2020
national retail
SECURITY SURVEY

NRF® NATIONAL RETAIL FEDERATION® | APPRISS® RETAIL

Table *of* Contents

NRF NATIONAL RETAIL FEDERATION

IN PARTNERSHIP WITH: APPRISS RETAIL

Introduction *and* Key Findings

Loss prevention continues to meet challenges on all fronts, from highly skilled cybercriminal operations to solo shoplifters who nimbly pocket low-value items. Overall, risk is becoming more of a priority to retailers, and that cuts a broad swath: ecommerce, return fraud and internal hazards. All areas have seen increases in prioritization from retailers, particularly in organized retail crime, cybercrime and ecommerce fraud.

Clearly, there is a lot at stake.

The 2020 National Retail Security Survey finds shrink at an all-time high, accounting for 1.62% of a retailer's bottom line — costing the industry $61.7 billion. It cuts deeply across the industry too, with seven in 10 reporting a shrink rate that exceeds 1%.

It is a small wonder, then, that respondents say their organizations are devoting more resources to fight shrink in the coming year, with a majority of those enhancements coming in technology investments.

While shrink impacts every aspect of a retailer's operations, most of the prevention falls to LP. In fact, retailers lean heavily on LP when it comes to shoplifting; 82.6% of respondents say non-LP store personnel cannot make shoplifting apprehensions.

LP professionals are using the latest technology tools — like point-of-sale analytics — and some tried-and-true methods like new hire orientations and anonymous hotlines.

But they are faced with evolving threats. They worry about the impact of societal changes — such as addictions and mental health, as well as bail reform — and an omnichannel array of opportunities, from pinching something in a dressing room to sophisticated gift card fraud. While the 2020 NRSS focuses on the previous year's data, this year has certainly brought new challenges and uncertainties as well, from health concerns related to COVID-19 to societal unrest.

LP professionals are more than ready to meet those evolving challenges, even if their own departments need to develop new skillsets. In some cases, though, they are an underused resource when it comes to facing a new threat of cybercrime.

A NOTE ABOUT THE SURVEY

The 2020 National Retail Security Survey features data from FY 2019. As with the 2019 survey, it features forward-thinking results and actionable items. The survey occurred in the midst of the COVID-19 shutdowns and respondents' answers on priorities and expectations around budget cuts may reflect that uncertainty. Also worth noting: Changes in respondents' company sector year-over-year might account for some data fluctuations.

USE OF "AVERAGE" AND "MEDIAN"

Where logical, the data references both the "average" and "median" results. The two are not interchangeable. Including both affords readers the opportunity to benchmark their own results to the aggregated survey.

- AVERAGE: The number calculated by adding quantities together and then dividing the total by the number of quantities.
- MEDIAN: The middle value in a series of values arranged from smallest to largest.
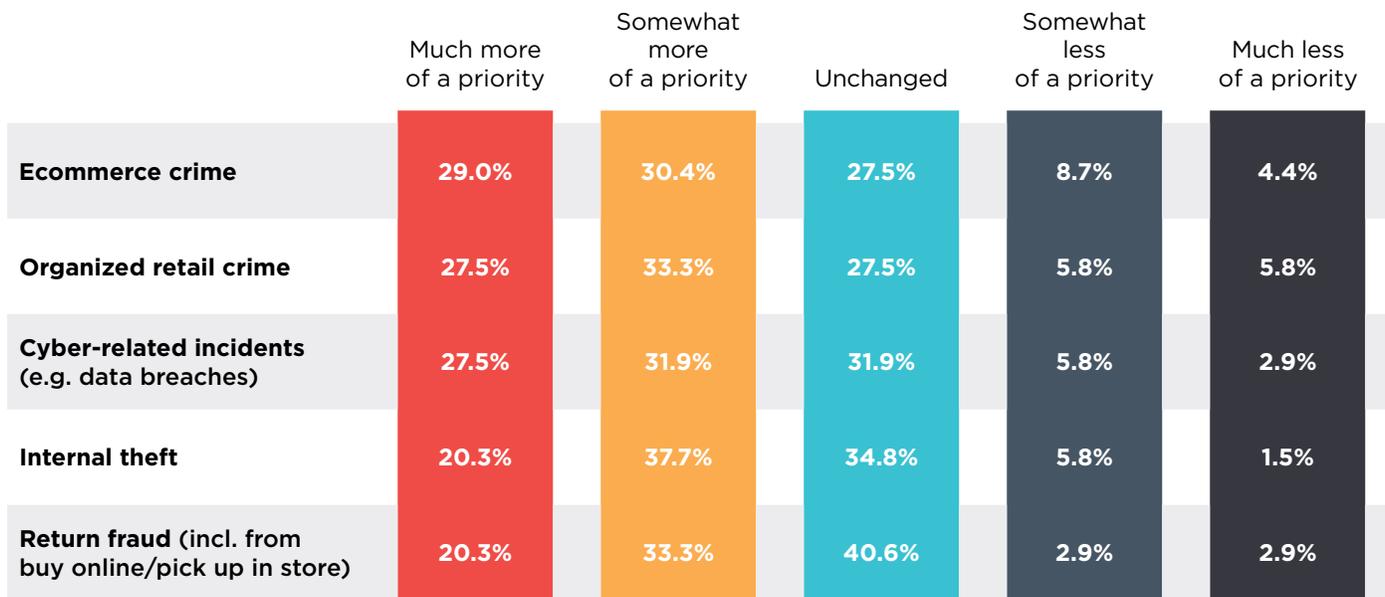
Areas of Increased Focus

Over the past five years, retailers have increased their focus on all types of risk, respondents say. Ecommerce, organized retail crime and cyber crime in particular are increasingly important to retailers.

Please indicate whether or not the following risks and threats have become more or less of a priority for your organization in the last 5 years.

	Much more of a priority	Somewhat more of a priority	Unchanged	Somewhat less of a priority	Much less of a priority
Ecommerce crime	29.0%	30.4%	27.5%	8.7%	4.4%
Organized retail crime	27.5%	33.3%	27.5%	5.8%	5.8%
Cyber-related incidents (e.g. data breaches)	27.5%	31.9%	31.9%	5.8%	2.9%
Internal theft	20.3%	37.7%	34.8%	5.8%	1.5%
Return fraud (incl. from buy online/pick up in store)	20.3%	33.3%	40.6%	2.9%	2.9%

NRF NATIONAL RETAIL FEDERATION | IN PARTNERSHIP WITH: APPRISS RETAIL

NEW THREATS AND EMERGING AREAS OF CONCERN

"*"Increasing boldness on the part of shoplifters due to bail reforms and criminal justice reforms"*

"More attempted theft without fear of consequences"

"Gift card scams"

"Merch theft in fitting rooms"

"Self-checkout, mobile checkout"

"The frequency of phone scams is way up, including activation of gift cards"

"Opioid addiction, mental health challenges and economic conditions""

Still, these categories are not the only types of risk that LP professionals are facing. There are a number of emerging concerns.

When asked for their top five priorities in the coming year, many of the responses coalesced in a few areas:

INVESTING IN TOOLS

- Remote monitoring technology
- Upgraded POS systems and exception reporting
- Refund history tracking programs

REVISING AND UPDATING PLANS

- Enterprise Risk Management planning
- Risk/vulnerability assessments
- Physical security updates

INCREASING TRAINING

- Workplace violence awareness and training
- Active shooter programs

FIGHTING FRAUD

- ORC identification
- Ecommerce fraud
- Returns/refund fraud

Inventory Shrinkage

AVERAGE OF 1.62%, HITS ALL-TIME HIGH

After years of relative stability, the shrink rate jumped to an all-time high in FY 2019. Roughly seven in 10 reported a shrink rate of 1% or higher, compared with slightly more than half in FY 2018. Almost twice as many reported shrink rates of 3% or higher.

QUESTION TO CONSIDER «

What is your company's shrink percentage and how much can you reduce that in the coming year?

For fiscal year 2019, what was your company's inventory shrinkage percentage (%) calculated at retail?

	FY 2019	FY 2018	FY 2017	FY 2016
3% and higher shrink	18.2%	10.9%	9.1%	9.0%
Between 2% and 2.99%	9.1%	14.5%	10.9%	14.1%
Between 1.5% and 1.99%	15.2%	10.9%	12.7%	17.9%
Between 1.25% and 1.49%	7.6%	10.9%	9.1%	9.0%
Between 1% and 1.24%	19.7%	3.6%	16.4%	7.7%
Between .50% and .99%	16.7%	21.8%	20.0%	24.4%
.49% and below	13.6%	27.3%	21.8%	17.9%
AVERAGE	1.62%	1.38%	1.33%	1.44%
MEDIAN	1.27%	1.00%	1.06%	1.20%

With multiple channels available to consumers and fraudsters, in-store-only sales continue to be the area where the greatest increase in fraud is occurring.

FRAUD OCCURS ACROSS ALL CHANNELS AND RESPONDENTS WERE MIXED IN WHERE THEY'RE SEEING THE GREATEST INCREASE OF FRAUD, BUT ANSWERS AGAIN LEANED TOWARD IN-STORE SALES

Where have you noticed the greatest increase in fraud occurring?

IN-STORE-ONLY SALES

49.3%

ONLINE-ONLY SALES

26.1%

MULTICHANNEL SALES
(for example, buy online, pick up in store)

18.8%

LP Staffing *and* Budgets

Investments in staff and technology tools continue to hold steady, with about seven in 10 retailers adding resources to address risks. Technology continues to be the area of greatest increase, with about twice as much investment in that area as in new staff resources.

Is your company allocating additional resources to address risks this year?

	NRSS 2020	NRSS 2019
Yes, technology resources	52.2%	55.6%
Yes, staff resources	26.1%	28.6%
Yes, other budget resources	29.0%	34.9%
No	31.9%	31.8%

FY 2019 was difficult for LP departments and budgets. The number of retailers reducing investments in LP topped three in 10 — up from one in four in the 2019 survey. A scant 1.5% anticipated significant growth of 20% or more in the coming year. But budget cuts have been much less draconian than in 2017 and 2018, with only 3% expecting the most significant cuts. In the 2017 and 2018 NRSS reports, that category of cuts approached 8%.

Compared with last year, is your LP budget in 2020 increasing, decreasing or remaining the same?

	NRSS 2020	NRSS 2019	NRSS 2018	NRSS 2017	NRSS 2016	NRSS 2015
Increasing significantly (20% or more over 2019 levels)	1.5%	4.8%	3.2%	4.8%	12.3%	1.4%
Increasing somewhat (1% to less than 20% over 2019 levels)	34.8%	39.7%	33.3%	30.2%	30.8%	38.0%
Remaining flat	33.3%	31.8%	42.9%	33.3%	24.6%	36.6%
Decreasing somewhat (1 to 20% LESS than 2019 levels)	27.5%	19.1%	12.7%	23.8%	30.8%	22.5%
Decreasing significantly (Over 20% LESS than 2019 levels)	2.9%	4.8%	7.9%	7.9%	1.5%	1.4%

NRF NATIONAL RETAIL FEDERATION® | IN PARTNERSHIP WITH: APPRISS RETAIL

When it comes to hiring, most expect no changes in staff — which aligns with the earlier question about additional resources. Some 55% said they expected no changes in 2020, while about three in 10 expected to add staff. Most hopeful, however, is news that decreases are down.

Only about 14.5% expect staff reductions, compared with 25.4% in last year's report. Another bright spot: The number of retailers expecting to significantly grow their staff continues to rise.

Compared with last year, are your LP teams in 2020 growing, decreasing or remaining the same in regards to number of employees?

	NRSS 2020	NRSS 2019	NRSS 2018	NRSS 2017
Growing significantly	5.8%	4.8%	3.2%	3.0%
Growing somewhat	24.6%	31.8%	33.3%	20.9%
Remaining flat	55.1%	38.1%	44.4%	55.2%
Decreasing somewhat	8.7%	15.9%	11.1%	17.9%
Decreasing significantly	5.8%	9.5%	7.9%	3.0%

Those who are able to add staff are looking for very specific skills, especially analytical abilities. Interviewing and emotional intelligence skills are either less needed or already in place for today's LP teams. In the case of

cybersecurity skills, however, it might be related to a lack of collaboration with cybersecurity teams, as the report later shows.

What skills do you believe you need more of in your loss prevention department for your programs to be successful or grow?

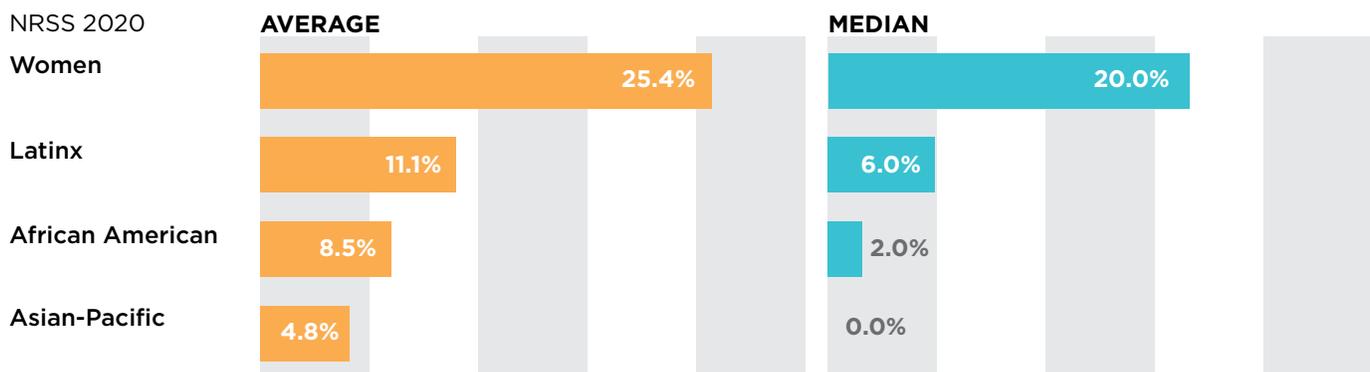|	NRSS 2020	NRSS 2019
Analytical	75.4%	61.9%
Leadership	37.7%	28.6%
Investigative	36.2%	34.9%
Computer skills	36.2%	33.3%
Cybersecurity	31.9%	39.7%
Emotional intelligence	21.7%	28.6%
Interviewing	18.8%	15.9%
Other (please specify)	7.3%	4.8%

Other skills included technology, building relationships with local police departments, being forward-thinking and the ability to prioritize.

LP Staffing *and* Budgets

A DIVERSE WORKFORCE

Loss prevention continues to benefit from the many backgrounds and viewpoints of those who work in the field.

What is the percentage of the following groups in positions of LP manager and above?

NRSS 2020

	AVERAGE	MEDIAN
Women	25.4%	20.0%
Latinx	11.1%	6.0%
African American	8.5%	2.0%
Asian-Pacific	4.8%	0.0%

NRF **NATIONAL RETAIL FEDERATION** | IN PARTNERSHIP WITH: **APPRISS RETAIL**

LP Systems *and* Programs

POS analytics remains the biggest system in use, deployed by 56.5% and expected to be implemented or piloted this year by another 18.8%. It also was the most widely used tool in the 2019 survey.

For threat prevention purposes, has your company implemented any of the following LP-related emerging technology countermeasures?

2020 NRSS

	POS analytics	Solution provider video analytics	Fingerprint ID at POS
We have implemented already across all our stores	56.5%	15.9%	5.8%
We are in pilot (limited rollout/testing)	11.6%	21.7%	2.9%
We plan to implement this year (2020)	7.3%	2.9%	1.5%
We plan to implement next year (2021)	4.4%	11.6%	2.9%
We have no current plans to implement	20.3%	47.8%	87.0%

2019 NRSS

	POS analytics	Solution provider video analytics	Fingerprint ID at POS
We have implemented already across all our stores	55.6%	15.9%	11.1%
We are in pilot (limited rollout/testing)	6.4%	17.5%	6.4%
We plan to implement this year (2019)	6.4%	11.1%	0.0%
We plan to implement next year (2020)	19.1%	11.1%	4.8%
We have no current plans to implement	12.7%	44.4%	77.8%

While the latest technology tools can enhance a team's operations, old-fashioned efforts are staging a comeback. Discussion of LP programs during new hire orientation and code of conduct were both up significantly, along with use of anonymous hotlines and bulletin board notices. In fact, all programs are being used more frequently than in 2019 and 2018.

What are the loss prevention awareness programs that your company currently utilizes?

ANSWER CHOICES	NRSS 2020	NRSS 2019	NRSS 2018
Discussion during new hire orientation	95.7%	82.5%	74.6%
Code of conduct	92.8%	79.4%	79.4%
Anonymous telephone "hotline"	91.3%	85.7%	81.0%
Bulletin board notices and posters	91.3%	81.0%	81.0%
Internet-based training, videos, etc.	78.3%	58.7%	N/A
Active Shooter training program	75.4%	65.1%	54.0%
Anonymous online / email notification system	72.5%	57.1%	42.9%
Honesty incentives (e.g. cash & gifts)	52.2%	31.8%	33.3%
In-store, employee LP committees	40.6%	23.8%	28.6%
Other (please specify)	2.9%	6.4%	1.6%

LP Systems *and* Programs

LOSS PREVENTION SYSTEMS USED BY RETAILERS

Retailers often change their strategies for fighting crime. Still, the top five most-used LP systems are up, most notably use of live customer CCTV. POS exception-based CCTV interface, while not as prevalent as live customer CCTV, also jumped much higher this year.

QUESTION TO CONSIDER

Preferences are changing with LP tools. When was the last time your company examined the tools used and their effectiveness?

Top 5 loss prevention systems in use

	NRSS 2020	POINT CHANGE FROM NRSS 2019	
Burglar alarms	**95.7%**	**+3.6**	↑
Digital video recorders	**88.4%**	**+4.3**	↑
Live customer-visible CCTV	**78.3%**	**+16.4**	↑
Armored car deposit pickups	**76.8%**	**+8.6**	↑
POS data mining	**72.5%**	**+7.4**	↑

IN PARTNERSHIP WITH:

Biggest year-over-year movement

IN:	NRSS 2020	POINT CHANGE FROM NRSS 2019	
Live customer-visible CCTV	78.3%	+16.4	⬆
POS exception-based CCTV interface	49.3%	+16.0	⬆
Theft deterrent devices (spider wraps, keepers, etc.)	39.1%	+15.3	⬆
IP analytics	36.2%	+14.0	⬆
Live, hidden CCTV	65.2%	+12.8	⬆

OUT:	NRSS 2020	POINT CHANGE FROM NRSS 2019	
Mystery or honesty shoppers	21.7%	-10.0	⬇
Secured display fixtures	31.9%	-6.2	⬇
Observation booths/mirrors	4.4%	-2.0	⬇
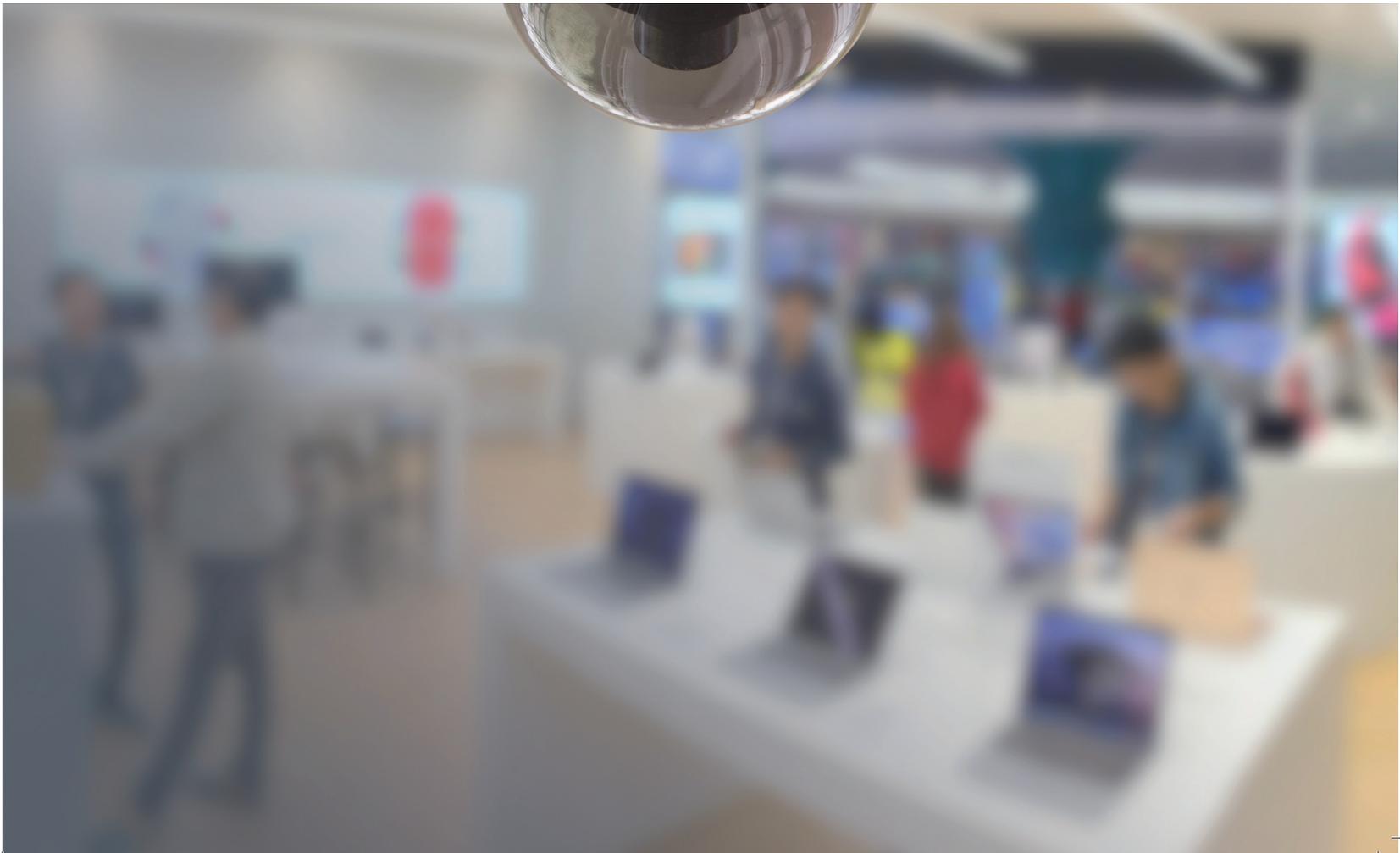
Employee-Related Shrink

All actions against dishonest employees are starting to creep back up again, while the average cost of employee-related shrink remains stagnant.

How many dishonest employee apprehensions, terminations, prosecutions and civil demands were made in 2019?

		FY 2019	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
Apprehensions	AVERAGE	560.0	322.6	506.1	345.6	865.3	834.0
	MEDIAN	191.0	76.0	94.5	52.5	137.5	159.0
Terminations	AVERAGE	558.6	335.0	397.8	333.2	552.7	651.6
	MEDIAN	169.0	122.5	100.0	71.0	136.0	141.0
Prosecutions	AVERAGE	156.0	91.3	104.4	93.3	158.3	209.6
	MEDIAN	40.0	28.0	24.0	13.0	20.0	25.0
Civil demands	AVERAGE	283.4	159.8	125.1	114.5	241.5	344.5
	MEDIAN	32.0	18.0	1.5	1.5	25.5	36.0

- The averages are higher than in recent years, but are eclipsed by the FY 2014 results. Then, there were 834 apprehensions, 651.6 terminations, 209.6 prosecutions and 344.5 civil demands.

THE AVERAGE DOLLAR LOSS PER DISHONEST EMPLOYEE WAS $1,139.32, DOWN SLIGHTLY FROM FY 2018

What is the average dollar loss per dishonest employee case?

Average Loss	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
Up to $249	19.7%	22.2%	22.0%	19.3%	11.9%	11.3%
Between $250 and $399	13.6%	11.1%	15.3%	14.0%	10.2%	9.7%
Between $400 and $499	6.1%	3.7%	3.4%	3.5%	11.9%	14.5%
Between $500 and $749	24.3%	9.3%	13.6%	7.0%	22.0%	16.1%
Between $750 and $999	7.6%	7.4%	10.2%	8.8%	10.2%	14.5%
Between $1,000 and $1,999	15.2%	24.1%	16.9%	15.8%	13.6%	16.1%
Between $2,000 and $4,999	10.6%	16.7%	18.6%	15.8%	18.6%	11.3%
$5,000 and above	3.0%	5.6%	3.4%	15.8%	1.7%	6.5%
AVERAGE	$1,139.32	$1,264.10	$1,203.16	$1,922.80	$1,233.77	$1,546.83

- Along with the slight decline in average loss, the percentage of employee action resulting in losses above $1,000 also declined from FY 2018. Then, 46.3% of theft was $1,000 and above. In FY 2019, it was 28.8%.

- Almost 40% of employee-related shrink was for less than $500.

Shoplifting

After significant drops in FY 2018, FY 2019 showed shoplifting apprehensions, prosecutions and civil demands are again on the rise, though nowhere near previous highs.

In FY 2014, for instance, retailers reported an average of 3,455.1 apprehensions. That compares with 688.8 in FY 2019.

The same dramatic decreases in prosecutions follows. In FY 2019, the number of prosecutions was 417.5, compared with 2738.7 in FY 2014.

Civil demands (389.7) also showed steep declines compared with FY 2014 (1,216.3)

APPREHENSIONS, PROSECUTIONS, CIVIL DEMANDS SHOW SLIGHT INCREASES AFTER DECLINES

How many shoplifting apprehensions (i.e. stops), prosecutions and civil demands were made in 2019?

		FY 2019	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
Apprehensions	AVERAGE	688.8	509.4	1,105.2	1,440.7	3,322.7	3,455.1
	MEDIAN	15.0	25.0	4.0	2.0	10.0	90.0
Prosecutions	AVERAGE	417.5	369.7	727.9	741.9	1,934.6	2,738.7
	MEDIAN	30.0	20.0	10.0	3.0	7.5	25.0
Civil demands	AVERAGE	389.7	369.8	543.9	308.9	2,201.4	1,216.3
	MEDIAN	0.0	0.0	0.0	0.0	0.0	0.0

The average dollar loss per incident tells a slightly different story. While the average dollar loss in FY 2019 was almost half that of the previous year, it was not dramatically below FY 2015, which had a much higher number of incidents.

Average dollar loss per shoplifting incident

	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
AVERAGE	$270.06	$546.67	$543.28	$798.48	$376.80	$317.84
MEDIAN	$200	$180	$200	$230	$138	$165

	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
Up to $49	4.3%	9.8%	11.8%	13.3%	8.9%	6.1%
$50 to $99	10.9%	17.1%	13.7%	13.3%	20.0%	20.4%
$100 to $124	23.9%	7.3%	15.7%	11.1%	17.8%	10.2%
$125 to $149	2.2%	2.4%	5.9%	0.0%	6.7%	4.1%
$150 to $199	6.5%	17.1%	5.9%	6.7%	11.1%	16.3%
$200 to $299	19.6%	17.1%	15.7%	6.7%	11.1%	12.2%
$300 to $499	15.2%	7.3%	15.7%	15.6%	8.9%	10.2%
$500 to $999	13.0%	7.3%	9.8%	11.1%	11.1%	12.2%
$1,000 and over	4.3%	14.6%	7.8%	22.2%	4.4%	8.2%

- Also declining is the percentage of those with an average dollar loss that exceeds $1,000, after spiking to nearly 15% in last year's survey. The 4.3% of retailers who experienced a four-figure loss is about on par with the rate in FY 2015. Almost four in 10 retailers had an average loss of less than $125, and about two-thirds had losses of less than $300.

Shoplifting

AVERAGE DOLLAR LOSS FROM ROBBERY

Dollar losses from robberies have continued to decline, but the drop in FY 2019 was dramatic. Losses from robberies averaged $828.94, almost one-tenth of the loss from robberies in FY 2015.

More than two-thirds of robberies netted less than $1,000.

What is your company's average dollar loss per robbery?

	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014
Up to $199	36.8%	41.5%	42.6%	4.3%	0.0%	9.4%
$200 to $499	10.5%	11.3%	3.7%	17.4%	15.6%	6.3%
$500 to $999	21.1%	9.4%	9.3%	17.4%	18.8%	18.8%
$1,000 to $1,999	7.0%	11.3%	22.2%	17.4%	15.6%	15.6%
$2,000 to $4,999	12.3%	9.4%	5.6%	21.7%	18.8%	21.9%
$5,000 to $9,999	7.0%	7.5%	5.6%	0.0%	6.3%	12.5%
$10,000 and above	5.3%	9.4%	11.1%	21.7%	25.0%	15.6%
AVERAGE PER ROBBERY	**$828.94**	**$2,885.15**	**$4,237.02**	**$5,309.72**	**$8,170.17**	**$2,465.00**

Emerging Threats

Cyber-related thefts and breaches can have a tremendous impact on a retailer's bottom line. Yet a decreasing number of LP professionals are actively involved with cybersecurity teams. This area was explored in last year's report for the first time and, unfortunately, it appears respondents are meeting with cybersecurity teams even less frequently. Fewer than one in five meets with cyberteams always or very often, down from three in 10 the previous year. And just over one in four say they are definitely as involved as they should be.

How often are you involved in your organization's cybersecurity issues?

	NRSS 2020	NRSS 2019
Always	7.3%	15.9%
Very often	11.6%	14.3%
Sometimes	39.1%	30.2%
Rarely	26.1%	30.2%
Never	15.9%	9.5%

There are a few areas in which collaboration between cybersecurity and LP is more likely to occur. Threat analysis and incident response plans, for instance, increasingly see the two specialties working together.

QUESTION TO CONSIDER

How can your department better collaborate with cybersecurity teams to combat these crimes?

In what specific areas are you working with your cybersecurity colleagues?

	NRSS 2020	NRSS 2019
Incident response	69.0%	59.7%
Employee awareness and training	55.2%	57.9%
Disaster recovery and business continuity	51.7%	43.9%
Investigation and forensics	51.7%	52.6%
Risk management and compliance	48.3%	52.6%
Threat analysis	36.2%	26.3%
Personnel security and insider risks	32.8%	40.4%
Other (please specify)	3.5%	5.3%

NRF NATIONAL RETAIL FEDERATION | IN PARTNERSHIP WITH: APPRISS RETAIL

While these two disciplines might not always work together — and while they might not be working together as frequently as LP would like — about nine in 10 respondents believe there is an overlap between the two.

How strongly do you agree or disagree with the following statement: There is increasing overlap between LP and cybersecurity priorities.

	NRSS 2020	NRSS 2019
Agree strongly	29.0%	46.0%
Agree somewhat	60.9%	42.9%
Disagree somewhat	10.1%	6.4%
Disagree strongly	0.0%	4.8%

Loss prevention professionals face a rapidly changing retail environment, and what they can offer isn't always recognized by other disciplines. But there are bright spots, including an investment in resources and a growing prioritization of LP techniques. And for good reason: With shrink at an all-time high, dollars are literally walking out of stores at a time when retailers are fighting for their very survival. LP professionals are adapting and evolving to meet the challenge on multiple fronts.

About *the* Survey

The 2020 National Retail Security Survey (NRSS) was conducted online among retail industry loss prevention and asset protection professionals. Participants were asked about their company's loss prevention performance and actions in Fiscal Year 2019.

METHODOLOGY

A total of 69 retailers completed the 2020 National Retail Security Survey. Several companies participated in the survey on behalf of individual brands within their portfolios.

In analysis of the data for each question, we removed select instances of extreme outliers that distorted the overall results.

Top retail market categories represented

Specialty men's and women's apparel	**13.0%**
Grocery and supermarkets	**10.1%**
Discount, mass merchandise or super center	**7.3%**
Jewelry and watches	**7.3%**
Specialty women's apparel	**7.3%**
Specialty accessories	**5.8%**
Department store	**4.4%**
Drug store or pharmacy	**4.4%**
Home improvement, building, hardware, lumber and garden supply	**4.4%**
Consumer electronics, computers and appliances	**2.9%**
Pets and animal supplies	**2.9%**
Sporting goods and recreational products	**2.9%**
Auto parts, tires and accessories	**1.5%**
Books, magazines and music	**1.5%**
Convenience store or truck stop	**1.5%**
Crafts and hobbies	**1.5%**
Furniture	**1.5%**
Household furnishings and housewares	**1.5%**
Shoes and footwear	**1.5%**
Other	**17.4%**

The other category includes beauty supplies, paint stores, theme park entertainment and party supply stores.

Retailer participant profile

NUMBER OF STORES

Less than 50 stores	**5.8%**
50 to 200 stores	**21.7%**
201 to 500 stores	**17.4%**
501 to 1,000 stores	**21.7%**
1,001 to 2,000 stores	**14.5%**
More than 2,000 stores	**18.8%**

FY 2019 SALES VOLUME
(among those who provided this information)

$99 million or less	**7.9%**
$100 million to $499 million	**9.5%**
$500 million to $999 million	**17.5%**
$1 billion to $2.49 billion	**20.6%**
$2.5 billion to $4.9 billion	**7.9%**
$5 billion to $9.9 billion	**25.4%**
$10 billion to $24.9 billion	**7.9%**
$25 billion to $49.9 billion	**1.6%**
$50 billion or more	**1.6%**

NRF NATIONAL
RETAIL
FEDERATION

nrf.com