



NRF[®]

2016
ANNUAL
REPORT

2016

ANNUAL
REPORT



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Get to Know the NRF Leadership

Kip Tindell

Hometown: Baton Rouge, LA

First Retail Job: Paint store stock boy

Favorite quote: "We don't have to ... we GET to."

Best advice someone has given you: 90% of what you need to learn lies outside of your organization.

Biggest win of 2016: Presenting the NRF Dream BIG Scholarship award to one of my employees at The Container Store.

Favorite moment from Retail's BIG Show: Moderating the Q&A for Colin Powell's "Diplomacy: Persuasion, Trust and Values" keynote address.

Looking ahead at NRF's future: As my time as chairman closes, I look forward to the opportunities and successes that lie ahead, both for NRF and the industry.

Matthew R. Shay

Hometown: Newark, OH

First Retail Job: Shoe stock boy

Favorite quote: "Success is stumbling from failure to failure, with no loss of enthusiasm."
– Winston Churchill

Best advice someone has given you:
No one ever accomplished anything great by themselves.

Biggest win of 2016: Putting a hold on the new overtime regulations.

Favorite moment from Retail's BIG Show: Raising \$1.6 million at the NRF Foundation Gala to support the next generation of retail.

Looking ahead at NRF's future: After a very long election year, NRF will continue to look for opportunities that provide value to our members and bolster the growth of the retail industry.



Kip Tindell

CHAIRMAN
NATIONAL RETAIL FEDERATION,
CHAIRMAN AND CO-FOUNDER
THE CONTAINER STORE

Matthew R. Shay

PRESIDENT AND CEO
NATIONAL RETAIL FEDERATION



GOVERNMENT OUTREACH

The Fights We Led

From leading the charge against drastic overtime regulations to pushing back on bank-issued swipe fees, NRF put retail front and center in important policy debates that impact the industry.

“In working together, we’re solving the retail industry’s political and policy problems every day.”

– David French, senior vice president of government relations, National Retail Federation



- 01** Representative Tom Cole, R-Okla., heard from small business owners about the challenges they face as retailers.
- 02** Retailers and other members of the Partnership to Protect Workplace Opportunity met with Representative Marc Veasey, R-Texas, to discuss overtime regulations.
- 03** Retailers and NRF staff met with administration personnel at the Office of Management and Budget to discuss overtime regulations.
- 04** Retailers met with Representative Rob Wittman, R-Va., a supporter of blocking the new overtime rule.

Overtime Threat Put on Hold

NRF led the business community in the battle against “too much, too soon” overtime regulations, educating lawmakers and leading retailers in meetings with the Office of Management and Budget. NRF co-hosted roundtables with lawmakers and helped generate 1,700 opposition letters to the administration. After the final rule was issued, NRF was quoted 86 times and mentioned more than 300 times over a 24-hour period in media outlets across the country, condemning the rule’s impact on retailers

“The overtime rule stops a kid like me from experiencing the first level of being a supervisor. It slows down the ability of kids trapped in poverty looking for a way out.”

– Senator Tim Scott, R-S.C.

large and small. In November, U.S. District Judge Amos Mazzant issued a preliminary injunction in a lawsuit brought by NRF, 21 states and dozens of business groups, putting a hold on implementation until the court can consider the rule and its implications.



8 in 10

RETAIL MANAGERS SAY THAT CUSTOMERS WOULD BE NEGATIVELY AFFECTED BY THE OVERTIME RULE



75%

OF RETAIL MANAGERS SAY THE OVERTIME CHANGES WOULD DIMINISH THE EFFECTIVENESS OF TRAINING



2/3

OF RETAIL MANAGERS SAY THE OVERTIME RULE WOULD DECREASE EMPLOYEE MORALE

Big Efforts Bring Big Wins for Retail

In 2016, NRF championed a number of legislative successes in tax reform including the depreciation and an extension of the Work Opportunity Tax Credit and the delaying of health insurance tax hikes and high-dollar health benefit plans for retailers. Separately, NRF was involved in the passing of the Fixing America's Surface Transportation Act and fought to include a port performance statistics program in the final bill, which is essential in addressing congestion issues at the nation's ports and increasing efficiency in retailers' supply chains.

“French fights hard for the retail industry and was on the front lines of the battle over the Labor Department’s new overtime rule.”

– *The Hill* newspaper on naming David French, senior vice president of government relations, National Retail Federation, a “Top Lobbyist” in 2016



- 01** Cynthia Whittenburg of the Office of Trade, Customs and Border Protection, Michael Singer of Macy’s and NRF VP of Supply Chain and Customs Policy Jon Gold participated in an international trade and supply chain meeting.
- 02** Representative Mike Fitzpatrick, R-Pa., met with retailers and David French, NRF senior vice president of government relations, during a meeting on Capitol Hill.
- 03** Representative Diane Black, R-Tenn., was one of the 304 members of Congress recognized as a “Hero of Main Street” by NRF.
- 04** U.S. Representative Ileana Ros-Lehtinen, R-Fla., greeted a small business owner on Capitol Hill as part of NRF’s Retail Advocates Summit.
- 05** Matthew Shay, NRF president and CEO, and Karen Katz, NRF board member and Neiman Marcus CEO, caught up with Representative Jackie Speier, D-Calif., at the QVC reception during the Democratic National Convention.

The Battle to Protect Consumers Continues

Improving credit and debit card security and protecting consumer privacy remain top priorities for NRF. In 2016, the rocky implementation of chip-and-signature cards supported NRF's concerns for the card industry's negligence and the system's lack of security. In a survey conducted with retail CIOs, CTOs and IT leaders, NRF found that retailers endured months of delay in using their chip readers and were faced with millions of dollars in unwarranted "chargebacks" for fraud. Despite the new implementation, NRF held strong on support of chip-and-PIN cards and their ability to better protect consumers against data breaches. Beyond chip-and-PIN, NRF helped win passage of legislation protecting businesses from liability when they share information about cyber threats with the government.

“Merchants have gotten slammed because they weren’t able to get certified, because the networks failed to provide the necessary resources to do that.”

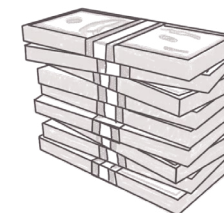
—Mallory Duncan, senior vice president and general counsel, National Retail Federation, *New York Times*



Representative Mike Conaway, R-Texas, meets with members of the Merchants Payments Coalition, which NRF chairs.

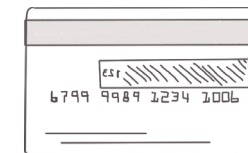
Retailers Push Back on Swipe Fees

Bank-issued swipe fees are the highest-paid employee for some retailers. In June, a controversial credit card swipe fee settlement opposed by NRF and thousands of retailers from across the country was thrown out by a federal appeals court, nearly three years after it was approved. NRF welcomed the ruling, saying, “Now it’s time to seek real reform” either in court or in Congress. NRF continued to be a key voice in educating lawmakers and key congressional staff, urging them to stand with American consumers and retailers, not big banks.



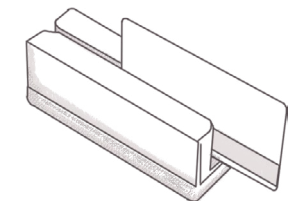
\$30B

IN SWIPE FEES FOR RETAILERS ANNUALLY



84%

OF CONSUMERS SAY THAT BIG CREDIT CARD COMPANIES SHOULDN'T SET PRICE-FIXED FEES



89%

OF CONSUMERS SAY SWIPE FEE LIMITS SHOULDN'T BE UNDONE

The Stories We Told

2016 proved to be another great year for retail storytelling. From the halls of the U.S. Capitol to states around the country, NRF made sure retail's voice was heard loud and clear.

“The best storytellers for the industry are the people that are working in it every single day.”

– Matthew Shay, president and CEO,
National Retail Federation



NRF Recognizes Legislators of the Year

Representative Peter Welch, D-Vt., and Senator Tim Scott, R-S.C., were named the NRF Legislators of the Year at the 2016 Retail Advocates Summit. Welch and Scott were chosen by NRF's Policy Council for their ongoing support of retail and for being true advocates and storytellers for the industry.

“It’s our retail folks ... that are such an anchor in the future of building communities.”

– Representative Peter Welch, D-Vt.



- 01** Senator Tim Scott, R-S.C., was named an NRF Legislator of the Year.
- 02** Senator Tim Scott, R-S.C., explained how his job in retail helped him overcome poverty.
- 03** Representative Peter Welch, D-Vt., spoke about retail’s impact on local communities.

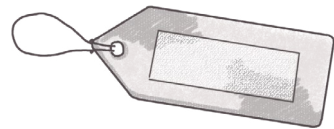
Advocates Take to Capitol Hill

In May 2016, retailers of all sizes rallied together in Washington at the Retail Advocates Summit. The event gave members the opportunity to meet face to face with their elected officials, tell their stories and talk about how Washington's policy decisions impact their

“Having your voice heard will help our legislators understand what’s important, so I would 100% encourage my peers to be doing the same thing I am doing.”

– Hillary Feder, small business owner and America’s Retail Champions award recipient

businesses. NRF honored America’s Retail Champions, those main street retailers who have gone above and beyond to advocate for retail, and members of Congress as Heroes of Main Street for their support of the industry and its millions of small businesses.



95

RETAILERS



37

STATES REPRESENTED



168

LEGISLATIVE MEETINGS



- 01** Ed Goeas, The Tarrance Group president and CEO, delivered a keynote address on policy issues to Retail Advocates Summit attendees.
- 02** Gary Cammack of Cammack Ranch Supply was honored as the 2016 America’s Retail Champion of the Year.
- 03** Matthew Shay, NRF president and CEO, and Hillary Feder, award recipient, at the America’s Retail Champions Awards reception.
- 04** Members of the Kentucky Retail Federation met with with Representative Andy Barr, R-Ky., Heroes of Main Street award winner.



Road Trip Brings Retail Stories to Life

The Retail Across America road trip continued to make its way across the country, hitting four states in 2016: New Hampshire, New Jersey, Maryland and Utah. The road trip crew interviewed retail CEOs and employees, small businesses and legislators and community leaders to hear firsthand how retail impacts their state. NRF produced 13 videos showing how retailers large and small are creating jobs, driving innovation and giving back to the communities they serve.

- 01** The Retail Across America crew celebrated World Wish Day at a Toys "R" Us in New Jersey.
- 02** Hallie and Mark Burrier outside of Treaty General Store, one of three shops they own in Maryland.
- 03** Kerri Martin founded Second Life Bikes in New Jersey to teach students in the community about building and repairing bikes.
- 04** Brothers Brad, Grant and Scott Benson in the lumber yard of Benson Lumber & Hardware in New Hampshire.
- 05** Scott and Karen Pynes outside their Utah-based garden store.



5,000
MILES TRAVELED



16
CITIES VISITED



25
RETAILERS INTERVIEWED

D.C. Retail Gets a Night Out

In celebration of Small Business Week, the second annual Retail's Night Out was held in May and brought over 2,000 people to the park at CityCenterDC to shop 26 retail pop-ups. The evening highlighted the value that retailers, especially small businesses, bring to people living "inside the Beltway" and further elevated retail's image in Washington, D.C., as a powerful social and economic engine. A VIP reception hosted Beltway influencers, industry advocates and small business owners. May 4 was also officially proclaimed "Retail's Night Out in the District of Columbia" by the D.C. City Council.



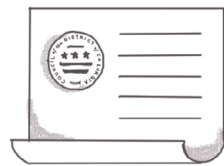
2,000+

VISITORS AT THE PARK
AT CITYCENTERDC



26

PARTICIPATING LOCAL AND
NATIONAL POP-UP SHOPS



1

"RETAIL'S NIGHT OUT" PROCLAMATION
BY THE D.C. CITY COUNCIL



- 01** Retail's Night Out welcomed the D.C. public to enjoy a night of shopping and eating from local food trucks.
- 02** Matthew Shay, president and CEO of the National Retail Federation, with Allison Shay and John and Adrienne Scribner.
- 03** Nicholas Karnaze, small business owner and Marine veteran, at his pop-up shop.
- 04** Pop-up shops ranged from apparel, stationary and home décor to food and beverage.
- 05** Kori Hill, small business owner, sold jams and fruit ketchups at her pop-up shop.
- 06** Retail fact signs lined the park at CityCenterDC.



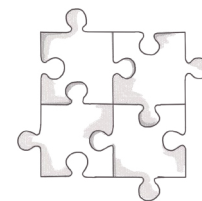
CONFERENCES AND EVENTS

The People We Brought Together

With powerful content and one-of-a-kind networking opportunities, NRF events gave retailers, industry experts, thought leaders and solution providers the chance to connect with one another, experience the latest retail technologies and hear from some of the brightest in the industry.

“We’re here to celebrate retail’s successes, to talk about our challenges and to work together to seize the tremendous opportunities that lie ahead.”

– Matthew Shay, president and CEO, National Retail Federation



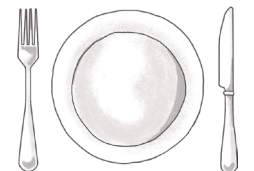
18,000

MEMBERS



45+

COUNTRIES REPRESENTED



41,000+

ATTENDEES AT CONFERENCES AND NETWORKING DINNERS

Colin Powell and More Inspire at Retail's BIG Show

In another groundbreaking year, 2016 drew more than 33,000 people from 94 countries to the Javits Center in New York City for NRF's annual convention. Thought leaders including Colin Powell, former secretary of state and retired four-star general, and Kenneth I. Chenault, chairman and CEO of the American Express Company, took the stage along with retail influencers Kevin Plank, founder and CEO of Under Armour, and Paul Gainer, EVP of Disney Retail at the Disney Company. The show's Retailer Meet-ups brought together over 200 top-name retailers to network with their peers, and more than 550 solution providers presented technology across 229,000 square feet in the EXPO Hall.

“Over the years, it’s evolved as a show. You have to be here because this is where it’s happening.”

– Stormy Simon, former president, Overstock.com



33,000+
INDUSTRY PROFESSIONALS



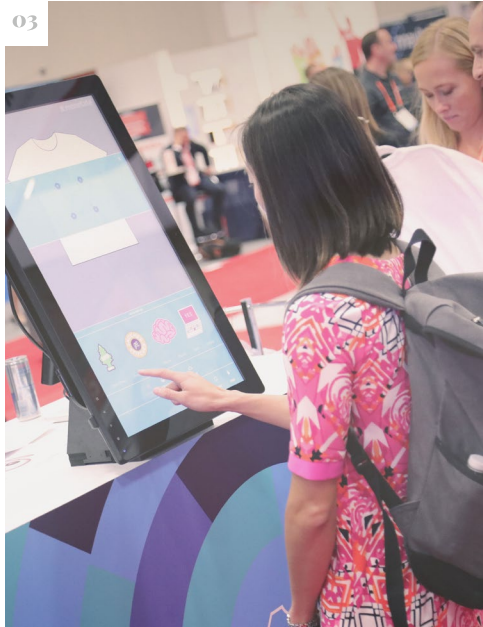
3,326
RETAIL COMPANIES REPRESENTED



87 of the **100**
RETAIL COMPANIES IN ATTENDANCE



- 01** Colin Powell delivered a message of respect and valuing others in his keynote address.
- 02** Under Armour founder and CEO Kevin Plank spoke about the brand's digital technology strategy.
- 03** Solution providers exhibited technology across 229,000 square feet in the EXPO Hall.
- 04** Attendees refreshed, relaxed and recharged at the Retail Across America Rest Stop.
- 05** Terry Lundgren, Macy's chairman and CEO and former NRF chairman of the board, sat down with Kenneth Chenault, American Express chairman and CEO, on the BIG Show stage.



- 01** New in 2016, NRF hosted a block party for attendees to enjoy fun Dallas activities.
- 02** Reshma Saujani, founder and CEO of Girls Who Code, delivered a keynote address at the event.
- 03** Attendees took to the EXPO floor to experience the future of technology in retail.
- 04** Shinola President Jaques Panis sat down with Jason Goldberg, Razorfish SVP of Commerce and Content Practice, to talk digital storytelling.

Retail's Top Minds Explore the Future of E-Commerce at Shop.org

The conversations, sessions and technologies at the Shop.org Digital Summit in Dallas brought together more than 5,000 digital and multichannel professionals. With an educational program that focused on everything e-commerce, including marketing, user experience, omnichannel and social and mobile tactics, attendees explored evolving digital trends and strategies. New in 2016, 100 executives attended the Women's Luncheon for a mix of education and networking, and the NRF and Forrester Research Analyst Breakfast attracted more than 100 retailers for an exclusive program featuring Forrester Research, Facebook, Google and Pinterest.

“The collaboration and exchange of diverse ideas and thoughts that will occur amongst this community has never been more important.”

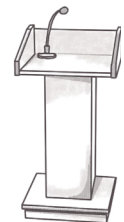
– Mindy Grossman, CEO, HSNi



5,000+
INDUSTRY PROFESSIONALS



565
RETAIL COMPANIES REPRESENTED



129
SPEAKERS

Protection is LP Professionals' Top Priority

On the heels of a complete rebranding, NRF PROTECT drew more than 2,500 retail professionals to Philadelphia, speaking to loss prevention professionals' core mission of protecting their people, assets and brands. Key speakers included Ted Koppel, legendary anchor of ABC News' "Nightline", and former NFL quarterback and ESPN analyst Ron Jaworski. The show included an Executive Afternoon program led by General Michael Hayden, former director of the NSA and CIA, and was attended by more than 100 senior retail loss prevention executives.

"NRF PROTECT is the most prestigious event in the industry."

– Karl Langhorst, director of loss and prevention, The Kroger Co.

Retailers Nourish Mind and Body at Regional Dinners

NRF is everywhere thanks to the Regional Dinner program; nearly 500 retailers attended 19 networking dinners in cities across the United States and Canada.



- 01** Legendary ABC News anchor Ted Koppel spoke to NRF PROTECT attendees about his global experience as a journalist.
- 02** Loss prevention professionals enjoyed themed receptions, expert-led roundtable discussions and working lunches at NRF PROTECT.
- 03** Digital retailers enjoyed a Regional Dinner in Seattle to share insights and grow as a community.
- 04** A Regional Dinner attendee found his inner "Experience Ninja" — an NRF persona for website designers.

The Futures We Shaped

In 2016, the NRF Foundation created growth opportunities for current and aspiring retail employees through education and scholarships and offered a wide variety of resources, tools and experiences to support and promote the value of working in the industry.

“There are so many people in retail who all got to a point because someone helped them get there, and that is what the NRF Foundation is about.”

– Ellen Davis, senior vice president of research and strategic initiatives, National Retail Federation, and executive director, NRF Foundation



NRF Foundation Gala Raises \$1.6 Million

NRF hosted the second annual NRF Foundation Gala in January, where hundreds of retail executives joined co-hosts Mindy Grossman and Kip Tindell in New York City for a celebration of the imagination, inspiration and innovation at work in the industry. The evening raised over \$1.6 million and honored 25 people chosen for The List of People Shaping Retail's Future — the disruptors, dreamers, givers, influencers and power players of today who are making a true impact on the future of retail.

“It’s such a wonderful opportunity to celebrate the very best of what retail represents.”

– Laysha Ward, executive vice president and chief corporate social responsibility officer, Target



- 01** “Power Players” on The List of People Shaping Retail’s Future included Stormy Simon, former president of Overstock.com; James Rhee, executive chairman and CEO of Ashley Stewart; Michelle Gass, chief merchandising and customer officer with Kohl’s; Gary Friedman, chairman and CEO of Restoration Hardware; and Mary Dillon, CEO of Ulta Beauty.
- 02** List honoree Tory Burch and Terry Lundgren, Macy’s CEO and NRF board member, presented the Next Generation Scholarship award.
- 03** Danielle Nicole founder Danielle DiFerdinando was honored on The List as a “Dreamer.”
- 04** Ellen Davis, executive director of the NRF Foundation, with Joy Mangano, Host Committee member.
- 05** Kip Tindell, The Container Store chairman and co-founder, and Mindy Grossman, HSNi CEO and chairman of the NRF Foundation board, co-hosted the gala.
- 06** Laysha Ward, Target executive VP and chief corporate social responsibility officer, and Moziyah Bridges, founder of Mo’s Bows, were among the list of honorees.



- 01** Casey Gerald, co-founder and CEO of MBAs Across America, gave a keynote address to students about the importance of having a purpose.
- 02** Mindy Grossman, HSNi CEO and chairman of the NRF Foundation board, chatted with Sarah Kendzior, Next Generation scholar and Kohl's associate.
- 03** The crowd of students filled the room during the Executive Mentor Session.
- 04** University of North Texas students won the Student Challenge scholarship at the Student Program.
- 05** Students met with HR professionals for a resume workshop.

Student Program Connects and Inspires the Next Generation

The 2016 Student Program at Retail's BIG Show was the largest yet. For the first time, the program was held at the Javits Center in New York City, bringing together 450 students from 60 NRF university member schools. With an expanded agenda, students were given more opportunities to hear from retail executives and meet more recruiters than ever before. The program included keynotes by former Donna Karan International SVP of Global Communications Aliza Licht and MBAs Across America CEO and co-founder Casey Gerald, and discussion panels with HSNi CEO and Chairman of the NRF Foundation board Mindy Grossman, HSNi President and CMO Bill Brand, Blue Mercury CEO Marla Beck and Belk CEO Tim Belk.



60%

OF STUDENTS ATTEND THE STUDENT PROGRAM TO FIND A JOB OR INTERNSHIP



70%

OF STUDENTS HAVE MORE CONFIDENCE IN PURSUING A CAREER IN RETAIL AFTER ATTENDING



73%

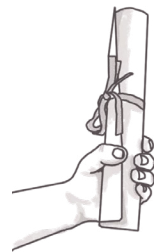
OF ATTENDING STUDENTS GAVE THEIR RESUME TO A RECRUITER

NRF Foundation Awards 500+ Scholarships

The NRF Foundation awarded 540 scholarships valued at over \$1.6 million to students, educators and retail employees looking to enhance their education and careers in retail. Awards were given through the Next Generation, Rising Stars, Dream BIG and Ray Greenly scholarships and the Student Challenge Competition. With a new goal of strengthening retailer engagement, the Ray Greenly Scholarship saw a 42 percent increase in the number of applicants and attracted more than 100 undergraduate and graduate students studying everything from marketing to economics.

“Receiving the Dream BIG scholarship means that I am able to finally pursue and achieve a degree.”

– Lori Savage, item setup specialist, The Kroger Co., and 2016 Dream BIG scholarship recipient



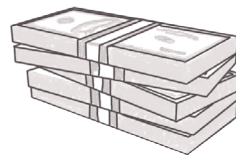
6

UNIQUE SCHOLARSHIP PROGRAMS



540

SCHOLARSHIPS



\$1.6 M

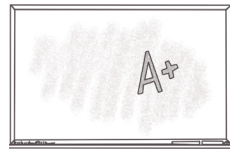
AWARDED TO STUDENTS, EDUCATORS AND RETAIL EMPLOYEES



- 01** Mississippi State University student Emma Jumper was the top recipient of the Next Generation scholarship.
- 02** Shandace Lerma, Nordstrom recruiting analyst and Dream BIG scholarship recipient, with fellow employees.
- 03** Students competed for the Student Challenge scholarship at the Student Program at Retail’s BIG Show.
- 04** Kip Tindell, The Container Store chairman and co-founder, and Mindy Grossman, HSNi CEO and chairman of the NRF Foundation board, with the 2016 Next Generation scholarship finalists.

College Professors Go Back to School

In August 2016, nearly 200 professors from 150 universities across the country gathered in New York City for the NRF Foundation's second annual Retail's Academic Symposium. Educators heard from top retail leaders and learned about the triumphs and challenges facing today's retail landscape. Executives from HSNi, Ashley Stewart, Walmart, Kohl's Department Stores, Under Armour and Urban Outfitters spoke about their vision for the future of retail and gave insights into the skills they are looking for when hiring graduates.



200

EDUCATORS



150

UNIVERSITIES REPRESENTED



37,000+

STUDENTS TAUGHT BY PROFESSORS IN ATTENDANCE



- 01** Mindy Grossman, HSNi CEO and chairman of the NRF Foundation board, spoke to attendees.
- 02** Matthew Shay, NRF president and CEO, at Retail's Academic Symposium.
- 03** Marketing and communications professors conversed about industry trends.
- 04** Bryan Kaminski, university recruiting and programs manager at Under Armour, gave a presentation on undergrad talent and recruiting.
- 05** Attendees heard from a panel of retail professionals talking about the skills they look for when recruiting talent.



I N N O V A T I O N

The Innovation We Drove

In recognizing the paramount importance of innovation for retailers, NRF brought together experts and thought leaders, showcased cutting-edge products and created conversations on evolving trends and technologies in retail.

“It’s professionals from our community who have developed and implemented the technology that continue to drive the e-commerce evolution.”

– Matthew Shay, president and CEO,
National Retail Federation

Retail's Most Innovative Leaders Share Ideas and Solutions at NRFtech

NRFtech 2016 explored the latest innovations in customer engagement. The event attracted retail CIOs, CMOs and other high-level IT executives from the United States and abroad. Highlights included Future Laboratory CEO Trevor Hardy, the Women in IT breakfast and the "Tour of the Possible," featuring 17 startups that are disrupting digital retail, finding new ways to test ideas and differentiating themselves through brand experiences.

“Where else would you be able to find this many retail CIOs to be able to talk to at one venue?”

– John Zavada, senior vice president and chief information officer, Petco

BIG Show Attendees Experience New Wave of Retail Tech

Since its inception, the Innovation Lab at Retail's BIG Show has been about products and technologies that inspire brands to innovate and customers to buy. In 2016, the Innovation Lab allowed attendees to see, touch and experience cutting-edge technology: From wearables and smart technology to robotics and 3D printing, exhibitors featured innovations that are defining the future of retail.



- 01** Vicki Cantrell, NRF SVP of Communities and executive director of Shop.org, welcomed NRFtech attendees from the stage.
- 02** Exhibitors at Retail's BIG Show showed off virtual reality technology.
- 03** Startups presented on stage at NRFtech during the Tour of the Possible.
- 04** Startup founders showed off products and solutions during the Tour of the Possible at NRFtech.
- 05** Attendees experienced cutting-edge technology at the Innovation Lab at Retail's BIG Show.



- 01** Oleg Vyadro, CEO of Startup of the Year finalist imageSurge.
- 02** Richard Lee, CEO of Startup of the Year finalist Netra Inc.
- 03** Nicky Jackson, RangeMe CEO and founder.
- 04** Vicki Cantrell, NRF SVP of Communities and executive director of Shop.org, presented the Shop.org Digital Commerce Startup of the Year award to online marketplace RangeMe.

Digital Disruptors Vie for Startup of the Year

Back and bigger than ever, Shop.org hosted the second annual Startup of the Year competition at Retail's Digital Summit in Dallas, looking for the most promising rising stars in the retail world. A team of venture capitalists, prominent retailers, industry analysts and Shop.org board members selected RangeMe as the company with the biggest potential to transform the shopping experience, awarding the online marketplace a \$20,000 prize.

“The successful group of finalists and winners for this award today and in the past is a great testament to Shop.org recognizing the fact that startups are the future, and where new ideas are breeding.”

– Nicky Jackson, CEO and founder of Shop.org Startup of the Year RangeMe

The Places We Travelled

NRF's executives connected with members and spoke on behalf of the industry around the world.



**February
12-17**

NRF President and CEO Matthew Shay addressed an audience of 200 attendees at the shop.kiwi forum in New Zealand.



**October
16-17**

NRF SVP and General Counsel Mallory Duncan, NRF Senior Policy Counsel VP Paul Martino, NRF President and CEO Matthew Shay and a delegation of top retailers travelled to Brussels, Belgium, to meet with U.S. Ambassador to the European Union Anthony Gardiner, senior members of the U.S. Mission and key officials of the European Commission to talk data security.



**October
18-19**

NRF President and CEO Matthew Shay met with Ian McGarrigle, founder and chairman of the World Retail Congress, in London to discuss global challenges for the industry and partnership opportunities.

The Resources We Provided

In 2016, NRF focused on expanding industry research that provides members with resources to grow and operate their businesses, learn about key policy issues and identify evolving trends within the industry. Additionally, NRF released more than 30 consumer surveys focused on topics ranging from holiday spending to EMV-card adoption.



Overregulation: Burdening America's Small Retailers established the importance of small businesses in our communities and economy and assessed the threat overregulation has on the future of this important group of businesses.

Trans-Pacific Partnership Agreement Holds Potential for Retailers and American Families outlined the many benefits to U.S. consumers and the economy that would result from an approval of the Trans-Pacific Partnership Agreement legislation.

The National Retail Security Survey and Organized Retail Crime Survey addressed the impact of shrinkage on the retail industry.

The State of Retailing Online captured digital trends and developments amongst retailers, as well as surveyed retail payment professionals to examine payment-related issues that the industry faces.

The Conversations We Led

From providing industry and consumer data to forecasting retail sales, NRF highlighted the industry's impact on the economy.

“The primary purpose of our forecasts is to provide a reasoned, intelligent projection that increases the odds of understanding what’s to come, and to establish a general sense of the future economic landscape.”

– Jack Kleinhenz, chief economist, National Retail Federation



NRF Councils, Committees and Task Forces

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