

STATE OF RETAIL 2008



# THIN PICKINGS

The fight for survival

# HUNT OR BE HUNTED

OC&C Strategy Consultants is a global consulting firm with extensive expertise in the retail sector.

Clients include leading retailers and investment institutions. The firm advises on group-level and business unit strategy, profit improvement and mergers and acquisitions.

# Retail & Leisure

## It promises to be a sign of the times on Britain's high street – Sorry, we're closed

Marcus Leroux looks at the results from the key State of Retail 2008 report compiled for The Times

The next time you stroll through your local town or city centre, with its independent shops, chain stores and coffee shops, take a good look. Some of them might not be around much longer.

According to a wide-ranging study compiled for *The Times*, the wave of consolidation that has swept through industries such as banking is about to break over Britain's high street.

And in an economy in which retail output is estimated to make up about 20 per cent of national gross domestic product, this matters far more than in the merely cosmetic appearance of familiar shops and stores.

OC&C, the strategy consultancy, has carried out the first sector-wide study of its kind into the profitability and dynamics of the retail industry, culminating in its report *State of Retail 2008*. It concludes that retailers were travelling in the right direction before the economic headwinds arrived, but adds a chilling caveat. "The slightly positive picture is that we're entering the downturn having seen profit growth," Richard McKenzie, a partner at OC&C, said. "We're entering it in as good a shape as we could — but that probably isn't good enough." OC&C

### 'It is almost inevitable that some retailers will go out of business'

examined the effects of ownership, asking several key questions. Do public companies outperform family businesses? Do private equity owners ruthlessly cut costs at the long-term expense of the business? Are foreign owners importing bright ideas to British business?

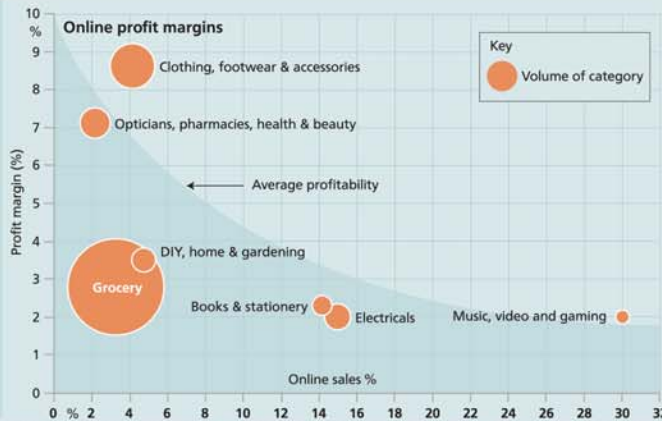
The researchers took a close look at the effects of the internet on the industry and, with analysts expecting online sales to provide the only growth in the retail landscape in 2009, OC&C's conclusions (see graphic and facing page) will be disheartening. The report also poses troubling questions on the overall resilience of the sector with the economy on the brink of a recession. All of the trends are pushing towards an acceleration in company failures and distressed takeovers next year.

According to Mr McKenzie: "Retail is clearly a low-margin game, which means it is almost inevitable in the current environment that there will be consolidation and retailers will go out of business."

Revenue growth of the top 230

### Who is making money?

The graph shows the relationship between profit margins and the proportion of online sales. Profit margins are based on the freehold-adjusted earnings before interest and taxation (see panel). The size of the circles is proportionate to the sales of the category. Online sales figures are based on figures by Verdict, the retail analysts. The tables below show the profit margins of the two market leaders in each category against those of the rest. The table on the bottom right shows the most profitable companies on the basis of their margins



### How the best outperform the rest

Category	Top two retailers	Excluding top two retailers
Clothing, footwear and accessories	7.0%	13.7%
Mixed goods	4.5%	9.1%
Opticians, pharmacies, health and beauty	4.3%	8.2%
Music, video and gaming	-7.8%	5.0%
Books and stationery	-0.5%	4.5%
Electricals	0.6%	3.7%
Phones	2.0%	3.5%
Grocery	2.0%	3.5%
DIY, home and gardening	1.7%	4.6%

Source: OC&C Strategy Consultants

### Top performers by profit margin

River Island	20.6%
Topps Tiles	18.8%
Warren James	18.0%
Hobbs	18.0%
JP Boden & Co	17.3%
LK Bennett	17.2%
Jane Norman	16.8%
Reiss	16.2%
Next	16.0%
N Brown Group	14.1%

retailers is lagging that of the FTSE 250 by 1.7 percentage points. Even more worrying is the divergence in profit margins: margins on earnings before interest and tax (ebit — see panel) is an average of 5 per cent for retailers. FTSE 250 companies manage 10.7 per cent.

OC&C looked at the accounts of the 233 British retailers with a turnover of more than £35 million. By delving into Companies House filings and studying the disclosed accounts for public companies, they were able to make like-for-like comparisons.

The index demonstrates the extent of consolidation that has already taken place in the retail sector. The 233 companies that comprise the

index account for more than three quarters of Britain's total retail spending. The top 20 account for more than 54 per cent of Britain's sales, while the long tail made up of thousands of independents, sole proprietors and small chains claims 24 per cent of the market. The data shows that the market share of the independents is slowly shrinking, yet there are smaller operators who are bucking the trend by posting spectacular profit margins and strong revenue growth — clothes retailers, in particular, have proved adept at finding niches between the mass-market giants.

Overall, the industry's thin profit margins mean that it is not buffered from the worsening economic climate. Mr McKenzie said: "We were surprised by the enormous proportion of retailers that are very low-margin. That was the biggest single lesson for me. There's no room for error."

The report is intended to shed light on the dynamics of the industry. "We wanted to get under the skin of the sector," Mr McKenzie said.

### What's in store

- The index of retailers was compiled from the last available accounts of the 233 companies with a revenue of more than £35 million
- Profits of companies who own the freehold of their premises have been adjusted by a 7 per cent imputed rent charge, but with 2 per cent added for depreciation
- Non-retail income has been excluded where possible
- Earnings before interest and taxation was used as a measure of underlying operational profit, as it excludes financial costs
- Franchisers and wholesalers have been excluded

### Clothes shops are not alone in finding size matters

Napoleon famously branded Britain a nation of shopkeepers (Marcus Leroux writes). Not any longer. The *State of Retail* findings not only show a remarkably consolidated industry, but also a rapid advance by the biggest players. More than half of all retail spending happens at Britain's top 20 chains, the report says.

It is not surprising that the biggest companies are making the most money, given nationwide reach and economies of scale, but it is perhaps surprising that they are moving quickest. The profit margins of retailers turning over less than £100 million was 2.4 per cent, but for companies with a revenue of between £100 million and £400 million, margins rose to 3.2 per cent, and to 4.9 per cent for companies turning over more than £400 million.

Richard McKenzie, of OC&C, the consultancy behind the report, said: "The importance of being a major player is critical. By the time you're a £100 million retailer, you're not small. But the benefits of scale go far above that."

In every category, apart from the highly varied DIY, home and gardening area, the market leaders by size boast significantly higher profit margins than the rest (see graphic, left). "They can invest more money building the right ranges and buy more cheaply from suppliers. They can also employ better-calibre people. There is strong logic behind consolidation and in the context of a downturn that will only be amplified."

Grocers, led by the "big four" of Tesco, Asda, Sainsbury's and Morrisons, are responsible for 68 per cent of retailers' profit growth. Grocers have increased their share of total spend to 51 per cent by using their core food businesses as a foundation to advance into non-food, although sales have also been buoyed by the soaring food inflation in the past year.

Yet while the tide is moving towards consolidation, there are interesting local currents elsewhere. Clothes retailers enjoy the healthiest margins to be found in the industry. Nimble and smaller operators have proved adept at finding very profitable niches. Nine of the ten highest-margin retailers (see table, left) are clothing or jewellery sellers.

"The ability of smaller retailers to survive comes from the fact it's a high-margin category and because it's a repertoire-based area," Mr McKenzie said. "Put simply, customers are reluctant to be seen wearing the same clothes as anyone else."

Online Keep up with the news in retail and leisure [timesonline.co.uk/business](http://timesonline.co.uk/business)



# Smaller operators challenge counter culture by taking their business online

Retailers slavishly toe the party line on the subject of e-commerce. "Online retail complements shopping in person; it is not a threat," they recite in unison (Marcus Leroux writes).

However, OC&C found a clear correlation between the amount of shopping that is done online for a particular product and the profits of retailers (see graphic, left).

While internet sales are growing, it is the products that are relatively ill-suited to online shopping that have the best margins.

Clothing and footwear boast healthy margins, but online sales remain as a small percentage of overall sales because of the reluctance of shoppers to buy items they have not tried on and their objection to the cost of postage and packaging.

Richard McKenzie said: "In most categories where there's a significant proportion of online sales, the major online players are cheaper than the high street. Inevitably, the high street players have to respond because their customers are comparing prices. That, in turn, will push into their margins."

It raised questions about high street retailers' strategies, Mr McKenzie said. Physical retailers would have to start charging different prices at their online operation and their high street stores. "They need to be clever. You have to be more flexible about pricing. This was the rationale for DSG taking the Dixons name and putting it online. They have a price-competitive brand."

It is an article of faith among some retailers that pricing is uniform between stores and websites. Many say that consumers increasingly are researching their purchasing decisions online, essentially using websites as a showroom, before buying items from a

physical shop. Small retailers are increasingly dispensing with the overheads of a bricks-and-mortar address and taking their operations online. Mr McKenzie said the challenge was that each business model needed different methods to succeed: "A store appeals to people within a mile of the store, a website appeals to people all around the country. Moving online is not going to be a panacea."

A glance at Britain's 20 biggest retailers reveals a mix of listed companies, groups in the hands of private equity, such as Boots, foreign-owned chains, such as Asda, and family-owned businesses, such as River Island. Performance varies across ownership models. Foreign-owned companies fared worst, with margins of only 2.1 per cent and profits declining by an average of 1.3 per cent annually.

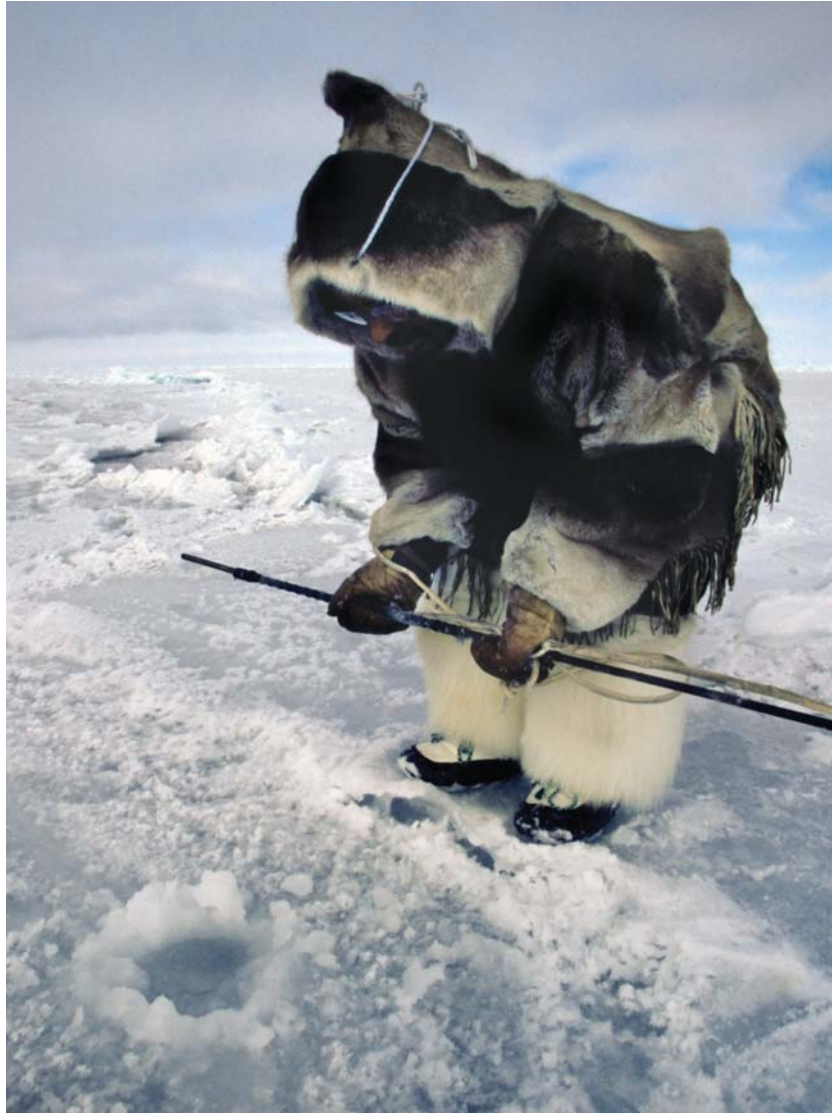
Family-owned or family-dominated companies enjoyed margins of 5.6 per cent, while for listed companies that figure was 4.5 per cent. The findings suggest that private equity-controlled groups perform in line with listed companies, a conclusion that may trouble the private equity industry since it specialises in turnarounds.

"The figures show that private equity managers are human as well," Mr McKenzie said. "Some of the businesses they have taken over are in difficult positions."

American Golf and eBuyer are two private equity-owned businesses that have undergone a sharp improvement in profitability.

The success of companies owned by families also defies the stereotype of the sedate family business muddling along and resistant to change.

"Retail is quite an intuitive game. It's incredibly valuable if you have someone who's been in the market for 40 years," Mr McKenzie said.



## One in four of the big retailers is under threat

Up to a quarter of Britain's biggest retailers will be under threat next year, the *State of Retail* report suggests.

Retailers are particularly exposed to a downturn because of low margins, but about 60 of the biggest 200 are entering the downturn in a loss-

making position. "Frankly, there are some people out there who haven't moved on and that will drive consolidation," Richard McKenzie, a partner at OC&C, the strategy consultancy that carried out the report, said. "Around 20 per cent are going to be vulnerable in their current form over

the medium term." PricewaterhouseCoopers, the accountancy, estimates that up to one in five stores could be empty by the time that the economy picks up.

"Customers in this environment are quite demonstratively becoming very unforgiving of retailers that don't offer

value for money," Mr McKenzie said. Britain can, therefore, expect fierce price competition in certain sectors — and a lot of very noisy marketing.

"A retailer can batten down the hatches and cut [marketing] costs," Mr McKenzie said, "but only if you've demonstrated your value-for-money credentials. The challenge comes if you're not value for money: these are the retailers that are going to suffer."

Some companies will take defensive positions on promotions and advertising, while others cannot afford to stop spending, he said.

This may explain squabbling among the major supermarkets. Justin King, chief executive of J Sainsbury, told *The Times* last week: "I saw a report saying that Tesco were the most recession-proof business. It's interesting it was published at a time when they're the weakest-trading of the big four."

The recession of the early 1990s provided a springboard for the biggest supermarkets to expand even further. On the basis of the *State of Retail* findings, it would not be wise to bet against them doing so this time. **MARCUS LEROUX**

Top retailers				
Company	Sector	Ownership	Latest ebit* (£m)	ebit margin (%)
Tesco	Grocery	Major UK plc	1,605.7	4.6%
Marks & Spencer	Mixed goods	Major UK plc	813.0	9.8%
Next	Clothing, footwear and accessories	Major UK plc	532.8	16.0%
Boots	Opticians, pharmacies, health and beauty	Private equity	507.9	8.3%
Argos	Mixed goods	Major UK plc	310.1	7.6%
Wm Morrison	Grocery	Major UK plc	259.7	2.0%
Asda	Grocery	Other foreign owned	258.0	1.5%
J Sainsbury	Grocery	Major UK plc	231.0	1.3%
Arcadia Group	Clothing, footwear and accessories	Family or closely owned	219.0	11.8%
Primark	Clothing, footwear and accessories	Major UK plc	186.3	9.6%
Debenhams	Mixed goods	Major UK plc	170.0	9.2%
John Lewis	Mixed goods	Other UK listed	145.2	6.3%
DSG	Electricals	Major UK plc	135.3	2.9%
River Island	Clothing, footwear and accessories	Family or closely owned	134.3	20.6%
Lloyds Pharmacy	Opticians, pharmacies, health and beauty	Other foreign owned	125.4	7.9%

\*ebit - earnings before interest and tax - adjusted for rent expenditure

# THE CONTENDERS

## The top UK retail companies ranked by profit 2008

Rank/company	Sector	Ownership	Latest Accounts	Latest UK Revenues	Revenue Growth	EBIT Pre-Freehold Adjustment <sup>1</sup>		EBIT Post-Freehold Adjustment			
						Latest EBIT (£m)	EBIT Margin (%)	Latest EBIT (£m)	EBIT Margin (%)	EBIT Growth	
1	Tesco	Grocery	Major UK PLC	23/02/08	34,874.0	6.8%	1,892.9	5.4%	1,605.7	4.6%	0.0%
2	Marks and Spencer	Mixed Goods	Major UK PLC	29/03/08	8,309.1	4.2%	927.1	11.2%	813.0	9.8%	(0.0%)
3	Next	Clothing, Footwear & Accessories	Major UK PLC	26/01/08	3,329.1	1.4%	536.4	16.1%	532.8	16.0%	0.6%
4	Boots	Opticians, Pharmacies, Health & Beauty	Private equity	31/03/08	6,153.0	3.3%	541.6	8.8%	507.9	8.3%	1.3%
5	Argos	Mixed Goods	Major UK PLC	01/03/08	4,099.8	10.0%	312.4	7.6%	310.1	7.6%	0.9%
6	WM Morrison	Grocery	Major UK PLC	01/02/08	12,969.0	4.1%	553.0	4.3%	259.7	2.0%	1.5%
7	Asda	Grocery	Other foreign-owned	31/12/07	16,741.3	6.9%	523.8	3.1%	258.0	1.5%	(0.6%)
8	J Sainsbury	Grocery	Major UK PLC	22/03/08	17,837.0	4.0%	503.0	2.8%	231.0	1.3%	0.4%
9	Arcadia Group	Clothing, Footwear & Accessories	Family or closely-owned	30/08/08	1,848.4	(0.6%)	236.0	12.8%	219.0	11.8%	(0.8%)
10	Primark	Clothing, Footwear & Accessories	Major UK PLC	15/09/08	1,933.0	20.7%	226.2	11.7%	186.3	9.6%	(0.4%)
11	Debenhams	Mixed Goods	Major UK PLC	30/08/08	1,839.2	3.7%	173.0	9.4%	170.0	9.2%	(1.6%)
12	John Lewis	Mixed Goods	Other UK listed	26/01/08	2,315.0	5.8%	167.3	7.2%	145.2	6.3%	(0.1%)
13	DSG	Electricals	Major UK PLC	03/05/08	4,745.7	1.8%	140.8	3.0%	135.3	2.9%	(1.5%)
14	River Island	Clothing, Footwear & Accessories	Family or closely-owned	29/12/07	652.3	7.7%	134.3	20.6%	134.3	20.6%	(2.7%)
15	Lloyds Pharmacy	Opticians, Pharmacies, Health & Beauty	Other foreign-owned	31/12/07	1,580.7	5.3%	125.8	8.0%	125.4	7.9%	(0.4%)
16	Waitrose	Grocery	Other UK listed	26/01/08	3,737.2	6.9%	184.9	4.9%	118.0	3.2%	0.9%
17	Co-Op	Grocery	Other UK listed	12/01/08	3,676.8	21.0%	139.2	3.8%	116.9	3.2%	0.7%
18	Carphone Warehouse	Phones	Major UK PLC	29/03/08	2,900.4	12.3%	114.0	3.9%	111.7	3.9%	2.6%
19	Halfords Group	Other	Major UK PLC	28/03/08	797.4	7.2%	101.4	12.7%	101.4	12.7%	0.1%
20	Matalan	Clothing, Footwear & Accessories	Major UK PLC	03/01/08	1,017.5	(1.4%)	90.8	8.9%	90.8	8.9%	3.6%
21	New Look	Clothing, Footwear & Accessories	Private equity	24/03/07	889.7	16.6%	87.4	9.8%	87.4	9.8%	(4.1%)
22	Sports Direct	Clothing, Footwear & Accessories	Major UK PLC	27/04/08	991.3	(11.7%)	90.0	9.1%	86.3	8.7%	(2.8%)
23	N Brown Group	Mixed Goods	Major UK PLC	03/01/08	610.9	16.6%	88.3	14.5%	86.2	14.1%	0.1%
24	Ikea	DIY, Home & Gardening	UK subsidiary of global	31/08/06	1,087.8	2.0%	110.5	10.2%	84.1	7.7%	(1.4%)
25	Iceland	Grocery	Private equity	28/03/08	1,708.4	9.1%	83.7	4.9%	83.4	4.9%	2.1%
26	Findel	Mixed Goods	Major UK PLC	31/03/08	578.2	16.3%	73.8	12.8%	73.1	12.6%	(1.0%)
27	WH Smith	Books & Stationery	Major UK PLC	31/08/08	1,352.0	4.1%	71.0	5.3%	70.3	5.2%	0.3%
28	Game Group	Music, Video and Gaming	Major UK PLC	31/01/08	1,104.7	88.4%	69.3	6.3%	67.2	6.1%	1.7%
29	C&J Clark (Clark's)	Clothing, Footwear & Accessories	Family or closely-owned	31/01/08	711.7	7.6%	63.8	9.0%	62.0	8.7%	1.8%
30	B&Q	DIY, Home & Gardening	Major UK PLC	02/02/08	3,854.9	1.0%	60.5	1.6%	60.5	1.6%	(0.9%)
31	Wickes Building Supplies	DIY, Home & Gardening	Major UK PLC	29/12/07	929.2	9.6%	59.5	6.4%	59.5	6.4%	1.7%
32	Somerfield	Grocery	Private equity	28/04/07	4,369.5	(4.1%)	55.8	1.3%	52.8	1.2%	1.8%
33	H&M	Clothing, Footwear & Accessories	UK subsidiary of global	30/11/07	527.5	17.6%	53.0	10.1%	52.7	10.0%	(3.8%)
34	L Rowland	Opticians, Pharmacies, Health & Beauty	Other foreign-owned	31/01/07	429.8	12.1%	49.3	11.5%	48.7	11.3%	1.9%
35	Monsoon Accessorize	Clothing, Footwear & Accessories	Major UK PLC	26/05/07	530.5	9.3%	48.4	9.1%	48.4	9.1%	(2.9%)
36	Dunelm	DIY, Home & Gardening	Major UK PLC	28/06/08	391.8	10.5%	49.2	12.5%	47.2	12.0%	1.3%
37	CarpetRight	DIY, Home & Gardening	Major UK PLC	03/05/08	452.7	8.3%	49.2	10.9%	46.2	10.2%	0.0%
38	DFS	DIY, Home & Gardening	Family or closely-owned	28/07/07	611.1	6.3%	46.0	7.5%	43.5	7.1%	(0.4%)
39	John David Group (JD Sports)	Clothing, Footwear & Accessories	Major UK PLC	02/02/08	592.2	11.6%	42.4	7.2%	42.4	7.2%	2.3%
40	Greggs	Grocery	Major UK PLC	29/12/07	586.3	6.4%	45.7	7.8%	41.5	7.1%	(0.3%)
41	Wilkinson	Mixed Goods	Family or closely-owned	01/02/08	1,364.1	9.5%	48.7	3.6%	41.5	3.0%	(0.2%)
42	HMV	Music, Video and Gaming	Major UK PLC	26/04/08	1,079.0	15.7%	41.4	3.8%	41.4	3.8%	1.2%
43	Pets at Home	Other	Private equity	29/03/07	303.2	11.4%	38.2	12.6%	38.2	12.6%	1.8%
44	Harrods	Mixed Goods	Family or closely-owned	02/03/08	437.0	9.0%	37.1	8.5%	37.0	8.5%	(6.0%)
45	Mothercare Group	Clothing, Footwear & Accessories	Major UK PLC	29/03/08	587.3	1.6%	34.5	5.9%	33.9	5.8%	1.3%
46	Topps Tiles	DIY, Home & Gardening	Major UK PLC	29/09/07	175.4	10.3%	32.9	18.8%	32.9	18.8%	(1.2%)
47	TK Maxx	Clothing, Footwear & Accessories	UK subsidiary of global	27/01/07	945.3	19.9%	39.3	4.2%	32.2	3.4%	1.3%
48	Homebase	DIY, Home & Gardening	Major UK PLC	03/03/07	1,568.5	6.5%	34.6	2.2%	32.1	2.0%	(0.5%)
49	TJ Morris (Home Bargains)	Mixed Goods	Family or closely-owned	30/06/08	383.4	18.9%	34.0	8.9%	30.2	7.9%	(0.4%)
50	Freemans	Mixed Goods	Other foreign-owned	28/02/08	324.9	(1.5%)	29.3	9.0%	29.0	8.9%	13.6%
51	Body Shop	Opticians, Pharmacies, Health & Beauty	Other foreign-owned	29/12/08	329.5	8.4%	30.2	9.2%	29.0	8.8%	2.8%
52	QVC	Mixed Goods	Other foreign-owned	31/12/06	331.1	8.4%	28.0	8.5%	27.9	8.4%	1.3%
53	Lyreco	DIY, Home & Gardening	UK subsidiary of global	31/12/07	298.4	10.2%	27.8	9.3%	26.8	9.0%	0.6%
54	Superdrug	Opticians, Pharmacies, Health & Beauty	Other foreign-owned	29/12/07	1,097.2	6.8%	25.7	2.3%	25.5	2.3%	(0.2%)
55	World Duty Free	Other	Other foreign-owned	31/12/07	420.5	1.5%	26.1	6.2%	25.2	6.0%	(0.5%)

<sup>1</sup> Adjusted for other income and exceptionals



Rank/company	Sector	Ownership	Latest Accounts	Latest UK Revenues	Revenue Growth	EBIT Pre-Freehold Adjustment <sup>1</sup>		EBIT Post-Freehold Adjustment			
						Latest EBIT (£m)	EBIT Margin (%)	Latest EBIT (£m)	EBIT Margin (%)	EBIT Margin Growth	
56	Jane Norman	Clothing, Footwear & Accessories	Private equity	29/03/08	149.5	12.8%	25.2	16.9%	25.1	16.8%	(2.7%)
57	BHS	Mixed Goods	Family or closely-owned	31/03/07	864.5	1.5%	35.5	4.1%	24.8	2.9%	0.4%
58	Maplin Electronics	Electricals	Private equity	29/12/07	179.8	20.3%	25.2	14.0%	24.4	13.6%	(0.1%)
59	Aldi	Grocery	UK subsidiary of global	31/12/07	1,517.7	15.1%	56.6	3.7%	24.3	1.6%	1.1%
60	Principles	Clothing, Footwear & Accessories	Private equity	27/01/07	168.9	4.1%	23.1	13.7%	22.6	13.4%	0.5%
61	JJB Sports	Clothing, Footwear & Accessories	Major UK PLC	27/01/08	745.5	(1.2%)	23.1	3.1%	22.6	3.0%	(0.9%)
62	Clinton Cards	Books & Stationery	Major UK PLC	03/08/08	465.0	1.1%	22.0	4.7%	21.7	4.7%	0.4%
63	Fenwick (Bentall's)	Mixed Goods	Family or closely-owned	25/01/08	283.2	1.1%	29.7	10.5%	21.2	7.5%	1.0%
64	Ernest Jones	Clothing, Footwear & Accessories	Major UK PLC	02/02/08	198.1	1.6%	20.2	10.2%	20.2	10.2%	(0.9%)
65	The Perfume Shop	Opticians, Pharmacies, Health & Beauty	Other foreign-owned	29/12/07	158.0	12.3%	19.8	12.6%	19.8	12.6%	1.4%
66	Laura Ashley	DIY, Home & Gardening	Major UK PLC	26/01/08	212.4	6.4%	20.2	9.5%	19.6	9.2%	3.9%
67	Phones 4U	Phones	Private equity	31/12/07	650.7	(16.8%)	19.4	3.0%	19.4	3.0%	(8.4%)
68	Peacock's	Clothing, Footwear & Accessories	Private equity	31/03/07	423.1	8.4%	19.1	4.5%	19.1	4.5%	(0.6%)
69	H Samuel	Clothing, Footwear & Accessories	Major UK PLC	02/02/08	256.7	(1.6%)	18.5	7.2%	18.5	7.2%	0.7%
70	JP Boden & Co	Clothing, Footwear & Accessories	Family or closely-owned	31/12/07	105.9	13.6%	18.3	17.3%	18.3	17.3%	0.7%
71	Magnet	DIY, Home & Gardening	Other foreign-owned	31/12/07	344.1	10.8%	18.5	5.4%	18.1	5.3%	2.4%
72	Woolworths	Mixed Goods	Major UK PLC	02/02/08	2,969.6	8.5%	18.3	0.6%	17.4	0.6%	0.9%
73	Hobbs	Clothing, Footwear & Accessories	Private equity	26/01/08	96.2	3.3%	17.3	18.0%	17.3	18.0%	(0.1%)
74	GAP	Clothing, Footwear & Accessories	UK subsidiary of global	02/03/07	198.2	2.2%	17.6	8.9%	17.1	8.6%	4.1%
75	Warehouse	Clothing, Footwear & Accessories	Private equity	27/01/07	127.9	7.6%	16.9	13.2%	16.9	13.2%	0.1%
76	Waterstones	Books & Stationery	Major UK PLC	26/04/08	564.3	5.0%	16.3	2.9%	16.3	2.9%	(0.1%)
77	Ted Baker	Clothing, Footwear & Accessories	Major UK PLC	26/01/08	127.9	11.9%	15.9	12.4%	15.9	12.4%	(1.2%)
78	Vision Express	Opticians, Pharmacies, Health & Beauty	Other foreign-owned	31/12/07	163.0	7.3%	16.3	10.0%	15.8	9.7%	3.2%
79	Edinburgh Woolen Mill	Clothing, Footwear & Accessories	Private equity	24/02/07	147.4	1.2%	15.2	10.3%	14.9	10.1%	(0.9%)
80	Alexon (Bay Trading, Kaliko)	Clothing, Footwear & Accessories	Major UK PLC	26/01/08	262.1	(3.3%)	14.5	5.6%	14.4	5.5%	0.2%
81	Fat Face	Clothing, Footwear & Accessories	Private equity	06/02/07	110.9	37.4%	14.0	12.6%	14.0	12.6%	1.9%
82	Majestic Wine	Other	Major UK PLC	31/03/08	185.3	3.8%	14.4	7.7%	13.1	7.1%	0.3%
83	Warren James	Clothing, Footwear & Accessories	Family or closely-owned	31/03/07	65.3	(18.0%)	11.8	18.0%	11.8	18.0%	(2.5%)
84	Harvey Nichols	Mixed Goods	Other foreign-owned	29/03/08	87.4	5.1%	11.6	13.3%	11.6	13.3%	1.1%
85	Dreams	DIY, Home & Gardening	Family or closely-owned	24/12/07	166.8	26.8%	12.2	7.3%	11.4	6.9%	1.7%
86	Russell & Bromley	Clothing, Footwear & Accessories	Family or closely-owned	31/12/07	80.7	9.3%	11.9	14.8%	11.2	13.9%	3.6%
87	Costcutter	Grocery	Other UK listed	26/04/08	538.2	8.2%	10.6	2.0%	10.4	1.9%	0.2%
88	Bon Marché	Clothing, Footwear & Accessories	Private equity	31/03/07	195.9	9.5%	9.9	5.1%	9.7	5.0%	4.9%
89	Aurum	Clothing, Footwear & Accessories	Private equity	03/02/08	261.7	7.7%	9.3	3.6%	9.3	3.6%	(0.3%)
90	Poundland	Mixed Goods	Private equity	30/03/08	329.7	6.1%	9.7	2.9%	9.3	2.8%	0.9%
91	Oasis	Clothing, Footwear & Accessories	Private equity	27/01/07	172.1	(31.3%)	10.3	6.0%	9.2	5.4%	(4.8%)
92	Reiss	Clothing, Footwear & Accessories	Family or closely-owned	31/01/07	52.9	18.8%	9.4	17.8%	8.5	16.2%	3.5%
93	Republic	Clothing, Footwear & Accessories	Private equity	28/01/07	108.2	17.8%	8.5	7.9%	8.4	7.8%	0.5%
94	Co-Op Healthcare	Opticians, Pharmacies, Health & Beauty	Other UK listed	27/01/07	184.5	22.9%	8.5	4.6%	8.2	4.5%	(0.9%)
95	LK Bennett	Clothing, Footwear & Accessories	Family or closely-owned	28/07/07	45.5	14.2%	7.9	17.3%	7.9	17.2%	13.6%
96	Schuh	Clothing, Footwear & Accessories	Family or closely-owned	30/03/08	118.5	10.9%	8.0	6.7%	7.8	6.6%	1.1%
97	Timpsons	Clothing, Footwear & Accessories	Family or closely-owned	29/09/07	94.7	6.3%	7.7	8.2%	7.7	8.1%	1.5%
98	Furniture Village	DIY, Home & Gardening	Private equity	30/03/08	178.7	13.0%	7.5	4.2%	7.5	4.2%	0.3%
99	Thorntons	Grocery	Major UK PLC	28/06/08	208.1	11.9%	9.0	4.3%	7.5	3.6%	0.2%
100	B&M Retail	Mixed Goods	Family or closely-owned	31/12/07	129.8	66.4%	7.4	5.7%	7.4	5.7%	1.4%
101	Kurt Geiger	Clothing, Footwear & Accessories	Private equity	02/03/08	114.8	5.6%	7.2	6.3%	7.2	6.3%	1.3%
102	CDS (The Range)	Mixed Goods	Family or closely-owned	27/01/08	155.1	15.1%	7.3	4.7%	7.2	4.6%	0.8%
103	Richer Sounds	Electricals	Family or closely-owned	28/04/07	75.3	(7.9%)	7.3	9.7%	7.0	9.3%	5.4%
104	BrightHouse	Mixed Goods	Private equity	31/03/08	142.8	19.0%	11.2	7.8%	6.9	4.8%	(3.9%)
105	Claire's Accessories	Clothing, Footwear & Accessories	UK subsidiary of global	02/03/07	158.8	3.5%	6.9	4.3%	6.9	4.3%	0.6%
106	Bathstore	DIY, Home & Gardening	Family or closely-owned	31/07/07	116.4	69.4%	7.2	6.2%	6.9	5.9%	(7.7%)
107	Shoe Zone	Clothing, Footwear & Accessories	Family or closely-owned	30/12/06	127.1	9.9%	6.9	5.4%	6.8	5.3%	(0.8%)
108	The Shoe Studio	Clothing, Footwear & Accessories	Private equity	27/01/07	113.9	(6.7%)	6.7	5.9%	6.7	5.9%	(1.9%)
109	Gorgemead (Cohens Chemist)	Opticians, Pharmacies, Health & Beauty	Family or closely-owned	31/08/07	72.9	5.0%	6.7	9.2%	6.6	9.0%	1.1%
110	SCS	DIY, Home & Gardening	Major UK PLC	28/07/07	222.9	13.8%	8.0	3.6%	6.5	2.9%	(4.5%)
111	Toys "R" Us	Other	Private equity	02/02/08	566.6	7.8%	6.0	1.1%	6.0	1.1%	0.2%
112	ASOS	Clothing, Footwear & Accessories	Major UK PLC	31/03/08	81.0	90.2%	6.0	7.3%	6.0	7.3%	0.8%
113	Heron Frozen Foods	Grocery	Family or closely-owned	29/12/07	105.8	4.3%	6.5	6.2%	5.7	5.4%	1.1%
114	Karen Millen	Clothing, Footwear & Accessories	Private equity	27/01/07	93.7	4.7%	5.6	6.0%	5.6	6.0%	(3.5%)
115	La Senza	Clothing, Footwear & Accessories	Private equity	31/03/07	98.2	12.4%	5.4	5.5%	5.4	5.5%	(3.6%)
116	Joseph	Clothing, Footwear & Accessories	Other foreign-owned	30/11/07	53.6	(7.7%)	5.9	11.1%	5.3	9.9%	(1.3%)
117	Ideal Shopping Direct	Mixed Goods	Major UK PLC	30/12/07	96.9	13.1%	5.3	5.4%	5.3	5.4%	(1.0%)
118	Booths Supermarkets	Grocery	Family or closely-owned	29/03/08	243.6	5.4%	9.3	3.8%	5.3	2.2%	0.9%
119	House of Fraser	Mixed Goods	Major UK PLC	27/01/07	663.2	3.6%	5.9	0.9%	5.1	0.8%	0.3%
120	Original Factory Shop	Mixed Goods	Family or closely-owned	04/01/07	60.5	14.5%	5.0	8.3%	4.9	8.2%	1.5%
121	Wyevale Garden Centres	DIY, Home & Gardening	Private equity	31/12/06	185.1	(1.4%)	15.6	8.4%	4.9	2.6%	(3.5%)
122	Lakeland	DIY, Home & Gardening	Family or closely-owned	31/12/07	125.6	2.4%	6.6	5.2%	4.8	3.8%	(0.1%)
123	Phase Eight	Clothing, Footwear & Accessories	Private equity	27/01/07	46.1	21.2%	4.5	9.8%	4.5	9.8%	0.4%

<sup>1</sup> Adjusted for other income and exceptionals

Rank/company	Sector	Ownership	Latest Accounts	Latest UK Revenues	Revenue Growth	EBIT Pre-Freehold Adjustment <sup>1</sup>		EBIT Post-Freehold Adjustment		
						Latest EBIT (£m)	EBIT Margin (%)	Latest EBIT (£m)	EBIT Margin (%)	EBIT Margin Growth
124 Empire Direct	Electricals	Family or closely-owned	31/03/08	152.3	26.7%	4.7	3.1%	4.4	2.9%	(0.6%)
125 JH Leeke	DIY, Home & Gardening	Family or closely-owned	31/03/07	66.9	3.9%	5.7	8.6%	4.2	6.3%	2.4%
126 Austin Reed	Clothing, Footwear & Accessories	Major UK PLC	31/01/08	110.4	2.1%	4.2	3.8%	4.2	3.8%	0.7%
127 Jacques Vert	Clothing, Footwear & Accessories	Major UK PLC	26/04/08	96.5	(2.1%)	4.1	4.3%	4.1	4.3%	(1.1%)
128 Oldrid & Co	Mixed Goods	Family or closely-owned	02/02/08	51.9	3.4%	5.2	10.0%	4.1	7.9%	3.8%
129 HI Weldrick	Opticians, Pharmacies, Health & Beauty	Family or closely-owned	30/04/07	59.5	17.8%	4.2	7.1%	4.1	6.9%	(3.0%)
130 Robert Dyas	Mixed Goods	Private equity	31/03/07	104.0	(1.1%)	4.1	4.0%	4.1	3.9%	(0.4%)
131 Dabs.Com	Electricals	Major UK PLC	31/03/08	199.1	18.4%	4.1	2.0%	3.9	2.0%	0.3%
132 Foot Locker UK	Clothing, Footwear & Accessories	UK subsidiary of global	31/12/07	78.7	(0.5%)	3.8	4.9%	3.8	4.9%	1.9%
133 Snow & Rock	Clothing, Footwear & Accessories	Family or closely-owned	31/08/07	37.3	4.3%	3.6	9.6%	3.3	8.8%	2.0%
134 Ryman Group	Books & Stationery	Family or closely-owned	31/03/07	95.2	2.3%	3.4	3.5%	3.3	3.4%	(2.3%)
135 The Book People Group	Books & Stationery	Family or closely-owned	31/12/07	87.8	12.4%	3.6	4.2%	3.2	3.7%	(2.3%)
136 Hobbycraft Group	Other	Family or closely-owned	25/02/07	54.4	6.3%	3.2	5.8%	3.1	5.8%	1.7%
137 Hughes Electrical	Electricals	Family or closely-owned	31/03/07	50.0	20.1%	3.6	7.3%	3.1	6.2%	1.1%
138 eBuyer	Electricals	Private equity	30/09/07	212.5	11.0%	3.1	1.5%	3.1	1.5%	5.5%
139 The Works	Books & Stationery	Family or closely-owned	29/04/06	96.4	4.3%	3.2	3.3%	3.2	3.3%	(1.2%)
140 D&A Professional Services	Opticians, Pharmacies, Health & Beauty	Other foreign-owned	29/12/07	99.7	0.9%	2.7	2.7%	2.7	2.7%	3.1%
141 Levi Strauss	Clothing, Footwear & Accessories	UK subsidiary of global	30/11/07	63.8	1.7%	3.3	5.1%	2.7	4.2%	2.2%
142 Jones Bootmaker	Clothing, Footwear & Accessories	Family or closely-owned	28/01/07	50.9	6.4%	3.0	5.9%	2.7	5.2%	0.0%
143 F Hinds	Clothing, Footwear & Accessories	Family or closely-owned	30/03/08	53.0	6.8%	2.5	4.7%	2.2	4.2%	3.2%
144 Timberland	Clothing, Footwear & Accessories	UK subsidiary of global	31/12/06	81.0	(40.7%)	2.0	2.5%	2.0	2.5%	(1.0%)
145 The White Company	DIY, Home & Gardening	Family or closely-owned	31/03/07	61.3	24.0%	2.0	3.2%	2.0	3.2%	1.4%
146 TJ Hughes	Mixed Goods	Private equity	26/01/08	239.5	0.0%	2.9	1.2%	1.7	0.7%	1.0%
147 Orange Retail	Phones	UK subsidiary of global	31/12/06	297.0	(4.2%)	2.0	0.7%	1.7	0.6%	0.3%
148 Jaeger	Clothing, Footwear & Accessories	Family or closely-owned	23/02/08	79.8	16.2%	1.6	2.0%	1.6	2.0%	0.2%
149 Ann Summers	Other	Family or closely-owned	30/06/07	112.8	1.7%	1.9	1.7%	1.6	1.4%	0.9%
150 Hammonds Furniture	DIY, Home & Gardening	Family or closely-owned	30/06/07	65.4	9.6%	1.7	2.6%	1.6	2.4%	2.8%
151 Barker & Stonehouse	DIY, Home & Gardening	Family or closely-owned	31/03/07	57.7	4.7%	1.9	3.2%	1.4	2.4%	(0.6%)
152 Dobbies Garden Centres	DIY, Home & Gardening	Major UK PLC	31/10/07	83.5	21.4%	7.0	8.3%	1.4	1.6%	(0.9%)
153 Twinmar (Sole Trader)	Clothing, Footwear & Accessories	Family or closely-owned	30/06/07	37.1	(4.6%)	1.3	3.6%	1.3	3.6%	(2.9%)
154 Mole Valley Farmers	DIY, Home & Gardening	Other UK listed	30/09/07	176.4	6.1%	1.7	1.0%	1.2	0.7%	(0.4%)
155 Bennetts	Electricals	Family or closely-owned	31/01/07	62.8	18.9%	1.1	1.8%	1.1	1.7%	0.3%
156 American Golf	Clothing, Footwear & Accessories	Private equity	27/01/08	64.2	10.8%	1.0	1.6%	0.9	1.5%	5.6%
157 Alfred Jones (Spar)	Grocery	Family or closely-owned	29/04/07	109.5	2.3%	1.0	0.9%	0.9	0.8%	(0.1%)
158 Cotton Traders	Clothing, Footwear & Accessories	Family or closely-owned	31/01/08	64.9	8.7%	0.9	1.4%	0.8	1.3%	(2.8%)
159 Waynes Foods (Spar)	Grocery	Family or closely-owned	30/04/08	122.5	2.1%	1.0	0.8%	0.8	0.6%	(0.7%)
160 Dune	Clothing, Footwear & Accessories	Family or closely-owned	30/06/07	42.9	19.2%	0.8	1.9%	0.8	1.8%	1.5%
161 99p Stores	Mixed Goods	Private equity	31/01/08	94.0	16.3%	0.8	0.9%	0.7	0.8%	0.3%
162 Botterills (Spar)	Grocery	Family or closely-owned	31/05/08	74.4	9.8%	0.8	1.0%	0.7	1.0%	(0.2%)
163 Blacks Group	Clothing, Footwear & Accessories	Major UK PLC	01/03/08	294.4	(1.5%)	0.9	0.3%	0.7	0.2%	(0.9%)
164 Fopp	Music, Video and Gaming	Family or closely-owned	29/04/06	40.2	17.7%	0.6	1.6%	0.6	1.5%	1.5%
165 W Boyes & Co	Mixed Goods	Family or closely-owned	26/01/08	50.6	2.5%	1.1	2.2%	0.5	1.0%	(1.2%)
166 Lloyd Shoe Co	Clothing, Footwear & Accessories	Family or closely-owned	31/08/07	59.9	(8.8%)	0.5	0.8%	0.5	0.8%	(1.7%)
167 Snax 24	Grocery	Family or closely-owned	30/09/07	191.6	(2.3%)	0.5	0.3%	0.4	0.2%	0.0%
168 QD Stores	Mixed Goods	Family or closely-owned	28/02/07	52.2	(11.0%)	1.6	3.1%	0.4	0.8%	(1.8%)
169 Beaverbrooks The Jewellers	Clothing, Footwear & Accessories	Family or closely-owned	01/03/08	82.4	6.9%	1.1	1.4%	0.3	0.4%	0.2%
170 Tie Rack	Clothing, Footwear & Accessories	Other foreign-owned	02/03/08	43.0	2.5%	0.3	0.8%	0.3	0.7%	7.5%
171 Roys of Wroxham	Mixed Goods	Family or closely-owned	26/01/08	44.9	(5.8%)	1.0	2.2%	0.2	0.4%	0.3%
172 Julian Graves	Grocery	Private equity	31/03/08	69.7	13.3%	0.2	0.3%	0.1	0.1%	(0.4%)
173 Farmfoods	Grocery	Family or closely-owned	31/12/07	369.4	(7.7%)	1.7	0.5%	0.1	0.0%	0.2%
174 The Entertainer	Other	Family or closely-owned	02/02/08	50.6	10.4%	0.2	0.4%	(0.0)	(0.0%)	(0.4%)
175 Sit-Up (Bid TV, Price Drop TV)	Mixed Goods	Other foreign-owned	31/12/07	237.1	5.3%	(0.1)	(0.1%)	(0.1)	(0.1%)	1.4%
176 Damartex UK	Clothing, Footwear & Accessories	UK subsidiary of global	30/06/07	86.6	(8.0%)	(0.0)	(0.0%)	(0.3)	(0.3%)	(4.6%)
177 Apollo 2000	Electricals	Major UK PLC	30/04/08	35.2	(4.7%)	(0.3)	(0.9%)	(0.4)	(1.1%)	(0.7%)
178 Bodycare	Opticians, Pharmacies, Health & Beauty	Family or closely-owned	31/12/07	56.7	1.0%	(0.4)	(0.7%)	(0.4)	(0.7%)	(0.2%)
179 Multiyork Furniture	DIY, Home & Gardening	Family or closely-owned	30/09/07	47.4	4.3%	(0.2)	(0.3%)	(0.5)	(1.1%)	1.6%
180 Notcutts	DIY, Home & Gardening	Family or closely-owned	31/08/07	37.2	8.1%	0.5	1.3%	(0.6)	(1.6%)	1.0%
181 Tchibo GB	Mixed Goods	UK subsidiary of global	31/12/06	50.0	14.0%	(0.6)	(1.3%)	(0.6)	(1.3%)	24.5%
182 Mamas & Papas	Clothing, Footwear & Accessories	Family or closely-owned	30/03/08	67.7	5.5%	(0.8)	(1.2%)	(0.8)	(1.2%)	1.0%
183 Instore (Poundstretcher)	DIY, Home & Gardening	Major UK PLC	24/02/07	296.8	6.0%	(0.8)	(0.3%)	(0.8)	(0.3%)	2.6%
184 Wine Cellar	Other	Family or closely-owned	27/01/08	62.6	2.4%	(0.9)	(1.4%)	(0.9)	(1.5%)	1.4%
185 The Officers Club	Clothing, Footwear & Accessories	Family or closely-owned	31/08/07	52.5	(8.9%)	(0.9)	(1.8%)	(0.9)	(1.8%)	0.0%
186 Jessops	Electricals	Major UK PLC	30/09/07	325.5	(7.0%)	(1.0)	(0.3%)	(1.2)	(0.4%)	(5.0%)
187 Jigsaw	Clothing, Footwear & Accessories	Family or closely-owned	29/09/07	84.7	(5.6%)	(1.2)	(1.4%)	(1.6)	(1.9%)	(7.7%)
188 Moss Bros	Clothing, Footwear & Accessories	Private equity	26/01/08	130.2	(2.8%)	(1.5)	(1.1%)	(1.6)	(1.3%)	(3.0%)
189 Hampsons, Sayers	Grocery	Private equity	30/09/06	89.1	(6.5%)	(1.3)	(1.4%)	(1.7)	(1.9%)	(2.1%)
190 Motor World	Other	Family or closely-owned	31/12/07	50.6	(4.1%)	(1.8)	(3.5%)	(1.8)	(3.5%)	(2.2%)
191 Speciality Retail Group	Clothing, Footwear & Accessories	Private equity	28/01/07	65.4	(9.5%)	(1.4)	(2.1%)	(1.9)	(2.9%)	(0.5%)

<sup>1</sup> Adjusted for other income and exceptionals

Rank/company	Sector	Ownership	Latest Accounts	Latest UK Revenues	Revenue Growth	EBIT Pre-Freehold Adjustment <sup>1</sup>		EBIT Post-Freehold Adjustment		
						Latest EBIT (£m)	EBIT Margin (%)	Latest EBIT (£m)	EBIT Margin (%)	EBIT Growth
192 Beales	Mixed Goods	Major UK PLC	11/03/07	59.1	(1.2%)	(0.9)	(1.5%)	(1.9)	(3.2%)	(2.4%)
193 Rippleglen	Other	Family or closely-owned	31/07/07	87.9	(10.7%)	(1.9)	(2.1%)	(2.0)	(2.2%)	0.4%
194 Netto	Grocery	UK subsidiary of global	31/12/07	696.4	11.0%	9.3	1.3%	(2.5)	(0.4%)	0.9%
195 D2 Trading	Clothing, Footwear & Accessories	Private equity	31/01/07	50.7	2.2%	(2.8)	(5.5%)	(2.8)	(5.5%)	(0.9%)
196 Whittard of Chelsea	Grocery	Private equity	31/03/07	45.5	19.4%	(3.0)	(6.5%)	(3.0)	(6.6%)	3.1%
197 Pier Retail Group	DIY, Home & Gardening	Other foreign-owned	03/03/07	42.7	3.4%	(3.0)	(7.1%)	(3.0)	(7.1%)	5.2%
198 Zara	Clothing, Footwear & Accessories	Other foreign-owned	31/01/07	202.2	30.2%	0.1	0.0%	(3.1)	(1.5%)	4.8%
199 Virgin Vie at Home	Opticians, Pharmacies, Health & Beauty	Family or closely-owned	31/03/08	48.5	(13.9%)	(3.2)	(6.5%)	(3.2)	(6.5%)	(5.5%)
200 Bowie-Castlebank	Other	Family or closely-owned	31/03/07	62.9	(15.9%)	(3.1)	(4.9%)	(3.7)	(5.8%)	0.4%
201 Mackays	Clothing, Footwear & Accessories	Family or closely-owned	22/02/08	170.6	1.7%	0.1	0.1%	(4.3)	(2.5%)	(3.6%)
202 Blockbuster	Music, Video and Gaming	UK subsidiary of global	06/01/08	303.0	24.9%	(4.3)	(1.4%)	(4.3)	(1.4%)	4.9%
203 Homeform Group	DIY, Home & Gardening	Private equity	31/12/05	180.4	(16.8%)	(4.3)	(2.4%)	(4.6)	(2.6%)	(5.4%)
204 Land of Leather	DIY, Home & Gardening	Major UK PLC	03/08/08	232.0	(3.3%)	(3.4)	(1.5%)	(4.7)	(2.0%)	(6.5%)
205 Faith Footwear	Clothing, Footwear & Accessories	Private equity	30/06/07	89.0	(0.6%)	(4.8)	(5.4%)	(4.8)	(5.4%)	2.1%
206 Rosebys	DIY, Home & Gardening	Private equity	29/03/08	111.1	(23.8%)	(4.8)	(4.3%)	(4.8)	(4.3%)	(0.9%)
207 The Disney Store	Other	UK subsidiary of global	29/09/07	91.7	2.7%	(5.4)	(5.9%)	(5.5)	(6.0%)	(0.6%)
208 Celebrations Group	Books & Stationery	Family or closely-owned	02/07/05	78.6	(5.7%)	(5.4)	(6.8%)	(5.6)	(7.1%)	(13.0%)
209 Mexx	Clothing, Footwear & Accessories	Other foreign-owned	31/12/06	35.7	1.8%	(6.1)	(17.2%)	(6.5)	(18.2%)	(1.5%)
210 Brantano	Clothing, Footwear & Accessories	UK subsidiary of global	31/12/07	115.0	6.2%	(6.9)	(6.0%)	(7.1)	(6.2%)	(3.4%)
211 Fortnum & Mason	Mixed Goods	Family or closely-owned	15/07/07	39.4	4.4%	(5.7)	(14.5%)	(7.1)	(18.0%)	(6.2%)
212 Blackwell	Books & Stationery	Family or closely-owned	30/06/07	77.2	(3.1%)	(7.3)	(9.5%)	(7.3)	(9.5%)	(0.8%)
213 Allied Carpets	DIY, Home & Gardening	Other foreign-owned	29/12/07	206.8	6.5%	(6.8)	(3.3%)	(7.4)	(3.6%)	0.1%
214 Steinhoff (Harveys Furniture)	DIY, Home & Gardening	UK subsidiary of global	30/06/07	383.6	(11.3%)	(7.7)	(2.0%)	(7.7)	(2.0%)	0.9%
215 USC	Clothing, Footwear & Accessories	Private equity	27/01/07	105.2	3.7%	(8.6)	(8.2%)	(8.6)	(8.2%)	0.0%
216 Oddbins	Other	Other foreign-owned	31/12/07	94.6	(22.0%)	(8.7)	(9.2%)	(8.7)	(9.2%)	(1.2%)
217 Budgens	Grocery	Other foreign-owned	31/12/06	444.5	(2.8%)	(9.1)	(2.0%)	(9.1)	(2.1%)	(0.2%)
218 Martin McColl	Other	Private equity	25/11/07	699.9	2.9%	(8.6)	(1.2%)	(9.4)	(1.3%)	0.1%
219 Habitat UK	DIY, Home & Gardening	Other foreign-owned	25/03/07	91.1	(11.3%)	(10.4)	(11.4%)	(10.4)	(11.4%)	(9.2%)
220 Alpha Retail	Other	Major UK PLC	31/01/07	201.3	4.9%	(10.3)	(5.1%)	(11.3)	(5.6%)	(3.4%)
221 Borders	Books & Stationery	UK subsidiary of global	02/03/07	215.0	2.7%	(9.5)	(4.4%)	(11.7)	(5.4%)	(12.0%)
222 French Connection	Clothing, Footwear & Accessories	Major UK PLC	31/12/07	97.8	1.9%	(12.2)	(12.5%)	(12.2)	(12.5%)	5.9%
223 Stylo (Barratts, PriceLess)	Clothing, Footwear & Accessories	Major UK PLC	02/02/08	223.3	(6.8%)	(10.3)	(4.6%)	(12.8)	(5.7%)	(2.9%)
224 Staples	Books & Stationery	UK subsidiary of global	02/03/07	361.1	1.8%	(12.4)	(3.4%)	(13.9)	(3.8%)	3.1%
225 Focus DIY	DIY, Home & Gardening	Private equity	24/03/08	414.0	(12.7%)	(14.5)	(3.5%)	(14.5)	(3.5%)	(2.7%)
226 Redcats (Empire, La Redoute)	Mixed Goods	Other foreign-owned	29/12/07	137.3	(8.4%)	(16.6)	(12.1%)	(16.6)	(12.1%)	(10.7%)
227 Thresher Group	Other	Private equity	30/06/07	774.1	(0.9%)	(18.7)	(2.4%)	(19.3)	(2.5%)	(0.6%)
228 Comet	Electricals	Major UK PLC	31/01/08	1,731.6	3.3%	(24.2)	(1.4%)	(24.2)	(1.4%)	(0.5%)
229 QS Group (QS, Bewise)	Clothing, Footwear & Accessories	Other foreign-owned	29/03/08	94.7	(4.7%)	(24.5)	(25.9%)	(24.6)	(25.9%)	0.1%
230 Savers Health and Beauty	Opticians, Pharmacies, Health & Beauty	Other foreign-owned	29/12/07	180.3	(43.0%)	(33.3)	(18.5%)	(33.4)	(18.5%)	(14.8%)
231 Grattan	Mixed Goods	Other foreign-owned	28/02/08	384.5	0.5%	(43.3)	(11.3%)	(44.4)	(11.5%)	(7.7%)
232 Zavvi	Music, Video and Gaming	Family or closely-owned	31/03/07	315.3	0.0%	(47.3)	(15.0%)	(47.5)	(15.1%)	(3.2%)

<sup>1</sup> Adjusted for other income and exceptionals

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