks at the new store as a laboratory. "We know what our existing customer thinks of this product," he said. "But we wanted to give the next generation of Brooks Brothers customer an environment to attract them so we can have a more direct relationship. A second Brooks Brothers Flatiron will open in Toronto in the spring 2012. From 1884 to 1915, when the company's Madison Avenue flagship opened, BB had been housed in a location at Broadway and 22nd Street, two blocks away from this store. In addition, in 1901 Brooks introduced its first sack suit for men after noticing that university students were using flatirons to flatten their lapels. Supersizing urban stores.	2	**NA**	35	7,200
Hale Bob	HALE BOB: The LA-based fashion brand known for its embellished and print-driven fabrics opened its first store on Robertson Boulevard. The 2,800 sf store that shares the block with other brands "redefining the moment:" Seven For All Mankind, Tory Burch, Anya Hindmarch and Alice + Olivia. Roberston is the strip for global exposure in the Global-Local Normal that grows brand equity. VP Ionescu also will leverage the store to develop a global "licensing" business which is part of the New Monetization Normal." Designed by Philippe Puron, architect for residences of Uber class, the space reflects a metropolitan loft (modern with black and white walls, and concrete flooring, open as stage for displays and events. Price points are affordable luxe for affluent middle class shoppers of Coach & Tory Burch at \$100-\$250 for tops, \$200-\$400 for dresses. The brand distributes wholesale—2,000 accounts US, UK and European dept stores accounts. (Blloomies to Harvey Nicks & El Corte Inglés. For the last three years, store sales have grown by15-20% annually with 50% of revenues overseas. The Robertson store is expected to generate \$2.8 million the first year (\$1,000 psf). .Future sites; NYC, Miami, Las Vegas plus overseas.	1	**NA**	-----	2,800
	Apparel: Lifestyle/ Fashion Apparel/ Niche-Bridal				
New Era	Lifestyle brand **New Era** said it has opened its eleventh global flagship store, located in the West Hollywood shopping district of Los Angeles. The brand's first West Coast retail space joins current U.S. locations in New York, Chicago and Atlanta. The 3,300-sq.-ft. store will house licensed and New Era branded headwear, apparel and accessories for men, women and kids. "We have completely re-energized our design concepts for our flagships," said Cal Lawson, director of retail operations. "Our updated store concept allows for fully integrated merchandising of apparel, headwear and accessories.				
	Dining Fast Food: Chicken-Global				
Pollo Campero	**Pollo Campero,** the fast-growing Latin chicken chain, unveiled a new prototype designed by Interbrand Design Forum. Created with the American consumer in mind, the new design debuted in Webster, Texas. Two other locations are due to open in the Houston area by yearend. "Pollo Campero is a huge hit in Central America, but it needed to be brought to the U.S. in a bigger and more relevant way. The modern iteration of the US concept will make it more accessible to a wider range of American consumers. Currently, the global 300-chian store Pollo operates 50 US locations, with plans for additional sites.	20	**NA**	50	1,500
	Dollar Stores: Hybrid Food & GM				
Dollar General	"DG Market" the deepest discount for foodies will accelerate ist rollout in 2012. *40 DG Markets will open* in both new and existing markets based on the success of the concept. "The results of the DG Market remodels we have completed to date and the early success of our five DG Market stores in Las Vegas have been encouraging," according to CEO Rick Dreiling. DG Markets have average annual sales of \$4 million to \$5 million, versus the \$1.4 million across the regular formats. The mix is more consumable so the margin percent is somewhat lower but the raw dollar volume is very impressive with opportunities in smaller markets that provide a vehicle to grab share. By expanding its cooler systems, DG will add new items such as food deserts that will appeal to rural and metro markets and drive traffic and share. "Fresh and refrigerated foods helped us drive customer traffic and increase basket size by seeing a greater share of our customers' needs," Dreiling said	25	20,000	9,800	17,000
	Electronics-Category Killers-HYBRIDS-Omni-Channel Platform				
Best Buy	**CITYVILLE**-The Electronic Epicenter: Best Buy is one of the early retailers trying to tap the "gamification," a marketing concept that fuses social media, entertainment and commerce. To create the complete entertainment is modeled after the Epicenter and CONCEPT Store formats that have been fusing all aspects of life under one roof. It is less about one-stop shopping and more about a "full body & mind" experience with access to a bigger platform of goods and services that can be personalized. Much like TIVO did for TV viewing, offering real and analog programming.	0	NA	TEST	In-Store
	Electronics: Brands-Global-College Campus/ Transport (New Points-of-Sale)				
Apple	**Apple** is advancing beyond urban global cities and malls in next stage of expansion: College campuses and transportation hubs (air & rail) joining other retailers targeting youth and peripatetic consumers in a (digitally) mobile age that nets tourists as well as harried workers inclined to spend on bigger ticket baskets for quality goods offering convenience such as fresh food. Specialty-organic & limited assortment grocers, books and sports superstores, fashion specialty bands and discounters (Walmart & Target) now have college stores and are converging on transport hubs for high traffic. College is the last mile and transport the great global interceptor. Apple signed a 10-yr lease with NYC's MTA to open a 23,000-sf store at Grand Central at a rent \$800,000 (\$35 psf w/ 25% CPI years) for vacated restaurant space. These are the new epicenters of a mobile consumer and colleges high density & captive audiences w/ untapped purchasing power from students, their parents and tourists that visit--the rationale for Barnes & Noble at Yale U. Prime transport hubs are finite but universities plentiful and sustainable by rolling graduates and inter-generational shoppers. *All are capitalizing on th Tourist Economy Normal reported b* ***MAXIM.***	20	**TBA**	357-US	6,000
	Electronics: Pop Up-Dotcom-Omni-Channel Platform				
Google	**Google** like it virtual retailing peers (Apple and Microsoft) is pursuing a bricks-and-mortar retailing strategy. In testing the waters & conserve cap ex, a pop up store format will be executed in London, running one quarter to sell primarily Google's Chromebook laptops & accessories. If the venture proves successful, Google will consider a roll out similar to Apple that will be more than stores selling product and sale of services such as "cloud computing" that has highe rmargisn to cover high cost of iconic flagships in expensive locations. Google launched an online fashion store last year, Boutique.com that is looking at leveraging Amazon's Zappo success and luxury flash sites such as Nordstrom's HauteLook.	1	**TEST**	-----	Pop Up
	Factory Outlet Stores: Online Virtual Formats-Omni-Channel Platform				
ebay/ factory outlet	**Ebay** is entering the factory outlet store space with a new lifestyle store in the aftermath of the 2008 financial meltdown where wealth destruction was across classes. While ***Retail MAXIM*** issued a 2010 report warning of the US-FOC sector having peaking, a trend manifested in 2011, complicated by FOC stores going to mainstream sites that are braking down the 30-year old radius restriction. A newcomer to the sector—ebay-FOC-online stands to add more friction to sales of centers that are truly offering deeper discounts than the dept stores. ebay FOC concept will remain virtual unlike dept store…	NM	**NM**	----	E-COM
	Home Décor/Furnishings: Lifestyle-Boutique				
No. 9 Christ (C Burch)	**No. 9 Christopher**: another Christopher Burch concept that the eponymous stylist/merchant has been has been nurturing for six years. The 50,000-sf store will feature highly elegant furniture that can be order as custom kitchen and custom library. Burch seeks to reinvent the notion of lifestyle store with a comprehensive & High-tech approach to generating styles for a diverse cliental. The store is wildly ambitious as Burch claims "there isn't a category that will not be addressed." Launch date: Next 18 mos. Location: NA. *No. 9 part is rapidly growing stable of concepts (Burch stable is surpassing Lifestyle Wunderkin Drexler)*	1	**NA**	-----	50,000

Sales Pulse. Same-store Sales Trends 2001-2012

Annual Growth & Fiscal Guidance

By Sector/Format

2012 Guidance						Q4	Q4			YTD					
Worse	Best		2009	2010	2011	Dec-10	Dec-11	Jan-2012	Feb-2012	2011	2010-2012	2007-2009	2005-2007	2002-2004	2001
0.53	3.14	MAX-SI Total Channel Index	-1.00	2.93	2.83	3.22	3.13	1.43	2.71	2.07	2.61	-0.58	2.15	2.53	2.22
		(Multi-Leased Space '& Freestanding Formats)													
0.46	3.07	Shopping Center Index	-0.92	2.78	2.99	3.20	2.81	1.49	3.13	2.31	2.69	-0.61	2.26	2.22	1.47
		(Malls, power, lifestyle & grocery-anchored strips)													
NA	NA	ICSC-Goldman Index	-0.50	2.80	3.50	2.80	5.30	4.80	6.70	5.75	4.02	2.89	3.00		
1.94	5.10	New Concepts (Open 2001-12/ ex-food)	2.50	8.83	7.98	8.62	8.07				8.40	2.48	8.88	6.73	
		By Property Type													
0.98	3.93	Mall-based (Dept Stores/ Inline Shops)	-2.07	4.88	4.65	5.21	4.33	1.70	4.68	3.19	4.24	-2.05	2.51	1.93	-1.06
0.14	2.52	Power Center/ Big Box Anchors	-0.04	2.43	2.33	3.15	1.82	2.13	3.43	2.78	2.51	-0.04	1.85	2.03	1.09
0.25	2.77	Neighborhood ctr-based	-0.63	1.03	1.98	1.24	2.28	0.64	1.28	0.96	1.32	0.27	2.42	2.70	4.39
0.10	2.74	*Food & drug anchors*	-0.2	0.91	2.11	1.03	2.14	0.39	0.62	0.51	1.18	0.9	3.1	3.1	4.2
-0.75	2.00	*Drug stores*	1.27	1.83	2.17	2.13	2.17	-1.20	-0.75	-0.98	1.01	1.9	3.3	4.2	6.6
0.95	3.48	*Supermarkets (with fuel)*	-1.7	-0.01	2.06	-0.06	2.12	1.99	1.99	1.99	1.35	-0.2	3.0	2.1	1.9
0.21	2.87	*Strip Center: In-Line*	-0.94	1.38	0.56	0.28	1.55	1.09	1.37	1.23	1.05	-0.7	-0.1	2.2	3.5
0.73	3.29	Freestanding Formats (supercenter/dining/ category killer/drug)	-1.24	3.37	2.37	3.29	4.06	1.26	1.47	1.26	2.37	-0.49	1.83	3.47	4.47
2.50	4.58	Freestanding Value Formats	-0.29	1.69	3.27	1.43	3.41	5.33	5.50	5.41	3.46	0.84	3.94	4.91	3.59
3.5	6.2	Warehouse Clubs	0.8	3.1	4.9	3.30	5.3	8.5	7.5	8.50	5.36	2.0	4.6	6.0	2.2
1.5	3.0	Supercenters	-1.4	0.3	1.6	-0.45	1.6	2.2	3.5	2.15	1.56	-0.27	3.23	3.82	5.00
0.91	3.01	Freestanding Dining	-4.42	0.50	1.88	1.74	1.90	1.91	1.83	1.91	1.42	-2.8	1.7	2.3	0.6
0.9	3.3	*Casual Average*	-3.9	0.0	3.6	2.13	2.2	3.0	2.8	2.89	2.17	-2.8	1.8	3.8	-0.9
0.0	2.0	*Family Average*	-5.0	-0.6	1.1	1.54	1.2	1.3	1.3	1.34	0.59	-3.1	1.5	1.3	0.0
0.5	2.5	*Specialty-Novelty Average*	-5.3	1.7	-0.3	2.02	-0.1	-0.3	-0.4	-0.31	0.39	-3.9	1.1	0.5	-0.2
2.2	4.2	*Fast Food Average*	-3.5	0.9	3.1	1.29	4.2	3.6	3.6	3.57	2.52	-1.4	2.6	3.7	3.7
		Retailers: 79 format/.chains													
NA	NA	ECOMMERCE of RETAILERS (Web Only)	16.77	22.60	18.43						20.63	15.79	19.41		
		Retailers: 85 formats/chains													
NA	NA	RETAIL SALES of E-COM/OMNI-Only	-2.07	4.54	3.25						3.90	-1.53	3.25		
		Retailers: 92 formats (derivatives multiple)													
NA	NA	MAX-SI Global Comp Index	0.74	2.26	2.39	2.02	3.24	2.49	2.34	2.42	2.35	2.01	5.60	4.19	3.63
2.1	4.3	Foreign-Owned US Stores	3.1	5.8	4.7	5.6	5.9				5.24	3.8	7.4	6.5	3.4
4.0	5.3	*Fashion Apparel: Luxury*	0.9	6.3	5.6	6.2	8.3				5.96	3.9	10.4	11.4	6.1
0.3	5.0	*Apparel: Cheap Chic*	7.8	0.5	5.7	0.8	9.2				3.10	6.2	4.4	8.4	10.3

Sales Pulse. Same-store Sales Trends 2001-2012

By OMNI-CHANNEL INDEXt

	Annual			Qtrly	Qtrly	YTD	Recovery		Inflection
	2009	2010	2011	Dec-2010	Dec-2011	2011	2010-2012	2007-2009	2005-2007
OMIN-CHANNEL (Retail & E-Com)	-0.06	6.23	6.00	NA	NA	NA	5.19	-1.56	4.75
ECOMMERCE of RETAILERS	16.77	22.60	18.43				20.63	15.79	19.41
RETAIL SALES of E-COM & OMNI-Only	-2.07	4.54	3.25				3.90	-1.53	3.25
OMIN-CHANNEL (Retail & E-Com)	-0.63	5.87	6.01				5.19	-1.56	4.75
ECOMMERCE of RETAILERS (Web Only)	16.77	22.60	18.43				20.63	15.79	19.41
RETAIL SALES of E-COM/OMNI Chains	-2.07	4.54	3.25				3.90	-1.53	3.25
Dept Store-OMNI	-0.6	5.9	6.0				5.2	-1.6	4.8
Dept Store E-COM	8.7	21.1	22.0				21.7	8.2	12.2
Dept Store RETAIL	-2.1	4.5	3.3				3.9	-1.5	3.2
Apparel-OMNI	-4.1	3.2	5.3				3.7	-2.4	6.8
Apparel E-COM	10.1	20.5	21.9				26.9	10.5	11.4
Apparel RETAIL	-4.7	3.2	1.8				2.5	-2.8	5.7
Accessories OMNI	7.8	23.0	23.4				25.7	4.3	6.8
Accessories E-COM	18.7	28.4	23.6				21.2	0.0	0.0
Accessories RETAIL	2.0	14.9	16.7				15.8	0.7	4.1
Shoes OMNI	2.9	5.8	4.6				4.6	1.8	3.0
Shoes E-COM	9.8	14.2	12.8				12.2	7.6	10.1
Shoes RETAIL	2.5	5.4	5.3				4.6	1.3	1.6
Discounter/ Off-Pirce OMNI	0.0	5.2	6.4				5.8	-3.7	1.3
Discounter/Off-Price E-COM	12.8	16.6	13.3				14.9	10.9	7.7
Discounter/ Off-price RETAIL	2.0	2.4	-0.6				0.9	0.3	2.2
Supercenter/ Warehouse Club OMNI	1.9	4.4	8.5				6.5	0.8	3.0
Supercenter/Warehouse E-COM	8.0	12.0	11.8				11.9	8.0	12.0
SupercenterWarehouse RETAIL	2.4	0.7	2.6				1.7	2.6	4.7
Durable/Category Killer OMNI	0.1	5.5	2.4				3.0	-1.3	1.7
Durable/Category Killer E-COM	23.3	34.8	21.6				28.5	24.3	25.0
Durable/ CategoryKiller RETAIL									
Décor/Furnishings OMNI	-0.8	6.3	0.9				3.6	-2.0	1.8
Décor/ Furnishings E-COM	15.0	22.5	11.2				22.9	21.8	25.5
Décor/ Furnishings RETAIL	-0.8	4.1	-0.8				1.7	-2.3	-4.0

Sales Pulse. Same-store Sales Trends 1997-2012

Bricks & Mortar Space

By Chain/Format

Mall-Based Retail

	Annual 2009	2010	2011	Qtrly Dec-2010	Qtrly Dec-2011		Jan-2012	Feb-2012	YTD 2011	2010-2012	2007-2009	Inflect 2005-2007	Boom 2002-2004	Recess 2001	Boom 1997-2000
Mall-based	**-2.07**	**4.88**	**4.65**	*5.21*	**4.33**		**1.7**	**4.7**	*3.19*	**4.24**	**-2.05**	**2.51**	**1.93**	**-1.06**	**4.34**
Mall Soft Goods	**-1.75**	**4.56**	**3.99**	*4.5*	**4.00**		**-0.18**	**3.63**	*1.72*	**3.42**	**-1.49**	**4.43**	**2.94**	**-1.71**	**4.96**
Apparel-Women's	**-3.87**	**5.01**	**3.46**	*4.6*	**3.38**		**-3.35**	**-1.15**	*-2.25*	**2.07**	**-4.06**	**1.87**	**1.55**	**-0.26**	**5.57**
Ann Taylor	**-30.0**	**19.3**	**-1.2**	*20.9*	**-11.0**					**9.05**	-21.9	-0.5	0.77	-5.20	-0.45
AT Loft	**-12.7**	**0.5**	**5.4**	*19.1*	**8.0**					**2.95**	-9.7	1.5	9.20	5.30	9.50
Anthroplogie (URBN)	**10.0**	**5.0**	**0.0**	*5.0*	**1.0**					**2.50**	7.7	4.3	12.00	-3.10	-2.25
Arden B (WTSLA)	**0.2**	**0.6**	**-13.0**	*8.5*	**-11.0**		**-12.7**	**-14.3**	*-13.50*	**-8.63**	-4.2	-3.8			
Banana Republic	**-9.0**	**3.0**	**-1.0**	*1.0*	**-2.0**		**6.0**	**12.0**	*9.00*	**3.67**	-7.4	-1.7	5.67	3.00	6.25
bebe	**-24.2**	**-2.3**	**8.4**	*0.0*	**9.6**					**3.05**	-17.9	0.8	-1.00	-2.50	12.58
Body Central	**4.9**	**14.9**	**11.3**	*14.8*	**6.8**					**13.10**	0.5	0.4	4.90		
Chicos	**6.1**	**6.4**	**8.2**	*1.0*	**8.7**					**7.30**	2.1	2.8	17.23	14.20	31.60
CHS: Chicos	**4.1**	**5.4**	**5.0**	*0.9*	**5.5**					**5.20**	0.3	3.3			
White House/Black Market	**10.8**	**8.4**	**14.5**	*1.2*	**15.4**					**11.45**	6.1	7.3			
Chris. & Banks	**-15.0**	**-1.0**	**-8.0**	*-1.0*	**-6.0**					**-4.50**	-10.7	2.0	-5.33	7.50	10.68
Cache	**-18.0**	**-2.3**	**8.0**	*-6.0*	**12.0**					**2.85**	-12.0	3.0	5.00	-0.20	5.00
Catherines (CHRS)	**-7.0**	**-2.0**	**-4.0**	*2.0*	**-2.0**					**-3.00**	-5.5	3.7	-0.67	6.80	6.60
Club Monaco (RL)	**7.2**	**12.0**	**17.0**	*12.0*	**17.0**					**14.50**	3.8	7.6	10.60	0.00	
Coldwater Creek	**9.0**	**-20.5**	**-14.0**	*-20.5*	**-11.4**					**-17.3**	2.6	4.0			
Destination Maternity (Mothers Work)	**-4.3**	**-5.1**	**-4.1**	*1.2*	**-4.1**					**-4.60**	-3.6	0.2	-0.80	-2.40	9.45
Express	**-6.0**	**7.0**	**6.0**	*8.0*	**5.0**					**6.50**	-3.1	-1.0	-1.67	-2.00	-3.25
Francesca's Collection	**9.8**	**15.0**	**15.2**	*14.5*	**14.1**					**15.10**	9.4	2.2	2.35		
Jones NY	**2.0**	**1.0**	**-8.0**	*2.5*	**-3.0**					**-3.50**	-2.2	-4.4	-3.07	-8.80	4.80
Lane Bryant (CHRS)	**-15.0**	**3.0**	**1.0**	*11.0*	**-1.0**					**2.00**	-11.5	-0.3	2.33	3.00	4.25
Michael Kors	**19.2**	**48.7**	**35.8**	*14.5*	**38.0**					**42.25**	16.6	14.5	5.00		
New York & Co.	**-12.0**	**1.6**	**-3.5**	*1.7*	**-6.8**					**-0.95**	-8.2	1.5	4.73	-5.00	2.00
Talbot's	**-19.0**	**-3.4**	**-9.0**	*-7.3*	**-5.0**					**-6.20**	-14.3	-0.5	-3.67	-5.50	5.60
Apparel-Men's	**-4.1**	**1.4**	**5.0**	*1.6*	**3.4**					**3.19**	**-3.73**	**1.76**	**2.45**	**-8.10**	**1.96**
Casual Male	**-10.8**	**0.0**	**2.1**	*1.0*	**0.8**					**1.05**	-6.5	4.7	1.93		
Casual Male (core CMRG/Rochester)	**-10.8**	**1.5**	**-7.9**	*2.9*	**-7.5**					**-3.20**	-5.0	4.7	1.93	0.00	
Destination XL (CMRG)			**12.1**		**9.0**					**12.10**					
Jos. A. Bank	**6.3**	**7.0**	**10.0**	*6.0*	**12.0**					**8.50**	7.1	6.0	9.80	-6.70	7.48
Men's Wearhouse	**-3.5**	**0.0**	**5.7**	*0.5*	**2.3**					**2.85**	-4.6	2.4	2.50	-8.70	7.13
Men's Wearhouse Core	**-4.0**	**1.0**	**9.1**	*2.0*	**9.3**					**5.05**	-3.7	3.9	7.80		
MW: K&G	**-1.9**	**-1.0**	**3.6**	*-2.0*	**-2.1**					**1.30**	-4.5	-1.7	6.50		
Apparel-Brands-Dual Gender	**-1.2**	**6.1**	**3.3**	*5.6*	**5.9**		**4.8**	**8.2**	*6.51*	**5.27**	**0.16**	**7.90**	**4.11**	**-3.81**	**2.66**
American Apparel	**-7.0**	**-14.0**	**0.0**	*2.0*	**7.0**		**15.0**	**11.0**	*13.00*	**-0.33**	4.3	26.3			
Calvin Klein-PVH	**-5.0**	**13.0**	**12.0**	4.0	**15.0**		**-11.2**		*-11.20*	**4.60**	-2.1	5.7	5.33	1.00	6.00
Citi Trends (Phat Farm)	**0.6**	**-23.5**	**-8.3**	*-10.7*	**-2.3**		**3.0**		*3.00*	**-9.60**	1.9	8.6	7.77	6.50	5.50
Eddie Bauer	**-15.0**	**18.0**	**-8.0**	*8.8*	**-1.0**					**5.00**	-9.5	0.6	-6.00	-15.40	-3.50
Esprit	**-2.4**	**-1.5**	**-10.0**	*-1.0*	**-6.0**					**-5.75**	2.3	12.4	5.93	2.50	7.70
The Gap	**-7.0**	**1.0**	**-3.0**	*-8.0*	**-4.0**		**-5.0**	**1.0**	*-2.00*	**-1.33**	-7.8	-5.7	3.67	-9.00	7.83
Guess (Full Price-US)	**5.3**	**-2.9**	**-3.5**	*-1.1*	**-5.0**					**-3.20**	4.9	12.0	5.33	-2.90	5.70
Heritage (PVH)	**-6.0**	**8.0**	**2.0**	*0.0*	**4.0**					**5.00**				0.00	#DIV/0!
Hilfiger (PVH)	**-4.0**	**3.0**	**10.0**	*0.0*	**12.0**					**6.50**	-1.9	4.4	-1.43	16.50	0.58
J. Crew	**4.1**	**4.0**	**3.0**	*-5.0*	**6.0**					**3.50**	2.3	9.2	4.30	-18.50	-0.23
Joe Jeans	**10.0**	**-7.0**	**0.0**	*-7.0*	**12.0**					**-3.50**	8.5				
Kenneth Cole	**-12.8**	**14.1**	**-5.0**	*14.1*	**-5.0**					**4.55**	-11.3	-5.3	-3.80	-14.70	15.50

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