

THE FUTURE OF RETAIL

THE FUTURE OF RETAIL IS CHANGING.

- **Customer preferences** are rapidly evolving driven by demographic shifts (the Millennials will represent 50% of the global workforce by 2020), new and emerging trends and changing tastes.
- The globalization of media and popular culture, has been accompanied by the **globalization of retailers, fashion, and the latest trends** in consumer culture.
- The internet and more recently mobile technologies and new and innovative business models are driving enormous disruptions and **challenging traditional business models** and the status quo.
- To survive and better yet thrive, **WE NEED A PLAN.**

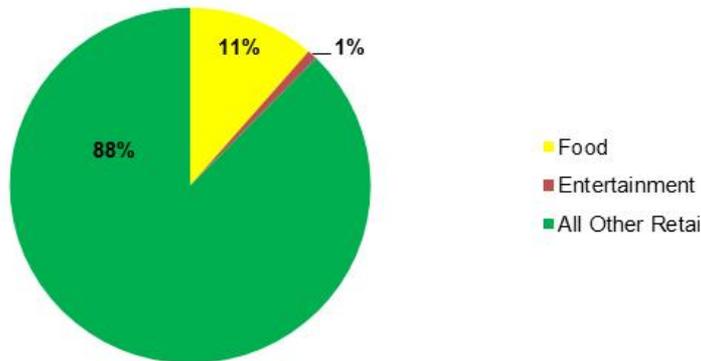
CORE ASSET RE-INVESTMENT



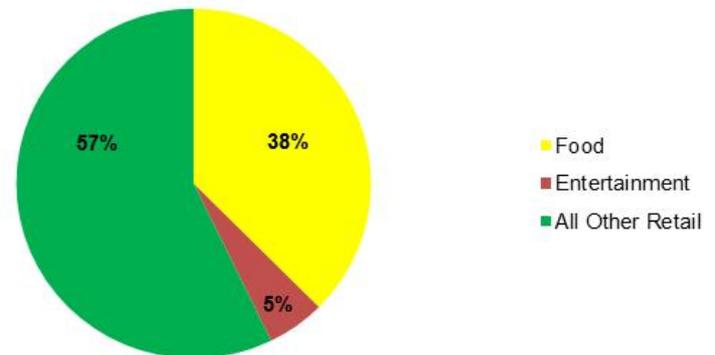
FOOD, BEVERAGE AND ENTERTAINMENT

- Forrester Research predicts \$39.9 billion of on-line sales in Canada by 2019, equivalent to 58.2 MSF increase in inventory, or 10.1%.^[1]
- Historically, Oxford has successfully focused on best-in-class environments (the physical plant) coupled with the premiere fashion merchandising –this has been a winning strategy, but its scope and bandwidth of offering is too narrow for today’s landscape.
- Future success necessitates grabbing a bigger share of the HH wallet, organized around fortress assets that are engaging and offer a range of experiences.

Oxford Retail Sales Breakdown



Canadian Retail Sales Breakdown



Source: Statistics Canada, Environics Household Expenditure Potential Report

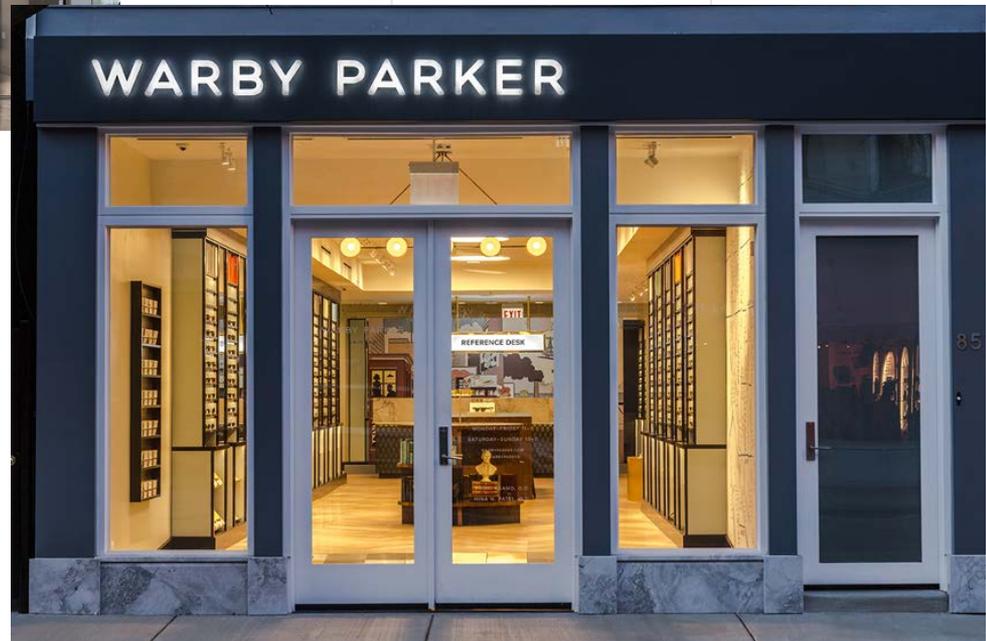
Note:

^[1] Assuming estimated Canada ICSC productivity of \$810 PSF by 2019.

TARGETING FLAGSHIP EXPERIENTIAL BRANDS

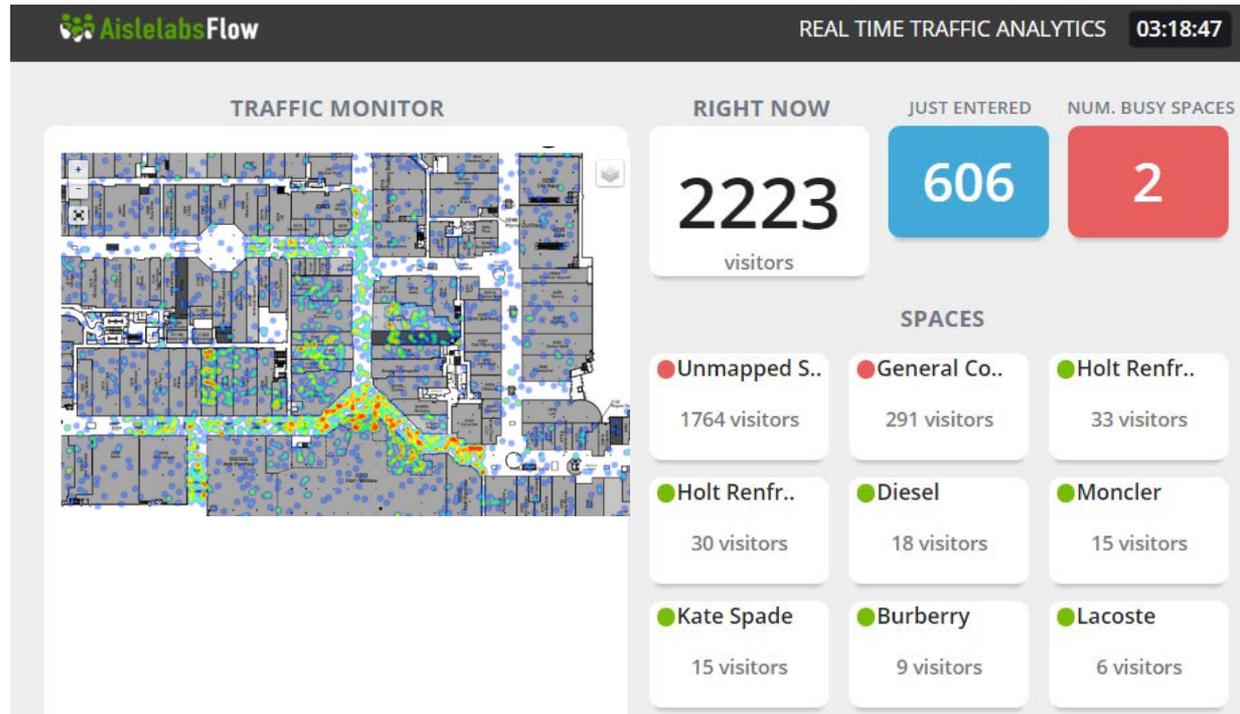


TARGETING PURE PLAY BRANDS



ANALYTICS – DATA DRIVEN DECISIONS WITH MEASURABLE RESULTS

- Shopper Insights
- Retailer Insights
- Optimal Tenant Mix
- Measurable Marketing Initiatives
- Operational Efficiencies



QUESTIONS

- #1 As you increase your GLA in Food, Beverage and Entertainment across the Oxford retail portfolio could you elaborate on how you are executing on this strategy.**
- #2 The expansion of luxury retailers continues to be a growing trend internationally and Oxford has taken on a lead role in bringing these brands to Canada. Could you elaborate on your dealings with these brands and the partnerships that have formed?**
- #3 You mentioned you are rolling out analytics throughout your retail assets. Can you provide some examples on how you see this changing how you manage your business?**
- #4 You earlier spoke about pure play retailers as you target and open them in your malls. Another growing trend is the popup stores. Do you have a strategy to incorporate them in your malls?**