



B. J. Nygård

NYGÅRD, THE PHENOMENON

AN INSIDE LOOK AT 50 YEARS OF UNPARALLELED SUCCESS

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Nygård, The Phenomenon

An inside look at 50 years of unparalleled success

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INTRODUCTION

There are a number of factors that shape our lives, that help to determine our individual paths. The path of Peter John Nygård seemed preordained with early experiences that led to a life of monumental achievements..

It is not often that we reflect on our lives & look at the antecedents that have shaped who we've become & have determined the goals we've set for ourselves. Dissecting the life of Peter Nygård has led to some astounding discoveries — looking at his childhood experiences & seeing the evolution of his life is like seeing a picture form in front of our eyes.

It is fascinating to start at Peter's birth & watch his life take form with stepping stone after stepping stone showing us his path to 50 years of success.

One cannot say that he has had extraordinary opportunities that many didn't have. In actuality, there was nothing unusual about them. Yet, Peter Nygård was to take those opportunities & accomplish extraordinary things.

What he did was born out of who he is as a person, the way he thought about himself, & the way he thought about life, & as astonishing as his achievements are, he will tell you that it wasn't necessarily what he set out to do. He also couldn't necessarily tell you how he did it, which is why such an external review of his life is so revealing.

Peter Nygård had a few core principles operating in his life that impacted everything he ever did: his competitive nature, his perfectionism, & his convictions that everything can be improved & nothing is impossible. Those core principles were born out of his upbringing, his birth country's culture, & his formative life experiences. These were the factors that allowed him to achieve the level of success that he has.

The rare combination of factors & experiences that shape who Peter Nygård is cannot likely be found in any other individual. It is what makes him unique, just as all of our individual characteristics make us unique. That is not to say that his unprecedented levels of success are inimitable. They are. You simply won't find any other individual arriving at success from the same place as Peter Nygård has.

Just as the influencers in his life have shaped his success, they also affected how he feels about it & what he has done with it. Nygård's generosity appears to know no bounds, as reflected in the \$22 million given to breast cancer research as well as his insistence on giving breast cancer survivors the amazing experience of strutting their stuff on stage in his fashions in celebration of their womanhood & survival.

The awards & international acclaim Nygård has received are not surprising — it was a natural progression given his personal & business achievements.

Pekka Juhani Nygård's life & business success truly are phenomenal & unprecedented. His journey unfolds in the pages before us.

May you find inspiration as you experience Pekka's journey on the road to his 50 years of personal & business success!

By Cathy Archer



Peter's Parents
Eeli & Hilikka Nygård June 24, 1940



THE MAKING OF A PHENOMENON

“Dad always said she was a good boss. He said “She’s a good boss because she never makes me do anything I don’t want to do.”

– PETER NYGÅRD

AN EXTRAORDINARY BEGINNING

His was a life of humble beginnings set upon by a collision of genius and culture propelling him to unimaginable heights.



Pekka Juhani



Peter & Liisa during their days of adventure at Kotkankatu

A TUMULTUOUS EVENT

The early days of Pekka Juhani, as Peter was named, were filled with the realities of war as he had entered the world on July 24th of 1941 in Helsinki, Finland. As the sirens were blaring on the way home from the hospital, Pekka's father, Eeli, had to take his young family directly into a bomb shelter. It was a new mother's worse nightmare. Yet, despite being born in the midst of the turmoil of World War II with constant blasting of sirens & dashing to bomb shelters, Pekka Juhani knew a sense of security & protection. His mother Hilikka whispered loving words in his ear as they waited.

The war raged on around him as he grew. When he was three, a bomb blast shook the family's apartment, covering him & his father with shattered glass while they were trying to make their way out the door to the bomb shelter.

Following that incident Pekka & his two-year-old sister Liisa were whisked off to the Nygård family farm away from the frightful noises & scenes of war. Hilikka stayed with the children on the farm while Eeli remained working in Helsinki.

The war raged on around him as he grew. When he was three, a bomb blast shook the family's apartment, covering him & his father with shattered glass while they were trying to make their way out the door to the bomb shelter.

A QUINTESSENTIAL FINN

Grampa Nygård was an amputee, who didn't recognize that he was a courageous & inspiring man. When gangrene caused by diabetes had attacked his leg many years before, his legs had been amputated, one just above the knee & the other slightly higher. He had custom made leather covers that served as shoes for his stumps, & he shuffled about on these holding canes in each hand.

When gangrene later attacked his fingers he was without medical help nearby; but knowing what had to be done to prevent the spread of the gangrene & save his life, he performed his own amputation, cutting off his finger as deftly as any surgeon. Eventually most of one whole arm was affected & its final complete amputation, was performed in a hospital.

Grampa Nygård was a bear of a man. Disabled? Not in his opinion. Complain? Not that anyone ever heard. With his one good arm & leather pads on the stumps of his legs, he walked, climbed stairs, drove horses & did his work. In partnership with each other, the Nygård's had begun a small informal garment industry. They didn't think of it as a garment industry of course. They just were doing whatever they could do to make ends meet, but they were, in fact, true entrepreneurs, seeking to generate income to sustain themselves by providing useful goods to paying customers. Gramma Nygård, as designer & seamstress, would obtain discarded cloth from used military uniforms & prepare it for recycling. She would then make assorted garments, aprons & other household items from it. Grampa, as marketer, would fill a trunk with her homemade articles & place it on a horse-drawn flat board trailer. He would climb on to his buggy seat at the front of the flatbed with

agility & speed (and without any help), & travel to nearby communities to sell his wife's creations. He would frequently let Liisa & Peter sit up there with him in the second buggy seat behind the horse, & when he got to his destinations he would let them stay at his side while he sold things, as if the children were important allies in any transaction he made. (*The Child Of Lamposaari: The Inspiring Story of Hilikka Nygård*, 2015. Pages 82-83)

Watching Grampa Nygård from the age of three was the lesson Peter received every day while living on the Nygård family farm. 'Nothing is impossible' & 'perseverance' was always the order of the day.

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See picture below: *Even though Grampa Nygård lost both his legs, he still managed to run the farm.*



Grampa Nygård (Perkkiön Vaari) with his daughter Ellen (Eeli's sister), son-in-law & grandchildren



THE DRIVING FORCE

The end of the war signaled a new beginning for Peter. Upon returning to Helsinki, a new love had entered his life — competition.

Finland prided itself on its sporting abilities. With the upcoming 1952 Summer Olympics taking place in Finland, special attention was placed on training & preparations.

Given the Finnish culture's emphasis on sports, it should be of no surprise that growing up in Finland meant engaging in various sporting activities & competing on different levels. It was a wonder to many that, despite the size of Finland's population, Finland

would consistently end up in the top five of the medal standings at various Olympic games. Clearly, Finland's focus on competition was paying off.

For Peter, a new passion was born — a new love to which he was determined to prove his merit. He gladly participated in school sporting events as a young kid & earning first place was paramount.

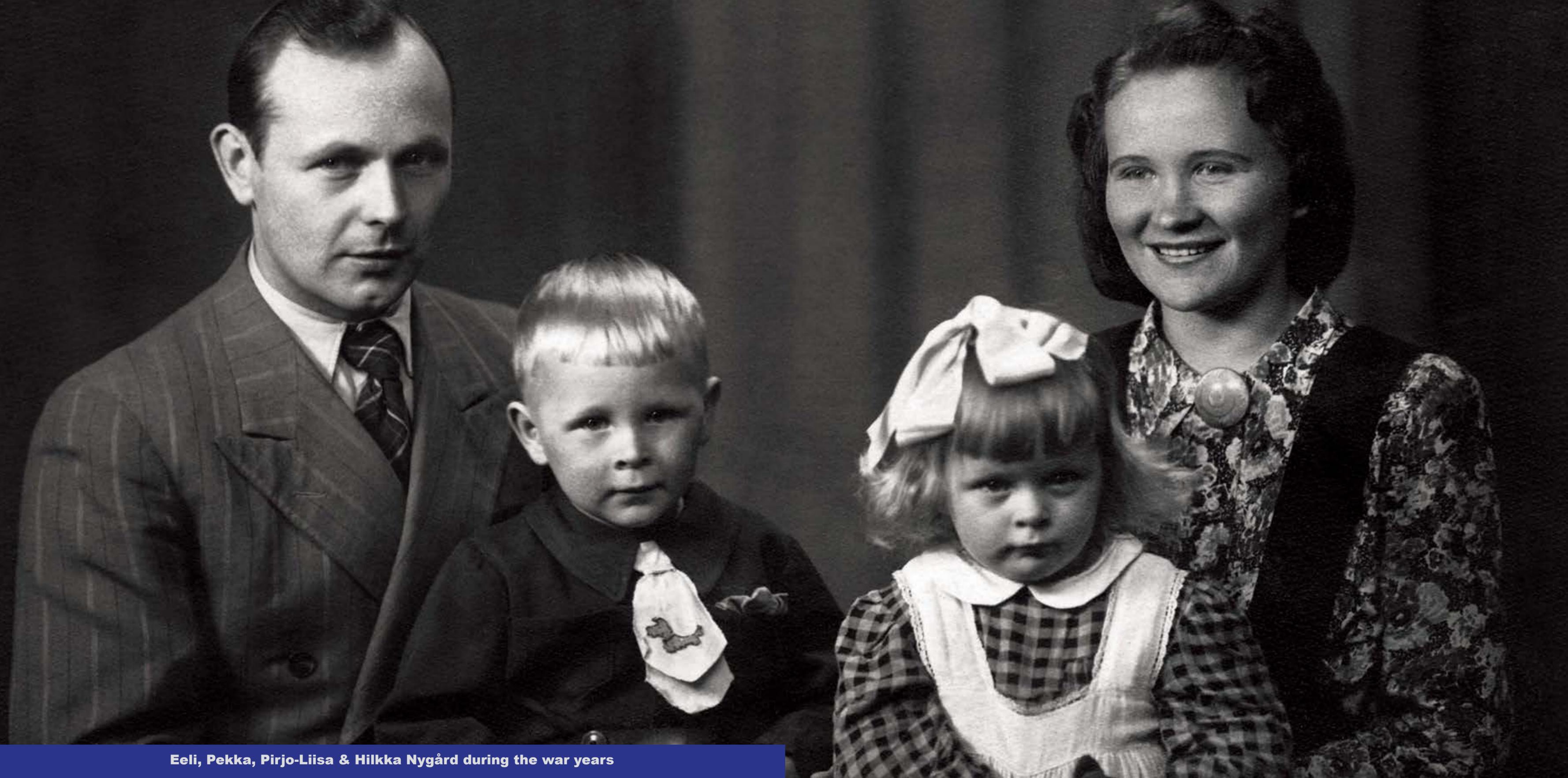
That competitive spirit became ingrained in his character & a driving force in his life. It was to become the catalyst that spurred his rise in the new world.

For Peter, a new passion was born — a new love to which he was determined to prove his merit. Competition!

That competitive spirit became ingrained in his character & a driving force in his life. It was to become the catalyst that spurred his rise in the new world.



Peter Nygård Grade School, Peter top right



Eeli, Pekka, Pirjo-Liisa & Hilikka Nygård during the war years



Hilikka walking with her children near the Helsinki Railway Station after the war

A LIFE-CHANGING DECISION

As it had done throughout its history with Finland, Russia continued its attempts to control Finland & force its communist ideals on this free land. After refusing to join the communist party, & plagued by fears of a possible communist Finland, Eeli sought to escape with his family. It was time to leave.

Though Eeli & Hilikka had begun their married life with very little means, both had worked their way up to management positions

by 1952 — Eeli at the bakery where he worked for many years & Hilikka at a dairy store. A few years prior, they had financed the purchase of a suburban condominium located near a 'green' park & across the street from a beach, which was symbolic of the success they had achieved. However, they now needed to sell everything to be able to purchase travel tickets & finance their emigration. That, they did.

For many, the hope of gaining a life of true freedom is worth giving up a life of relative comfort even when it requires plunging into the unknown. For Eeli & Hilikka, Canada was that unknown & became the target for creating a more secure future for the family that would be free from communist rule. Thus in 1952, the Nygård family, like many before them, made their way out of war-ravaged Europe.

From the joys of sailing through the vast ocean, to the unavoidable sickness caused by an upheaving vessel, & from the thrilling train ride through curious scenery, to the discomfort of days spent on hard wooden benches, the journey to their new land was both exciting & difficult. Even the journey's end did not signal the cessation of challenges for Eeli, Hilikka, Liisa & Peter Nygård.

POVERTY

It is common for many migrating families to have little but their work ethic left, having sold everything they had to trek halfway across the world in hopes of attaining that often-elusive, North American dream.

Far from the North American Dream, the Nygård family found a life of hardship & poverty that was too often the reality of new beginnings for many immigrant families. Why? It is common for many migrating families to have little but their work ethic left, having sold everything they had to trek halfway across the world in hopes of attaining that often-elusive North American dream.

For the Nygård family, life in the new world began in Deloraine, a small community in the Canadian province of Manitoba. Eeli was able to find a job in a bakery where he worked twelve hours a day for six days a week & for which he received a pay of \$35.

With so little income, the family moved into a former coal bin storage unit that was thirteen by fifteen feet. There was a coal stove in the centre of the back wall that was used for cooking & staying warm. It had a rusty barrel full of melting snow next to it. That water was boiled & used for washing & bathing in a galvanised tub.

The Nygård family had to make do with an outdoor toilet, which Canadians called a "biffy." An early morning trek to the biffy in the middle of winter was no picnic.

After settling in, Hilikka took on odd cleaning jobs to supplement the family income. Even Peter got to work collecting Coke bottles out



The train station at Deloraine

of ditches everyday. Each bottle brought in 2 cents. That was used to buy the family's drinking water on an ongoing basis.

Nevertheless, Hilikka was sure the family could weather the rough times & told Peter & Liisa, "We'll be all right. As long as the four of us stick together, we'll make it."

One highlight Peter fondly recalls from their early days is the lessons from the kind Reverend Ian Harvey, the United Church minister in town who offered to help the Nygård family learn to speak English. The minister would teach Peter & Liisa the names of specific foods like carrot or apple. They got to eat the item when they got the English pronunciation right, which also helped to assuage their hunger.

There were many more Reverend Harveys in the Deloraine community. Its members embraced their new residents delivering loads of homemade goodies & other gifts to the Nygård family. One such gift was a quilted blanket, which the Nygård family used to help ward off the chill. Hilikka once shared that the generosity of the Deloraine people was such a warm welcome & a great introduction to their new home making the initial hardship that much more bearable.

Despite these very challenging times in his life, Peter Nygård would later say, "Even though we were poor, I never felt deprived. I always felt we were lucky, actually, to have the kind of parents we did. I don't remember there ever being arguments or anything like that — just always love & support."

It wasn't long after their start in Deloraine that life became even more difficult. What started off as a great find, in terms of Eeli's first job in their new country, was fast turning into a nightmare.

The owner of the bakery had a drinking problem. As is usually the case, he was considered a fine man once he was sober but most difficult to deal with when he wasn't. If Eeli didn't collect his pay envelope as soon as it arrived on Saturdays, the bakery owner would go to the bar with it. Though increasingly difficult, this weekly challenge became impossible to withstand the day the baker threw a cake at Eeli. That signaled a most unpleasant end to their working relationship.



Nygård former storage shed home in Deloraine

SISU

“The Finnish principle of ‘Sisu’ spurs a Finn on to be brave, resolute and determined to fight to the end against all odds.”

In 1939, before Peter Nygård was even born, a significant event in Finnish history demonstrated a most powerful Finnish ethos — a way of being that permeates its culture & determines the fate of so many of its people.

It was the depths of an especially cold winter. World War II had just begun & presented the ideal pretext for Russia: Forever covetous of Finland’s land, Russia seized upon the opportunity to possess it. With one million soldiers & thousands of aircraft & tanks, the Russians launched their attack.

Finland had no tanks & only 200,000 soldiers. However, the Finnish soldiers possessed ingenuity. In one battle, the Finns used bold tactics, skis & the terrain to their advantage, demolishing the Russians soldiers. Two hundred thousand Russians soldiers were killed in that war.

Toward the end of the war, the Russians tried again to subjugate Finland. This time they brought 150,000 soldiers to fight Finland’s 50,000. Once again, the Finnish soldiers routed the Russians. The Russians finally gave up trying to conquer Finland’s territory by aggression.

At the end of the day, Finland lost the war. Nevertheless, what’s remembered most are the decisive Finnish victories. Despite the fact that the Russians always had far superior forces in terms of the number of soldiers & equipment, the Finnish victories over them during various battles have come to represent the Finnish people’s resolve & determination.

That ability to withstand far superior forces, a great disadvantage, & yet overcome through sheer determination is ‘sisu’! Sisu is described as representing the Finns’ national character. Sisu spurs a Finn on to be brave, resolute & determined to fight to the end against all odds.



Liisa & Peter with their dog Lortti

This sisu spirit continues on in the Finnish people no matter where they end up in the world & is often demonstrated by their acts & way of being in their environment.

The assimilation of cultures in a new land does not cause the displacement of old identities & values; on the contrary, those abiding values lend themselves to the achievement of a new world dream.

CHASING A TRUCK

Before leaving Deloraine, Eeli’s former employer berated him during their final argument telling him that his bakery was the only place Eeli could find work as a baker. Eeli had to prove him wrong. Finding himself unemployed with a family to feed, he became determined to find a new opportunity as a baker.

Eeli made his way to Winnipeg to seek new work. It was 302 kilometres, or 180 miles, from Deloraine. While walking down the street looking for work in Winnipeg, Eeli spotted a bakery truck making deliveries. Without hesitation, Eeli took off after the truck running as fast as he could to keep up. Naturally, he was unsuccessful. Nevertheless, Eeli made a note of the last street he saw the truck on & the time the truck had passed.

The next day, Eeli returned to that street & waited for the bakery truck making its deliveries to show up at that spot. Once again he took off after the bakery truck until he lost it. In true sisu fashion, this action was repeated each day until Eeli successfully ended up in front of the bakery. He then walked into the bakery, & with his broken English declared, “Me strong. Me want work.”

With the help of a reference letter from the ever-helpful Reverend Harvey, Eeli was able to land a job at the bakery working evenings. It was a three-month job that turned into a fifteen-year job.

Now that’s sisu!

What better lesson for a boy can there be to learn the principle of never quitting than hearing of his father chasing down a truck?

A SIGN OF THINGS TO COME

Living in poverty in their new land, survival was the order of the day. So, Peter went from collecting Coke bottles out of ditches to starting his own paper route at the age of twelve, after the family moved to Winnipeg. For Peter, it was only natural to always work hard. He’d watched his parents do it all of his young life. So, it wasn’t long before one paper route turned into three. He hired two neighbourhood boys & his sister Liisa to help deliver the newspapers while he focused on collections.

At a young age, Peter was thinking as a businessman. Liisa had borrowed twenty-five cents from him, went to the neighbourhood shop & bought candy. When she returned, she broke it in half & gave him half. However, they had an agreement to always keep business as business. Despite Liisa’s sharing her candy with him she had to pay him back with interest.

In his business efforts as a kid it wasn’t enough for Peter to do what everyone else was doing. He had learned at a very early age from the Finnish culture what it was to compete. Before the age of ten, he was competing in ‘Mini Olympic’ events back in Finland. And, it wasn’t just about competing. He had seen his parents win awards at community sporting events — his father for track & field & his mother consistently won swimming competitions. Therefore, in Peter’s mind, you not only had to compete, you had to win!

His competitive spirit was always present, & even in delivering papers, he wanted to be the best.

At age fourteen, the Winnipeg Free Press Company Ltd. presented Peter with a 1955 Carrier’s Certificate of Honor:

The newspaper mandated the following standard:

The delivery of the FREE PRESS to its subscribers, promptly, faithfully, carefully, & on time each & every day is a service which demands a high standard of performance from the boys of its carrier staff.

Every FREE PRESS carrier must be

at his depot or corner on time, in order that the subscriber’s paper may be found clean, straight & whole when it is expected. He must be punctual.

He must not be deterred by rain or storm, or snow, or the blast of northern blizzard. He must be faithful.

The newspaper must not only be delivered, but must be placed where it is safe, secure, accessible. He must be careful.

The carrier is his own merchant, obtaining credit from his newspaper & extending it to his customer, the subscriber. He must exercise judgment, be trustworthy, prompt & accurate in settlement.

The faithful performance of these exacting duties stamps the boy who is entrusted with their discharge as a lad of character. The performance of his duties, coupled with the general handling of his route & the coming into frequent personal contact with his numerous customers, is an invaluable discipline & training to a boy, & many former carrier lads of the FREE PRESS who have since achieved success in profession or business are proud to acknowledge that their success was influenced by this training.

No doubt, this was an indication of Peter Nygård’s commitment & determination to always perform any assigned tasks to perfection. It was certainly a sign of the success to come in his life.

“Peter Nygård gave perfect service during the six months. During this period he has delivered on the average 72 papers daily without a single complaint being recorded against him.”



Peter’s bike from first paper route earnings



Peter’s confirmation outside church with Hilka, Liisa & Aunt Irene



MR. PERFECTIONIST

For the consummate competitor, doing what it takes to win is instinctive. Being a perfectionist about it is simply what is required from Peter's perspective.

When he was playing basketball in high school, naturally he wanted to be the best. So every day after basketball practice, Peter would stay behind in the gym to practice his free throws.

But, he didn't practice the way anyone else would. He put serious pressure on himself. He had to successfully make ten free throw shots in a row before he could go home for dinner. Even if he got to nine & missed the tenth shot, he would have to start over again. There were times when he had to throw more

than 100 free throw shots to achieve ten in a row. When asked why he did this, Peter replied, "I wanted to place the same pressure on myself as I would have if I was playing in an actual basketball game."

Peter's work ethic, competitive nature & drive to always be the best paid off. In high school he was a top athlete on every sports team, which included basketball, volleyball & track & field as well as curling, badminton & tennis. Peter's mom, Hilikka, attended every one of his sporting events rain or shine.

With such dedication & perfectionism, it was a no-brainer for the school to name Peter Nygård Male Athlete of the Year.

In high school he was a top athlete on every sports team, which included basketball, volleyball & track & field as well as curling, badminton & tennis.



Peter with track & field team



Peter Nygård graduating from Glenlawn Collegiate 1960, winner of the Male Athlete of the Year Award



Ernie Gaudreau, Peter's Coach, & most impactful early mentor, far right back row, with the Norberry Junior High basketball team, Peter - number 21

A SEEMING MAGIC TOUCH

There were early signs of a seeming magic touch that Peter Nygård had that always resulted in success.

Yet, that magic touch can be defined as the following factors at work in his life:

- The need to survive
- The willingness to work hard
- The drive to always be the best
- & that enduring Finnish principle — sisu

Imagine the limitless achievements possible from such a combination of factors. These were the drivers of Peter Nygård's success starting from a very early age.

Every summer Peter found jobs to make the money he needed to help take care of himself. It was standard practice in the Nygård household for the kids to find summer jobs, while neighbourhood friends got to spend their summers having fun. Even Liisa, fifteen months younger than Peter, would take on summer jobs to have money to purchase her back-to-school items.

One of Peter's summer jobs involved working for a carnival guessing ages & weights. It wasn't as easy as that though. Workers were on the road constantly setting up & pulling down. They would work the carnival until 11p.m., tear down until about 3a.m., & set up in the next town the next day. The men would allow Peter to drive the three-ton truck in the middle of the night while they slept. They were always afraid they would get caught letting Peter drive underage. Yet they did it because they wanted to sleep & Peter wanted the adventure.

The nature of the work didn't matter to Peter. He took on all sorts of summer jobs because the tougher the job the more he was able to get paid.

Peter worked with a construction crew on a pipeline, which was arduous with long hours. Another time he worked as a lifeguard. He had lifesaving certifications & taught swimming safety.

He in fact learned an interesting lesson during life-guarding.

The life-guarding job usually started before the beaches opened. Lifeguards had to spend time cleaning up the beaches & painting benches.

Being a perpetual competitor, it didn't matter what job Peter had. He always had to do it better than the next guy. Painting benches as a lifeguard, he had to work the hardest &

had to be the fastest; that is until a group of burly lifeguards came over & threatened him: he would 'get it' if he didn't stop painting so fast & making the rest of them look bad. This was quite a shock to Peter.

While the North American standard was "don't work too hard" & "be home in time for dinner," Peter grew up hearing his mother say every time he left the house "make sure you work hard & be sure to finish your work."

No matter what others were doing around him, that became the Nygård standard for every aspect of his life — work hard & get it done.

Peter's parents' great example of the right work ethic, that Finnish sisu principle, & the enduring Finnish cultural push toward building a competitive spirit set the trajectory for Peter's life. His rise to the top of whatever endeavours he pursued, from his teenage years to adulthood, was inevitable.

There were early signs of a seeming magic touch that Peter Nygård had. It was a magic touch that always resulted in success.

A CLOSE CALL



Peter working as lifeguard poses with his swimming student

Peter worked many long days as a lifeguard. He started his days teaching swimming early in the morning, life-guarding all day, then teaching swimming in the evenings. He taught disabled kids who were afraid of the water & even taught the grandmother of one

of the kids, who had a challenge with her leg from polio. Despite that, she had insisted on learning how to swim alongside her grandchild. It took all summer but she did learn.

One experience as a lifeguard was not a pleasant memory for him. There was a large diving platform in the water that was much further away than it looked. Kids would swim out to it to be able to dive off.

One day, the waves were huge & there was a swimmer trying to reach the dive platform. He was still about 100 yards away when Peter recognised that he was in trouble.

Peter jumped into the water & swam out to him. He tried to put the swimmer on his back, but it wasn't working. The guy was about six feet & six inches tall & very heavy. His legs went straight down into the water. It was impossible for Peter to get him parallel.

It didn't help that the waves got bigger every time a boat went by. As he struggled with

the swimmer, he kept being pushed under the water.

There were about sixty people watching from the shore. Peter shouted for a lifesaver ring. It was thrown into the water, but fell five feet in front of the dock because someone was accidentally standing on the rope.

As Peter grappled with the situation, he thought he might drown. He continued to fight to get the swimmer back to shore. By the time he got him back, Peter could barely feel his legs. They were so wobbly, he couldn't climb up the stairs.

When Peter was asked about the experience, he shared these thoughts:

It was interesting to see that. It was a lesson in life that when things can go wrong they will go wrong at the worst possible time.

The negligence of people became

striking. That mistake could have cost me my life. Instead of doing it right it was done wrong & the carelessness of that action stayed in my memory forever.

Throughout my life I continued to stay focused on how much damage recklessness can cause to human beings, to businesses, & to lives. It made me place a huge emphasis on people doing the job right, on being careful not to cause damage.

It also made me notice people who were appreciative of anything I've done for them because that swimmer just walked away & didn't say thanks. When somebody really appreciates anything I've done for them it's like a blessing to me.

That experience stays with me forever & had a major impact on my life in those ways.

EARLY ACCOMPLISHMENTS

Peter continued to excel & stand out as a teenager. At fifteen, he started working as a 'grocery bagger' for Loblaws, which were the go-to grocery stores back in the 1950s. He soon moved up to stocking shelves, working in produce, the meat department & cashiering.

Even in stocking shelves Peter was competitive; the others would put one or two cans on the shelf at a time while Peter would put four.

It wasn't long before that work ethic & drive to be the best got noticed. Still in his teens, Peter became one of the youngest store managers they ever had. He was made a relieving manager & spent one summer going from store to store relieving store managers.

His experience in various levels of the job paid off. He was eventually tasked with helping to open new stores.

Becoming a manager of a Loblaws store as a teenager was another early accomplishment.

Peter made intuitive decisions about what experiences ought to be a part of his life. One of those decisions was attending university. When he discussed the idea of going to live with his aunt so he could attend a college, his father, Eeli had one stipulation: do well in school or else return home.

Peter went to live with his cousins in Hibbing, Minnesota to attend a junior college there. He would eventually go on to attend the University of North Dakota.



52 Hindley Ave, Winnipeg
The Nygård's first home of their own in Canada

IMPACTFUL DECISIONS

The Nygård family had been making steady progress with everyone always working & contributing financially to the family's well-being. They had been able to move into a small home on Hindley Avenue that Peter's parents had purchased. Now it was time to sell their home to achieve other goals. They moved into an apartment & used money from the sale to help Peter with his university expenses.

When it was Liisa's turn to attend university, Peter chipped in as well. & when his parents were ready to fulfill their lifelong dream of owning their own bakery, & were short on funds, Peter sold his car to help them achieve their dream. Those funds were used as the down payment on the bakery.

Support each other — it's what the Nygård family always did.

Peter's parents' great example of the right work ethic, that Finnish sisu principle, & the enduring Finnish cultural push toward building a competitive spirit set the trajectory for Peter's life.

His rise to the top of whatever endeavours he pursued, from his teenage years to adulthood, was inevitable.



Peter & Liisa with the car he sold to help their parents buy their bakery

When his parents were ready to fulfill their lifelong dream of owning their own bakery, & were short on funds, Peter sold his car to help them achieve their dream. Those funds were used as the down payment on the bakery



Hilka, Nygård's Bakery, Winnipeg 1967



Eeli & Hilka, Nygård's Bakery, Winnipeg 1967



PHENOMENAL GROWTH

“In Canada, you may start with very little, but you have the privilege of soaring to any height imaginable if you have a plan & if you are prepared to work hard & pay the price.”

– PETER NYGÅRD

PRESIDENT MATERIAL

“Congratulations Peter, you are the next President of Eaton’s!”

The Recruiter



While attending Hibbing Junior College, Peter continued to participate in sports & was a top player on the school’s curling team. He did not have the luxury of just curling on the team -- to earn money to cover his school expenses, he took a job preparing the curling ice.

However, once he got to the University of North Dakota, he made a painful, but what he considered necessary, decision. His love of sports would have to be sacrificed for his greater good.

He also didn’t join any social fraternities. Instead, he decided to focus all of his attention on his studies & joined the business fraternity at the University.

In 1964, Peter became the president of Delta Sigma Pi. Competing against fifty-six other National Chapters, he led his chapter to win the Efficiency Contest with the highest distinction honours in the country.

He graduated in 1964 with a Bachelor of Science from the University of North Dakota with a major in Business Administration

After graduating, Peter went to a psychological testing consulting firm where they conducted hours of aptitude tests. It was to establish his suitability for various jobs & to review his potential for certain kinds of jobs.

He got a call two weeks later. The gentleman said, “Congratulations Peter, you are the next president of Eaton’s.” Eaton’s at the time was one of Canada’s premier department stores. It was quite large with locations all over Canada & was a coveted place to work.

The consulting firm had been conducting the same tests on more than 200 of Eaton’s executives & staff. The Eaton candidates were assigned numbers so that the results would be genderless, ageless, & job-title-less.

Somehow Peter’s scores had gotten mixed in with the Eaton results. In looking for who was president material, the company’s criteria showed it was Peter Nygård. His scores reflected that he was best qualified & best suited above all of the other participants to be the next president of Eaton’s.



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EARLY SUCCESSES

Naturally, Peter was hired by the top executive of Eaton’s as management protégé as a result of his testing. Except, they gave him the worst job to start off — from Peter’s perspective anyway.

He believed that because he had experience with groceries from his Loblaws days, they stuck him in the basement with the grocery discount items. He felt it was the lowest one could go as a manager. He once explained that he wore a smock as his attire & mopped the floors in the basement while “those other guys” — the other managers — wore bowties on the other levels of the Eaton establishment.

Peter was also responsible for the seeds department, which was set up outdoors. One strategy he employed to increase sales for the company was to set up a case lot sale.

They sold canned goods by the case at a huge bargain & sold seeds & fertilisers at the same time. It was a major success. The only challenge was that Peter couldn’t get his workers to carry certain items — no one wanted to carry the fertiliser because it stunk.

Even at that time Peter would never ask his workers to do anything he wasn’t prepared to do himself. So, he was often stuck carrying bags of fertiliser to customers’ cars. On those days, when he went home, his mother wouldn’t let him in the door. She would hose him down with disinfectant before he was allowed in the house.

As a reward for Peter’s success with his first management trainee position, he was moved to work in Eaton’s catalogue division dealing with returns. Millions of dollars in returns

were coming in. He set up a ‘piece-work rate’ for the workers to keep the department productive, & every Monday morning he would list the top five workers & give them a bonus. He also had a list of the lowest five. No one wanted to be on that list.

Peter’s effectiveness got him more promotions within the catalogue division. Eventually, he was promoted to run the heavy goods stores. Despite his success, he wasn’t getting much respect from the other managers, who were twice his age. He knew he had to do something for them in order to earn his way into their club.

When budgeting time came around, he made himself available to the other managers. Considering that he was a math whiz, he thought he might be able to assist them. They took him up on it, but they wanted him to come to their houses to help them with the budget because they didn’t want the boss to know. Peter agreed & kept this secret. He felt that this made a difference. They finally began seeing him in a favourable light.

There came a time when top executives asked these senior managers their opinion about Peter. They sang his praises & he continued moving up the ladder. Peter always believed it was because of what he did for the other managers. He was certain that had he revealed their secret, they would never have held him in high regard.

From this experience, Peter Nygård developed an important principle at work. As he states, “It’s important to take care of your partner; make sure you make your partner look good ‘cause they will ultimately make you look good; don’t go sabotaging them or stabbing them in the back.”

THE TAN JAY STORY

He walked a path filled with monumental synchronicities as if the outcomes were all preordained.

A PREDESTINED FLUKE?

It was a Saturday morning in 1967. In the days leading up to that fateful day, Peter had been playing host to Miss Finland, Miss Sweden, & Miss Norway beauty queens as their interpreter. These Miss Universe pageant contestants were on tour in Canada.

Having hit it off well with Miss Sweden, he had plans to spend the entire day with her before she was to leave. In his mind, he was already in love & was thinking of her as his future wife. But there was one hitch in his plans.

Peter Nygård was a recruiter's dream. Doing so well on his aptitude tests meant he was

constantly getting offered job interviews. He received a call that morning from his recruiter with whom he had become good friends. Nathan Jacobs wanted to meet with this impressive young fellow.

He had been following Peter's achievements & was anxious to have him onboard in his own company.

Despite being happy with his job at Eaton's, Peter Nygård made a fortuitous decision. With great reluctance, he put his Saturday plans on pause to attend an interview with Nathan Jacob at what was then Jacob Fashions.



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Jacob wasted no time in offering Peter a job as sales manager for a new jeans line he wanted to launch. In Peter's mind, this was a demotion since he was already handling millions in goods for Eaton's as a regional manager for heavy goods stores.

He declined. Jacob asked Peter what job he would want. With a secure job back at Eaton's, he felt he had nothing to lose. He boldly stated, "I want your job."

He found himself in front of Nathan Jacob at just the right time. Having four daughters & no sons, Jacob was looking for a protégé. Jacob loved the bold & brash attitude of this young man. Jacob simply replied "okay."

When it came time to discuss salary, Peter sensed that this brashness was working for him. He insisted on equity. Jacob agreed. They worked out a deal for a six-month trial in which Peter would get equity if he performed as expected.

He took a cut in salary for the opportunity at ownership, but he didn't stop there. He also insisted on having Jacob's beautiful office. Jacob acquiesced. He said he was looking for someone to take over the business & wanted to spend more time in Florida. Jacob saw in Peter the potential for Peter to be the son he never had.



Site of Jacob Fashions that became the birthplace of Tan Jay

This was the bold start for Peter Nygård in the fashion industry. Sadly he never saw Miss Sweden again.

He began with the new company on December 1, 1967 & was sent out of town to visit salesmen in three locations. In January, he got a call from Nathan Jacob. Jacob had three months to live.

A few weeks later, Nathan Jacob, seeing the potential in Peter Nygård, amended the timeframe in the agreement between him & his protégé. Peter gathered up \$8,000 in savings, borrowed the rest of what he needed, & Nathan Jacob made him a partner.

The first year in the business was sheer madness, as Peter described it. Nathan Jacob had passed before he had time to give Peter any training. In operating the business, Peter relied on his past experience & business training, but

above all else, he relied on his instinct.

The Jacob daughters were his new partners. They were treating the business as the family tailor shop for their personal wardrobing, & they tried injecting their husbands into the business. The disagreements between Peter & his new partners led to them firing him. When the company was near collapse, they sold it to Peter.

In honour of Nathan Jacob, Peter renamed the company Tan Jay like the clothing line — Tan for the first three letters of Nathan spelled backwards, & Jay for Jacob. Fifty years later, Nygård still offers a Tan Jay fashion line that appeals to the original Jacob Fashions' customers.



A RETAIL GENIUS AT AGE TWENTY-SIX

“An apparel manufacturer must be a colour merchant. He must conform to high business ethics; he must establish an identity; he must occasionally dip into the retailer’s merchandising bag; he must be a promoter... Play a fair game & promise only what you definitely can deliver... Timing is unquestionably a key issue; a store has to be reached at precisely the right time, not too early or too late, or a manufacturer will find himself on the outside.”

- PETER NYGÅRD

NYGÅRD'S APPROACH

At age twenty-six, with no training or experience in the garment business, this was Peter Nygård's perspective of what would turn around this business he had just bought into.

An apparel manufacturer must be a colour merchant. He must conform to high business ethics; he must establish an identity; he must occasionally dip into the retailer's merchandising bag; he must be a promoter... Play a fair game & promise only what you definitely can deliver... Timing is unquestionably a key issue; a store has to be reached at precisely the right time, not too early or too late, or a manufacturer will find himself on the outside. (1967 *Interview with Bill Martynuik, Winnipeg, MB Canada*)

In terms of marketing Nygård said the following:

A promotion campaign consisting of trade & co-op advertising, direct mail, point of sale materials, catalogues, fashion shows & a marketing survey to determine soft spots in the market. We want to know exactly what the consumer is now looking for in a garment. Establishment of a critical path to set deadlines, knowing how long it will take to sample material, order yardage, manufacture the garment, & ship it; & sophisticated sales recording & reporting to be able to analyze sales immediately. (1967 *Interview with Bill Martynuik, Winnipeg, MB Canada*)



With respect to the use of computers in the business, Peter Nygård explained the following to the interviewer:

It is used to itemize units sold as a percentage of units bought related to time. In this situation it can be more harmful than advantageous for the manufacturer to be in an overstocked position. & where items are rated fast or slow, the smart salesman will put the right amount of his fastest moving items in a department at the peak of the selling season... It isn't enough to simply have the right merchandise at the right price. The key is to have the merchandise on the shelf when it is needed. (*Manitoba Business Journal, October-November 1967*)

He got to work implementing his ideas, which set him on a trajectory toward exponential growth & success.

"Where items are rated fast or slow, the smart salesman will put the right amount of his fastest moving items in a department at the peak of the selling season... It isn't enough to simply have the right merchandise at the right price. The key is to have the merchandise on the shelf when it is needed."



Peter Nygård discusses fabric choice

AN INSTANT MILLIONAIRE

"I don't think about becoming a millionaire. I just think about doing a better job the next day."

PETER NYGÅRD

FROM RAGS TO RICHES



Peter Nygård surveys his Inkster facility

Do you want to be a millionaire?

In a 1969 *Tribune Business* (in Manitoba) Profile article, Peter Nygård was asked if he wanted to be a millionaire. He told the reporter that, everyday, he just thought about doing a better job the next day. The reporter, George Froehlich, angling for his predetermined headline, insisted that Peter must be thinking of trying to make a million dollars at some point. Peter acquiesced & said, "Yes, I suppose, other people do but that's not my driving focus." The reporter had his headline, "Young EXEC shooting for millionaire status." The article opened with, "Peter Nygård hopes to be a millionaire by the time he is 30. & anyone who knows the 28-year-old women's fashion executive would have to say his chances are pretty good."

When Nygård saw the headline, he was stunned by what the reporter had written. Becoming a millionaire was the last thing he thought about. Driven to always strive for excellence, Nygård's only focus was on making the company the industry leader. For Peter Nygård, it was still about being the best at everything he did.

It was no longer about being the best at painting benches or at stocking shelves at Loblaws. Now, he had an entire company to turn into number one. He knew what he had to do. He sought out the best talent in the industry, brought them into the business & they dedicated countless hours on improvements. Together they shaped the company into a proficient machine.

The thing is, by the time Nygård completely took over the business, at age 26 he was already a millionaire. He had achieved that without focusing on trying to make millions but by focusing on "beating the competition". The Reporter was right about one thing though: Nygård's "chances were pretty good" at achieving millionaire status – his level of skill, his instinct & his approach to the business with his strategic decision-making led to him immediately achieving millions for the business, which resulted in his personal success.

After twenty-five years of success, Peter Nygård was interviewed for the "Sunday Life" section of the *Winnipeg Free Press* (1993) & asked the question, "Are you surprised by your success?" This was his response:

By the time Nygård completely took over the business, he was already a millionaire. He achieved that without focusing on trying to make millions but by simply focusing on "doing a better job everyday".

Yeah, that's a question that goes through my mind many times. How is it that it happens to some people & not to other people? Where are those crossroads? What's that little extra that you do? What's the break in life you get? Am I ever lucky that I was born in Finland instead of Estonia, that I was born on the right side of the Iron Curtain, & that I was lucky enough to come to Canada, the land of opportunity, & to be able to put all my energy to work & be repaid & rewarded for it. To come from being a poor boy of nothing to this, it's a constant reminder. It's shocking.

When Peter Nygård took over Jacob Fashions Ltd., it had 100 employees & was doing approximately \$800,000 a year in sales. Fifty years later, he has taken the former manufacturing company with 100 employees from \$800,000 in sales to an internationally renowned fashion house called NYGÅRD with thousands of employees around the world. The company's exponential growth has resulted in a value in the hundreds of millions.

Peter didn't focus on trying to make millions. However, with his work ethic, instincts, & focus on doing a better job every day, he achieved phenomenal success that resulted in millions.



HOW DID HE DO IT?

"I'm going to find the guy who knows the most about it, who is the best at it, & be better than him."

PETER NYGÅRD

WITH THESE STRATEGIC MEASURES

Nathan Jacob had planned to train his protege for a year. However, Peter Nygård didn't get a single day with Jacob before he passed away. It turned out to be a mixed blessing. Nygård didn't learn the bad habits of the industry. Instead, he relied on his instinct & made some moves that turned out to be critical for setting a solid foundation for the company's growth:

NYGÅRD CONDUCTED A MARKETING SURVEY

Nygård wanted to find out what clothing the business should even be making before launching into making clothes each year. If he had gotten this answer from those in the business, he would have gotten the habitual answer, as they knew it. Instead, he went & asked the customers. He did this because he believes, "Unless we pragmatically analyse the sportswear market from the consumer's point-of-view, we are only shooting dice. We must glean our manufacturing direction from the ultimate buyer & not from our production facilities."

Back in 1967, it was unheard of, but Peter Nygård printed a quiz on the back of the hang tags (the price & logo tags attached to a garment) with the added note that customers would receive a gift (a nice pen) if they would kindly consent to being given a full questionnaire.

The most amazing discovery was the response from many of the customers: "Thank you for asking my opinion." Thousands of question-

naires came back from the customers that filled an entire room. It took two weeks to go through bags & bags of responses & write their wishes down.

The biggest fashion discovery was that their customers wanted a skirt that covered their knees.

At that time in the industry, it was all about 'Juniors' & short skirts. The thinking was that nobody would buy a skirt that was too long. Retailers wanted a young look in their stores. From Nygård's perspective, some retailers were failing because they were selling to the customers they wanted & not the customers they had.

So he got to work making a skirt that was twenty-three & a half inches long instead of the standard eighteen inches. This presented a conundrum — how do you sell this idea to an industry that was against it?

When they invited the buyers to the showroom to view the upcoming line, Nygård was told, "That skirt is too long; we are not going to buy it; if you are not going to make that skirt eighteen inches, I don't want it."

Nygård did something that was very painful for him to do. He agreed to make the skirt eighteen inches to get the order, but the issue did not go away. He was torn between listening to the customer & pleasing the buyer.

Holding his breath in the process, Nygård shipped out the longer skirt, choosing to listen to his customer & going against the buyer

"Unless we pragmatically analyse the sportswear market from the consumer's point-of-view, we are only shooting dice. We must glean our manufacturing direction from the ultimate buyer & not from our production facilities."

Peter Nygård

NYGÅRD ASKED THE 'RIGHT' PEOPLE

in the process. It wasn't long before the calls came in.

Complaints were hurled at him left, right, & centre about the length of the skirt. With each caller he begged, "Please, please put it on the floor. If it doesn't sell I'll pay the cost."

Two weeks later he started getting calls again. "It's my hottest item!" Another, "It's flying out the stores; how did you ever figure this out?"

It established his credibility with buyers that this young kid knew more than they did about what the customers wanted. They kept asking him how he knew.

It's now a core principle of the NYGÅRD business: as Peter says, "Nike says, 'Just do it'. My philosophy is 'Just ask.'"

While it is a lot easier to 'ask' in the twenty-first century with the advent of the Internet, the other ingredient to knowing what the customer wants is testing. Testing is an integral part of the NYGÅRD business process.

For Nygård, it is not just about asking, but asking the right people. Not just anyone is allowed to express an opinion in his meetings. A strong advocate of nonsmoking atmospheres, he used this example to describe his perspective:

"You don't have a right to just give an opinion. You don't have a right to smoke in the room either. If you smoke in this room, you pollute the whole air. If you give bad opinions, you pollute the ear & the mind, & that's ear pollution. I don't want any ear pollution."

This becomes crystal clear through this experience he once described:

Nygård & a group of associates were walking about with all sorts of blue samples. They were trying to decide their colour story for the upcoming line. They encountered a former associate who had suffered a stroke & experienced brain damage. Even though he

was no longer able to function, Nygård didn't have the heart to let him go & this gentleman spent his time operating the elevator. When the group entered the elevator with all the blue samples, the gentleman picked one blue out of the bunch & expressed that it was a very, very beautiful colour.

About ten hours later when Nygård & his associates were in a room struggling unsuccessfully to pick the right colour blue to use for their colour story, one associate pointed at the same blue that was identified by the associate operating the elevator, & stated that he heard somewhere that that was the best colour. They strained trying to remember the 'somewhere'. Nygård finally remembered that it was the associate operating the elevator.

It was a big lesson for them. He realised that it was very dangerous to have opinions floating around because they stay in your mind & you don't remember the source. Nygård instilled in his staff that you have to be very careful where you get your information. If you make decisions based on uninformed opinions, that can be detrimental to the business.

In keeping with the idea of asking the 'right' people, one of the first things Nygård did was to invite sales people into his design meetings. He was considered the first to ever do that.

It is a prime example of him not following the industry's habits. From his point of view, it was only logical to ask the people who worked with the customers daily. They had knowledge based on the feedback customers gave them during the sales process.

Nygård wanted the sales people's perspective & insights based on what they heard the customers saying. The process of inviting in the sales people to participate in design meetings became a standard for all design meetings not just at NYGÅRD International, but eventually throughout the industry.

NYGÅRD MOVED UP THE LINE SCHEDULE

Another step that Nygård took at the very beginning was to move up the design process & planning for his clothing lines. This move gave his company several advantages. It allowed him to get to fabric choices first. It

allowed him to secure the best prices because no one else was buying at the time he was. & it allowed him to be first to market.

This move & others created a foundation for the advancement of his business. Within two years Tan Jay had taken off & was headed towards astounding success.

NYGÅRD ESTABLISHED BONA FIDES AS AN HONEST BROKER

The industry was known to be lacking in integrity. It had a culture of cheating. Having the background that he did, Nygård couldn't imagine operating in any other way but in honesty. It was the way he was brought up. The two biggest principles emphasised in the Nygård home when Peter & Liisa were growing up were honesty & hard work. Eeli Nygård would have his children behave in no other way. Once again, their parents were the perfect examples. A story is told that after their parents had their bakery, a customer forgot his five cents change & their mother, Hilikka, ran down the street after the gentleman to give him his five cents change.

An incident at the company early on established Nygård's reputation in the industry. He had received an order from Eaton's of Canada for Tan Jay pants at \$10.25 for each one. Two months later, he sold to a new company & calculated a price that ended up being \$10 for each one.

Nygård spent a few sleepless nights trying to figure out how he had charged Eaton's twenty-five cents more. He woke up one morning, figured out how many pants Eaton's had bought, & wrote a cheque to Eaton's. He presented the cheque for \$2,856 to them himself. When he was asked why he was giving them a cheque, he said, "I overcharged you. I didn't mean to." They thought he was "nuts."

This story spread like wildfire throughout the industry. One of the merchants called Nygård & told him, "You don't give money back. You are making us look bad."

It was the norm to compare prices to see what others got the same products for with each company, but following that incident, no buyers ever questioned Nygård's prices again.



Peter Nygård reviews designs

This story spread like wild fire throughout the industry. One of the merchants called Nygård & told him, "You don't give money back. You are making us look bad."

While it was an understood principle at that time that you didn't sell at different prices to different buyers, it's now illegal.

Nygård solidified his reputation as a 'good' businessman with another experience.

One of the most important principles in the industry is maintaining retail prices of the products across the board. Buyers would have to be guaranteed that nobody else would undersell them. He received an order from a new account that he had been anxious to have as a buyer for a very long time. They placed a large order.

The next day the goods were shipped to them in Alberta, Canada. Immediately, they dropped the retail price of the products. They had a sale going on for a third off everything in the store including brand new Tan Jay clothing. All of Nygård buyers were calling him very upset & he had to find a way to honour his word that the retail prices on his prod-

ucts would be maintained across the board.

Nygård gave one of his employees \$56,000 to travel to Alberta & buy back all of his goods off the floor. Even on sale, he paid more for the products than he had sold them for. At the end of the day, that store had no Tan Jay inventory left. All of Nygård's other buyers were very pleased. In a show of support, to help him out for what he did, the other buyers placed orders for the products he had bought back.

Meanwhile, Nygård expected to lose the new account. He had ruined their sale. But he didn't. They thought it was a bold move, but they were still prepared to do business with him.

In this industry with questionable ethics at that time, Nygård established a very strong reputation for honesty.

NYGÅRD ACHIEVED FLAWLESS EXECUTION

So what happens when you challenge Peter Nygård? The makers of Levi Jeans quickly found out.

In 1980, the Levi Strauss company decided they wanted to play in Nygård's backyard & they were cocky with it. They spread the word that they were going to take over Canada & put NYGÅRD out of business.

Why NYGÅRD? Because Peter Nygård was considered the 'king of polyester', & as such, dominated the Canadian market in women's pants.

Levi's had reason to be cocky though. This giant of a company had a formidable history & was considered one of the top brands for blue jeans around that time. Their intent was to take over the Canadian market with a ladies pant they had created called the 'Bend Over' pant that was doing well in the US market.

In challenging Peter Nygård, however, they made two mistakes: one, they didn't take into account that their expertise in blue jeans didn't necessarily make them superior with women's polyester pants; & two, they didn't know Peter Nygård. He loved nothing more than to be challenged, especially by such a distinguished giant.

NYGÅRD owned the polyester business in Canada. The very core of the business was being threatened. Nygård would not risk losing his business to such a serious attack from Levi's. As David did with Goliath, he took them on. He held strategic planning sessions with all of the executives. Nothing was left to chance with the strategic plan they implemented.

Peter Nygård is a man driven not just to win but to always achieve perfection. Having studied Levi's Bend Over pant, Nygård knew that he could do far better. As NYGÅRD Associate Gordon Stein stated, "Based on the pant that Levi's produced, they didn't know how to work with polyester as well as we did." The first thing Nygård did was to hire an executive just to be in charge of launching the new pant he planned to create. Then he got to work on his new creation.

Nygård's perfectionism makes him very detail oriented. So he focused on every aspect of the pant. He was reported to have spent three days just on the waistband of the pant alone. While it is standard to go up on the size of a clothing sample being made by using the 'grading rule' — using mathematical calculations, — the grading rule wasn't good enough for Nygård. He didn't want to calculate what it should be. He always wanted to see what it looked like on a real person — on a live size 10 individual, on a live size 12 & on a live size 14.

He didn't just stop there. The models were asked to sit, bend, & move in ways that they normally would in their lives. Nygård checked & rechecked the way the pants sat on the hip; he tested its stretch, & went through fabric after fabric making constant adjustments along the way. Peter Nygård was the king of polyester because he kept perfecting polyester. He had created a new polyester stretch woven fabric that was considered the best in the industry.

Named after his daughter Åliä, the ALIA pant was made to perfection. It provided amazing comfort & his careful calculations resulted in a far superior fit than the Levi's Bend Over.

Peter Nygård epitomises the expression 'go big or go home'. He launched his exceptional product with a massive campaign dominating the market with an all out media blitz that was uncommon in the fashion industry back then. As a part of their sales promotion, they showed how well made & cleanly finished the ALIA pant was compared to Levis by

presenting ALIA inside out. Sales associates wore the ALIA pant as a part of the demonstration. Nygård had a washing machine & a dryer bought into one store to demonstrate how good it looked after washing & drying with no need for ironing.

Nygård also launched an impressive television campaign as well as had billboards created. Advertisements with a huge picture of a model wearing ALIA were placed on the outside of buses. He also took out full page newspaper ads with major Department Stores to launch the new revolutionary ALIA pant.

Nygård created a better fabric, created a better fit, made a better quality pant, set a better price that offered better value & beat the San Francisco giant. According to Gordon Stein, "Beating Levi's was like taking candy from a baby." Levi Strauss folded their tent in short order & left Canada.

So how did Peter Nygård beat such a company as Levi's?

Nygård's motto is 'nothing is ever perfect'. This leads to constant perfecting in every single area. One company associate — & all the other associates in a meeting for that matter — found out exactly what 'perfectionism' looks like to Peter Nygård. The associate said in a product development meeting, "If it's not broken, don't fix it." Nygård's response was, "What do you mean you can't fix it? Nothing's ever perfect. Of course you can fix it because you can always improve something."

The ALIA pant revolutionised the company.

Forty years later, ALIA is still one of the most recognised ladies apparel brands in Canada. It has a complete in-stock repeat program — a store never has to be out of stock with ALIA.

Vice-Chairman Jim Bennett said of the Levi's experience, "The strategic decision making & the attention to every detail was not missed in our efforts. The overwhelming success of ALIA was the turning point for the Company. This was brilliantly executed & could well have been a Harvard Business School review."

The experience with the San Francisco giant, while unwelcome, set the stage for Nygård to always be known as the best maker of pants. & the more he perfected it, the more his reputation grew.

The attention to detail & the perfectionism with which Nygård approaches not just his designs, but every project he undertakes is legendary in his business & personal life.

*PETER NYGÅRD
was considered
THE KING OF
POLYESTER.
NYGÅRD dominated
the market with
the new ALIA pant.*



NYGÅRD INSISTED ON FASHION SENSIBILITIES

In a desire to meet more of the customer's needs, Nygård expanded to create additional fashion pieces. Initially, it was just tops to go with the pants. He started offering 'coordinates' that allowed the customer to mix & match.

Then came jackets. Then came other lines with different tastes & price points for different demographics. Soon, Nygård was selling a lifestyle with whole outfits for not just daywear but weekend wear as well.

Over the last fifty years, the lines have grown into the following:

Tan Jay – Professional & formal wear for the more conservative woman

ALIA – A casual side of the Tan Jay woman's lifestyle

Peter Nygård Signature – For the classic contemporary market

Bianca Nygård – A junior casual line with edgier active & weekend wear

NYGÅRD SLIMS – The patented revolutionary slimming pant & jeans

Peter Nygård Jeans – Nygård signature jeans

These lines represent completely different

product mixes, pricing strategies, & target market profiles.

Having no preconceived notions about what should be done at the start, Nygård researched & came up with what made sense to meet the customer's needs. As a result, he achieved many 'firsts' in the industry. At a time when women didn't generally wear pants to work, he focussed on designing pull-on pants, that became very popular for women and his company became known for offering amazing pants with a perfect fit.

He designed pants based on comfort & ease of fit; they were washable, & had no need for ironing or dry cleaning.

Besides using knit, he perfected a polyester fabric to make it do everything he wanted it to do. The disadvantages of the fabric being hard & not absorbing moisture was eliminat-

ed. The material was softened & made to keep one cool. These changes had turned it into a beautiful fabric.

Nygård didn't implement strategies in isolation. The effects of his entire approach to everything he did compounded the results. NYGÅRD also carries an array of fine licensed products including outerwear, swimwear, dresses, footwear, handbags, jewelry, accessories, eyewear, luggage & soft home furnishings.

When Nygård took over Jacob Fashion, it was a struggling pant factory. Being the over-achiever that he was, in a very short space of time, his business expanded & became known as one of the best fashion houses in Canada. He gained this reputation by taking a number of strategic measures that expanded the company & caused it to grow to unimaginable heights.

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**NYGÅRD
LUXE
SLIMS™**

**NYGÅRD
LUXE
DENIM
SLIMS™**

PETER NYGÅRD

Bianca Nygård



PETER NYGÅRD JEANS

ALIA

TANJAY





Peter Nygård

PETER NYGÅRD



FASHIONS THROUGH THE DECADES

Through the decades, Peter Nygård's styles have brought innovation to the fashion industry. His unique designs, luxe fabrics, trendsetting silhouettes, vivid colours & attention to details have made him a master of design & garnered him worldwide respect. His journey started in 1967, when he broke through fashion barriers. Fast forward to 2015, & he's revolutionised the industry with his innovation of Slimcurve Technology. Peter Nygård is a designer, a trendsetter, and an architect. He designs for real women of all sizes, which is key to his 50 years of success. Here's a glimpse of the evolution of his 50 years of fashions:

1960s FASHION

While the world was caught up in the Vietnam War, peace rallies & Woodstock, Peter Nygård was gathering together his life savings & convincing investors to have faith in an earnest young man who had great vision. The Canadian consumer quickly embraced the Tan Jay label as she came to appreciate the fashion, quality & attention to detail that went into each & every garment.

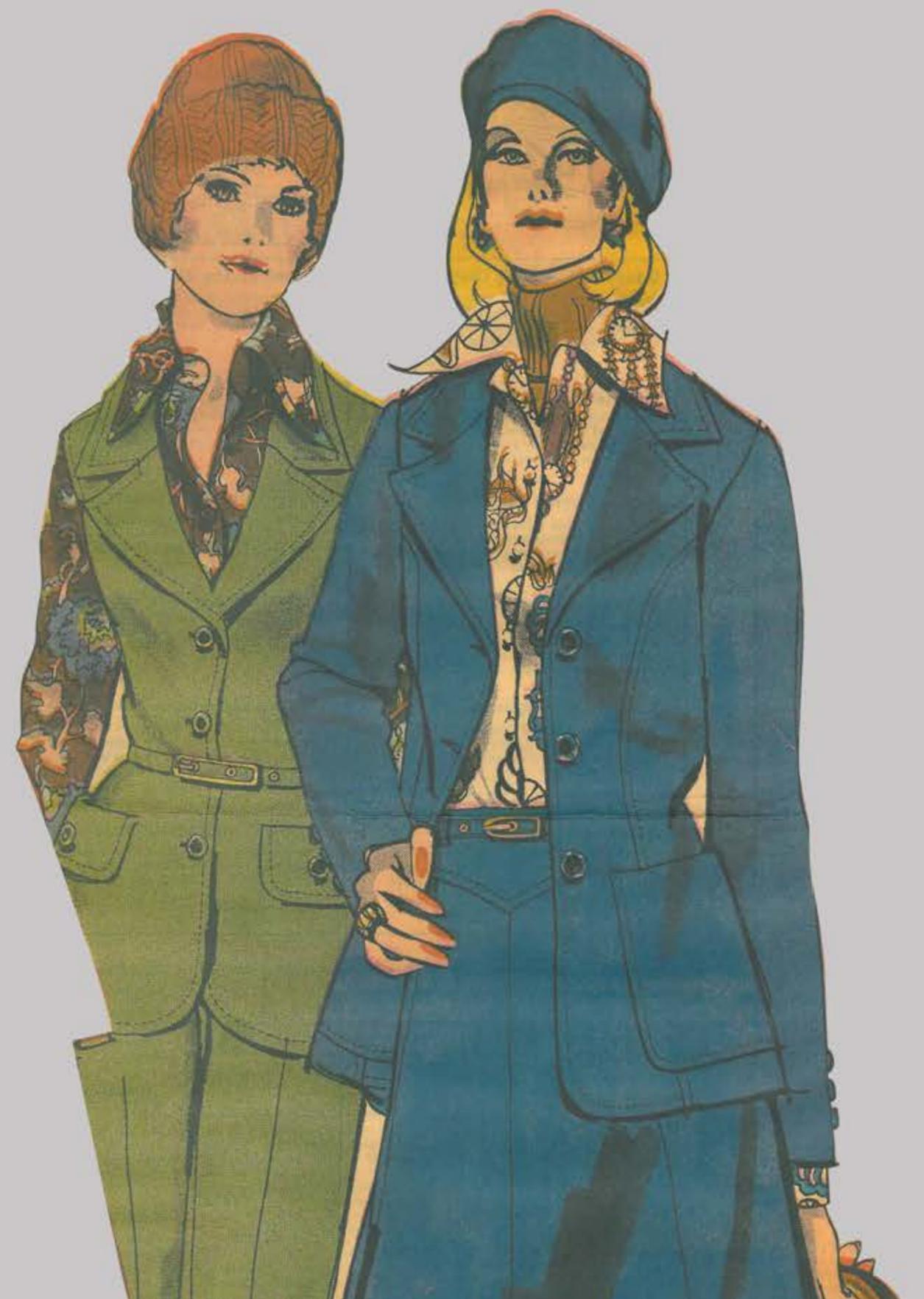




FASHION

Described as the craziest decade since the roaring 20s, hairstyles, fashion, music, dance experienced a liberating consciousness & white suits & platform shoes became the in style of the day. Back in Winnipeg, Peter Nygård was busy founding the Manitoba Fashion Institute & making plans to take his very successful Tan Jay product across the border into the United States.

SHOWS ONLY



**ULTRA
STRETCH
PANT**
0577



LEASONS SILK OWN

Beginning in the early 1980s, Nygård was among the pioneers to embark on a serious business relationship with China. This partnership built on mutual respect & trust has had a tremendous impact on Nygård's success. Sandwash Silk was not only of the most memorable but one of the most successful business ventures the company has embarked upon... always ahead of the times Nygård was one of the first fashion companies to offer luxurious sandwash silk sportswear.





Peter Nygård

PETER NYGÅRD



Silk
100% Washable
Rose Petal Touch



COOL
WOOL



PURE VIRGIN WOOL



Bianca



EXPRESS YOURSELF
IN A SINGLE WORD.



P. J. Nygård
PETER NYGÅRD

READY SHIRT ON

The 90s heralded the arrival of the Digital Age, an event that Peter Nygård warmly embraced. NS2000 was born, the paperless agenda became a mandate & all NYGÅRD offices worldwide became instantly connected through the internet & email. NYGÅRD, along with daughter Bianca, web chief of Nygård.com, celebrated the official launch of the site NYGÅRD.COM in Beverly Hills & continued the tour throughout Canada with 3D fashion events — a first in North America.







ERA SHE NOW

2000s



As the world entered into the new millennium, Nygård soared to new heights becoming one of the most recognised brands in North America.

Peter Nygård Signature Collection having debuted two years earlier in 75 U.S.A Specialty stores had quickly expanded to 200 as thousands of women instantaneously fell in love with the collection. Peter Nygård Signature is about luxury, flattering silhouettes, easy sophistication & classic pieces that a woman can keep in her closet forever.

It was a time of a stronger relationship with his United States partners. Peter Nygård was presented the Distinguished Patriot award as people from around the world supported the 'We Stand United with America' campaign — the rallying cry heard around the world after the horrific nine-eleven event.

Through his efforts, Peter Nygård got the attention of many including the Heartbeat of America television show. In his introduction of an episode, William Shatner stated, "This is Heartbeat of America. Our show focuses on Corporate America — its stories, its drama, its breakthrough. We'll be going out today to report on an organization [NYGÅRD] that is impacting our lives & shaping our future. An organization that truly is the heartbeat of America."









Bianca Nygård



ERA

The second decade of the new millennium saw a major transformation in fashion — instantaneous flow of cat-walk designs to the customer. “Fast fashion” became the order of the day. Peter Nygård, always ahead of the curve, designed the most revolutionary pant in the world. The exclusive Slim-curve technology in every pant is a masterpiece! Women around the world quickly embraced this new innovation & incredible fabric with novelty designs. The phrase was coined, “Pants are out. SLIMS are in!” The sought after NYGÅRD SLIMS brand has been launched worldwide & continues to wow its wearers.

SLIM

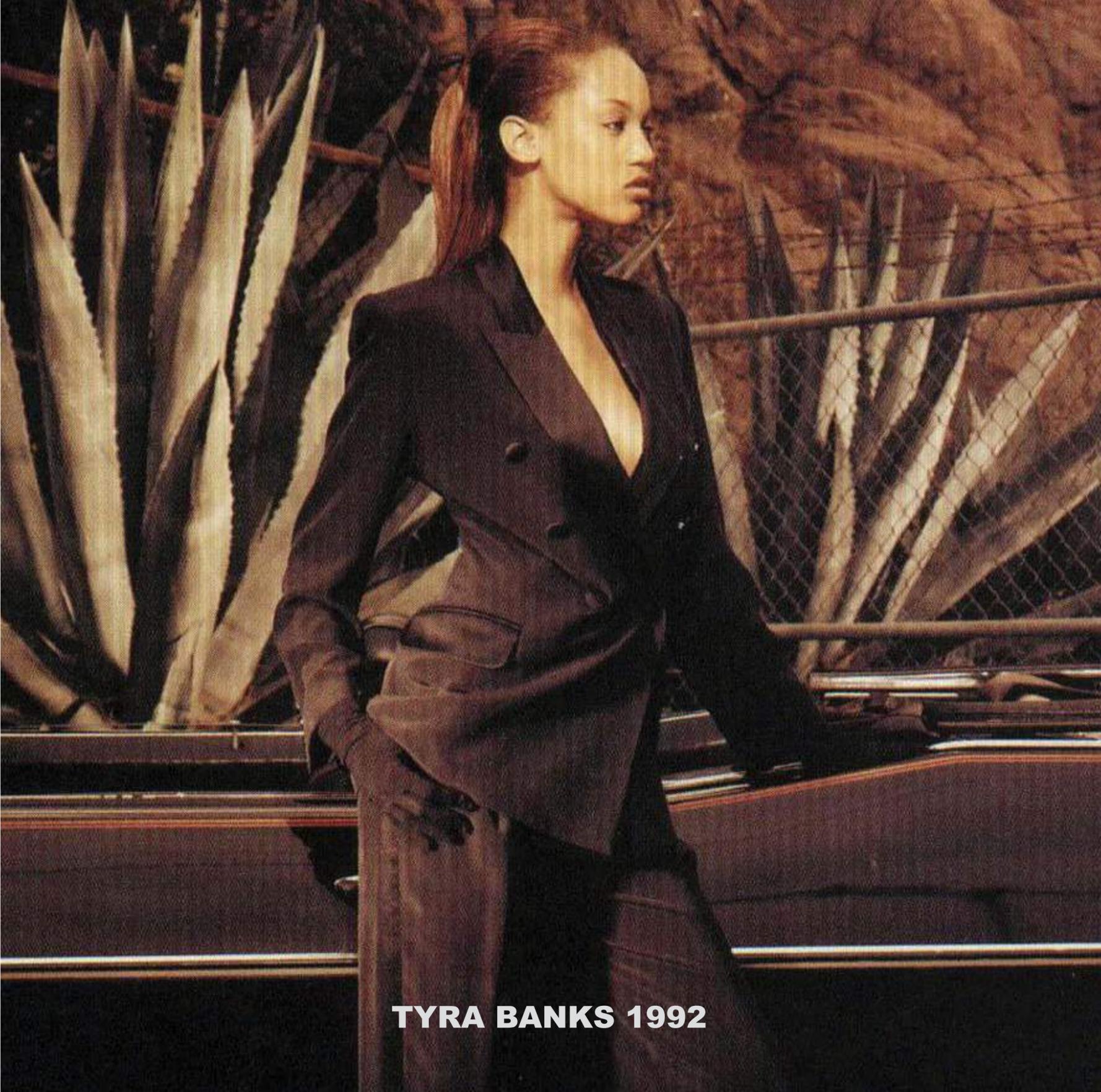
ON 20
10s



NYGÅRD
LUXE
DENIM
SLIMS™



CELEBRITY MODELS



TYRA BANKS 1992



LINDA EVANGELISTA
1994-1996



DANIELA
PESTOVA
1997



HELENA
CHRISTENSEN
1996-1997





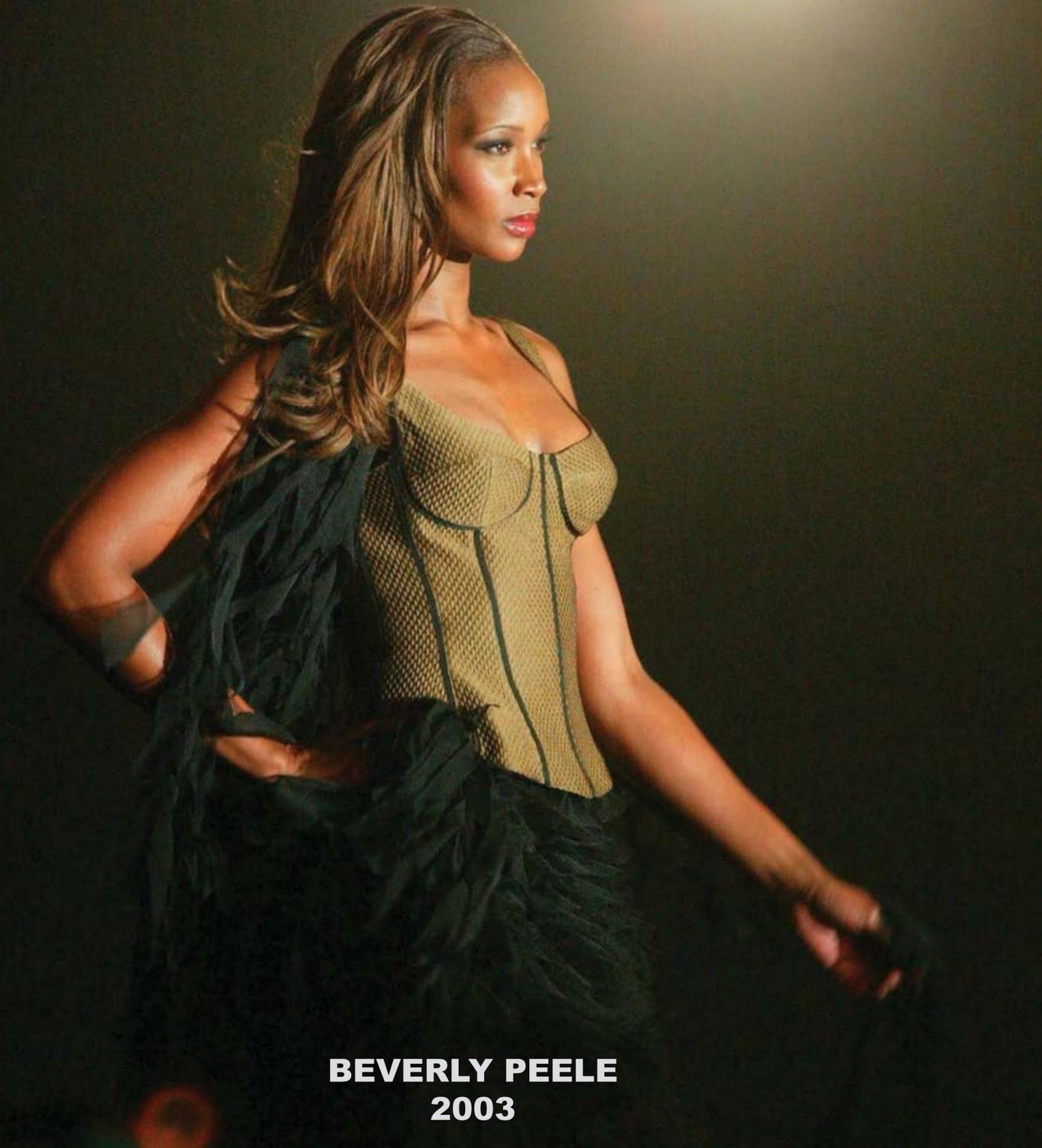
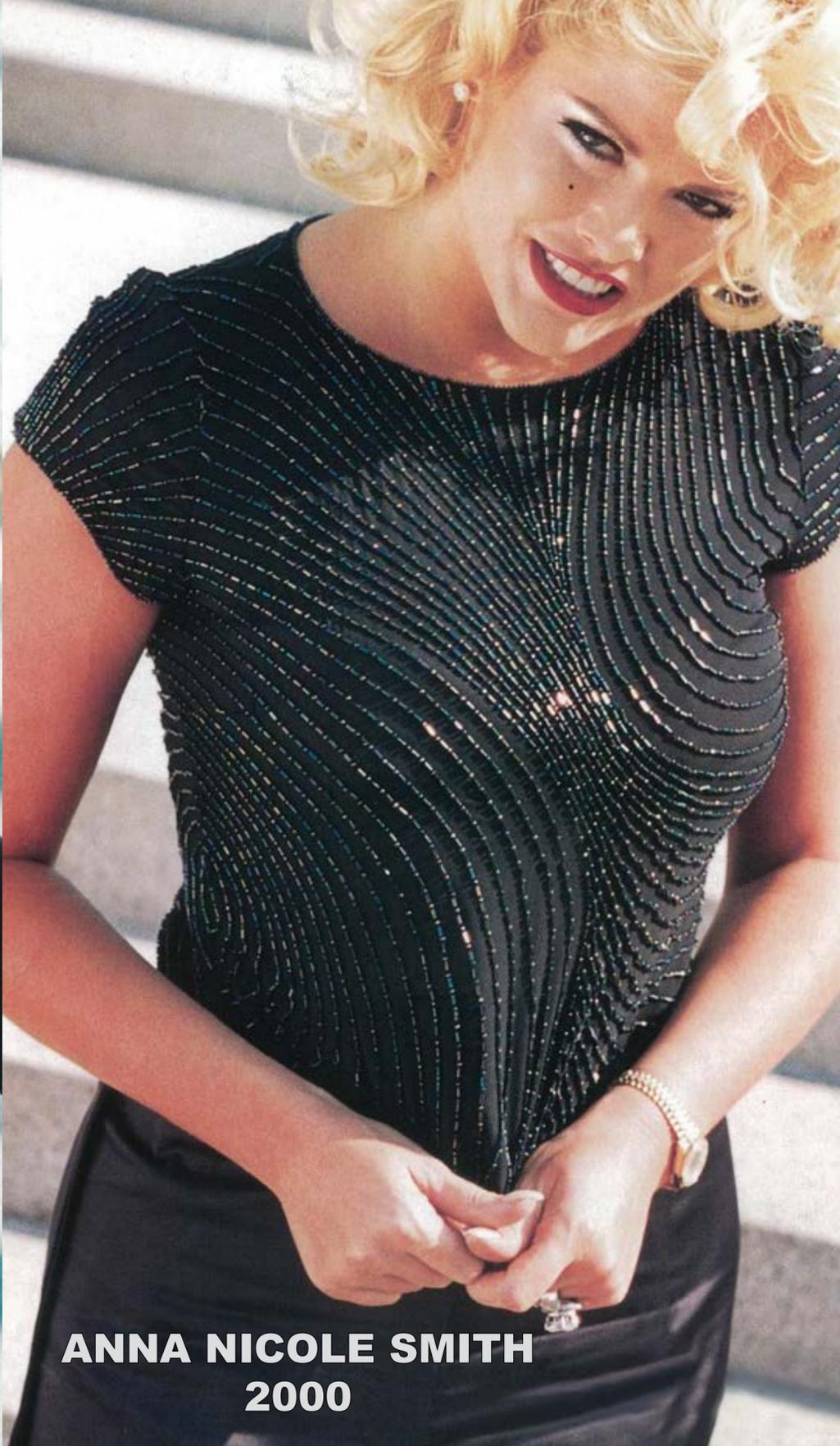
NIKI TAYLOR
1996



BEVERLY JOHNSON
2001



ANNA NICOLE SMITH
2000



BEVERLY PEELE
2003



THE ROAD TO SUCCESS

“The first 50 years was easy. It’s the next 50 years that’s going to be the hardest.”

- PETER NYGÅRD

NYGÅRD'S MULTI-PRONG APPROACH

Turning an \$800,000 company into a mega-million-dollar empire is no easy feat. Yet, the inexperienced but brilliant twenty-six-year-old, managed to do it.

It shouldn't be surprising that the perfectionist, who always wants to be the best, who is extremely detail oriented, & who believes that nothing is impossible, will seek to develop every aspect of his organisation to be able to function in a way that achieves all of his business objectives.

THE ORGANISATION

Within his organisation, Nygård set up structures & processes that are not just aligned with each other from an administrative perspective but that are also aligned with & supporting product development & all of its components. He worked to ensure that all structures & processes that he sought to implement, including workspace design, communication systems, & continuous improvement processes, were geared toward achieving overall business objectives.

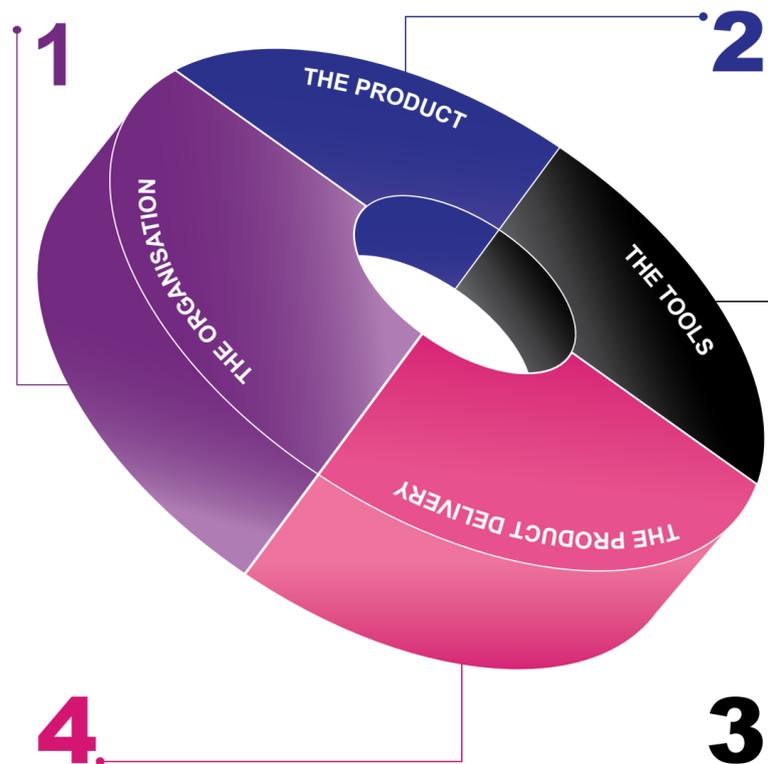
THE PRODUCT DELIVERY

What good is a stellar product without the right delivery systems to get the product to the market? What good is an exceptional product if nobody knows about its existence? What good is an incredible product if the individuals who wish to purchase it cannot access it? Product delivery was also an important focus for Peter Nygård. He put just as much emphasis on ensuring this area received the attention it needed by developing action plans to align with the other core areas.

At the time Peter Nygård started out, the idea of organisational alignment as a business theory was not an en-vogue discussion point & wasn't to be for years to come. Yet, when you look at the steps he took & the strategies he employed in his business, that's exactly what he set out to do — align every part of his organisation with the business goals.

He used a multi-prong approach: Nygård consistently developed strategies over the years centred on four core areas that took his company to the heights it is today.

Nygård consistently developed strategies over the years centred on four core areas that took his company to the heights it is at today.



THE PRODUCT

Walking into a field he had never worked in before & without the knowledge of industry practices, the needs of the customer became the focal point. The question he always asked himself was 'how do we determine the customers' wants & continuously satisfy their needs?' In order to achieve this objective, Nygård got to work implementing systems to be able to discover customers' desires, & he studied all areas of product development to be able to fully address their needs. He targeted style, functionality, practicality, fabric choices, & sourcing & implemented his discoveries.

THE TOOLS

One thing Peter Nygård realised early on was that none of his business objectives would be achievable without the right tools. Being the forward thinker that he is, he knew the key was a technological path. The fact that nobody else in the industry had such a focus made it the perfect opportunity for him. However, in true Nygård form, he didn't just incorporate it; it became the company's foundation that put it on the leading edge & helped it achieve many firsts in the industry.

1 ORGANISATIONAL STRUCTURE & PROCESSES

ORGANISATIONAL STRUCTURE

TALENT TARGET & TEAMS

Having realised success early on from doing things his way, Nygård continued to approach everything in his business using a plan that made the most sense to him. While he was knowledgeable about traditional business approaches & began to better understand industry practices, that was never good enough.

Becoming the best required more. Within the organisation itself, Nygård focused on several key elements: First, it was his priority to recruit the best people to help him achieve his business goals. That is always at the forefront.

In addition, promotions are always based upon demonstrated ability & more than credentials. This encourages longevity among associates who see lots of potential for moving up the corporate ladder.

Next, he set up the organisation in a way that would bring about the best results. He used a basic hierarchical structure, but he also created work teams. In keeping with his thinking, it made sense to bring together the perspective of individuals from all of the areas that would impact each other to produce the best results.

The organisation had a 'flatarchy' before 'flatarchies' existed — the company structure had both a hierarchical structure & a flat structure. Teams were created centred on the business objectives that had both the purpose of ensuring all of the related individuals were communicating with each other, as well as cultivating, among the associates, that sense

of 'feeling a part' of the company's mission & vision.

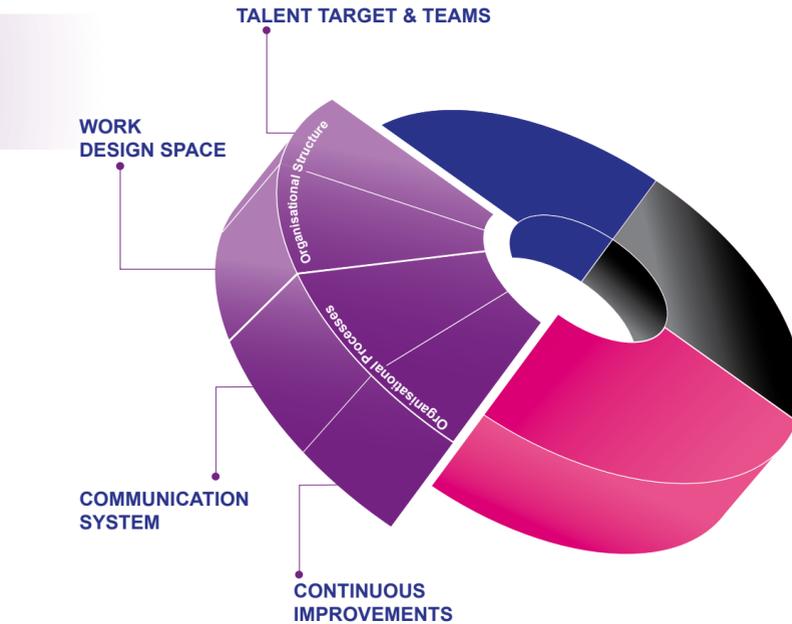
Despite it being an unusual practice for chairmen of large companies, Nygård's practice of working with individuals at various levels of the company expanded the idea of associates feeling included. For Nygård, it didn't matter that he was the chairman; if he needed to work with the maintenance department, he did; if he needed to work with the store clerks he did; if he needed to work on the factory floor with the sewers, he did. He feels you should always do whatever it takes to achieve your objectives.

Nygård did not have the mentality that he was too 'high & mighty' to 'mix' with the staff. In fact, he never developed a status prejudice. Instead, he has always remained humble & grateful to the people who were helping to make everything happen.

WORK SPACE DESIGN

When Nygård was fourteen years old he spent the summer working at the same garment factory as his mom. Workers were given salt tablets so that they wouldn't faint from the heat. After witnessing that, he swore he would never let his mom work that way again.

In 1974, Peter Nygård was the first to institute air-conditioned sewing rooms in his Winnipeg facilities. These air-conditioned factories



became the coveted place to work for factory workers. The Nygård Winnipeg facilities were models that the Canadian Government held up for manufacturing companies to follow in the set-up of their factories.

The NYGÅRD Winnipeg facilities were also the first to go from cutting fabric manually to using a computerised cutting machine. Gerber cutting machines were purchased for both its Inkster & Notre Dame facilities. This

Gerber cutting machine is calibrated to use 100% of the fabric by inputting information into a computer, which identifies the best way to use the fabric before cutting.

For Nygård, it's always about marrying the need for effectiveness, achieving efficiencies through technological advancements, & ensuring a comfortable & conducive work environment for his associates.

Despite it being an unusual practice for chairmen of large companies, Nygård's practice of working with individuals at various levels of the company made the associates feel included.

ORGANISATIONAL PROCESSES

COMMUNICATION SYSTEM

Nygård considers communication within his company to be an important element to ensuring his company's success. He wanted communication among associates to be widespread & to engender openness, supportiveness, & task effectiveness. Very early on, he took the company paperless. They became one of the first to do so in the 80s.

They didn't just train everyone on the basics of using its intranet. The company set up an internal communication system with its own agreed upon defined terms. It included access to a reference guide, so associates could have a better understanding of all the terms in use companywide. It had a complete list of every associate with title, department, location

around the world & contact info. & it had policies on the intranet's use.

These policies that all associates have to adhere to include the following:

1. Associates must respond to emails within 24 hours of receipt.
2. Associates must address the request made in the email promptly with the NYGÅRD philosophy being "If you wait, it's too late."
3. The email must be structured in the NYGÅRD way & following the NYGÅRD guidelines. Email responses have their own set of guidelines.

CONTINUOUS IMPROVEMENT

Many companies practice the business principle of continuous improvement whether it's through the Deming Cycle, Six Sigma, Lean, Total Quality Management or other such models. They use specific suggested processes for practicing this principle. For Peter Nygård, continuous improvement is a way of thinking, his practicing modus operandi, his philosophical approach to everything. As he has stated, "Nothing's ever perfect. You can always improve something."

He may not follow the specific steps of a business theory on continuous improvement but for Nygård, it was simple. If he saw something that made sense to him, he made use of it.

In the 1980s, Nygård visited a Toyota Factory & saw the way they made cars. They did it in cells. Each cell had a number assigned to it & they performed multiple tasks, which allowed them to move around as they work. Nygård said to one of his executives, "Why don't we make pants like this?"

Nygård built an entire factory designed for this new approach & he staffed it with volunteers. It involved the 'team piece work' concept of getting paid based on the amount that the team produced. Everyone on the team was cross trained - 12 machines were operated by the 4 people. Though it seemed to fail in the very beginning, Nygård never gave up. It

eventually became the most productive factory in the world: it produced a pants in one day, instead of traditional 2 weeks. It was a self-motivating system.

Nygård's President of Retail, Sajjad Hudda, said, "Nygård has a healthy discontent with the way things are. He is not satisfied with the status quo. His mantra is 'It's got to be better. It's got to be better.'"

With this philosophy, the company is always in 'improvement mode'. While most companies started out conducting strategic planning once every three years to five years, Nygård has always conducted strategic planning twice a year.

His strategic planning sessions involve both annual strategic planning summits & semi-annual PDCs — Product Development Committee meetings.

Even though most people would describe these as typical industry planning meetings that companies conduct for product development, for Nygård's company, it's more than that & always has been.

PDCs are a two week-long affair & involve all four components of the organisation — administrative processes related to product design & development, specifically finance,

The policies aim to save time, be efficient & effective, & ensure the inclusivity of all associates. If individuals were promoted because they demonstrated an ability to their jobs, they are not disadvantaged with a communication system designed only for the highly educated.

While management training is made available to any & all who need it, the organisational communication focus is on functionality, practicality, & the ability to effectively get the message across within teams & across teams.

The communication system is not limited to admin staff but is set up across the board.

Abbreviations are used so that nobody feels uncomfortable with the inability to spell properly or even speak grammatically correct English.

A great deal of emphasis is placed on the communication system & adhering to its practices. New hires spend a significant amount of time in training on its use before beginning their work responsibilities.

The detailed guidelines & uniformity of such a system allows for effective communications across NYGÅRD's large network of associates in countries all around the world.

the various product development teams like merchandising, design & production teams, the IT department & sales & marketing teams. Every division within the company takes part in PDC - takes part in product development.



JIM BENNETT, NYGÅRD'S STRATEGIC PARTNER

A NEW SALES & MARKETING TEAM

Jim Bennett started with Peter Nygård in 1977.

Nygård's goal from the very beginning was to quadruple the business. He saw Bennett as a strategic partner in continuing the trajectory & enlisted his expertise.

In the industry at that time, sales agents represented a number of different lines for several companies. Nygård wanted a change in that structure. His vision was to have their own sales people focused solely on selling his products. Jim Bennett was tasked with managing that change & ensuring it achieved their goals.

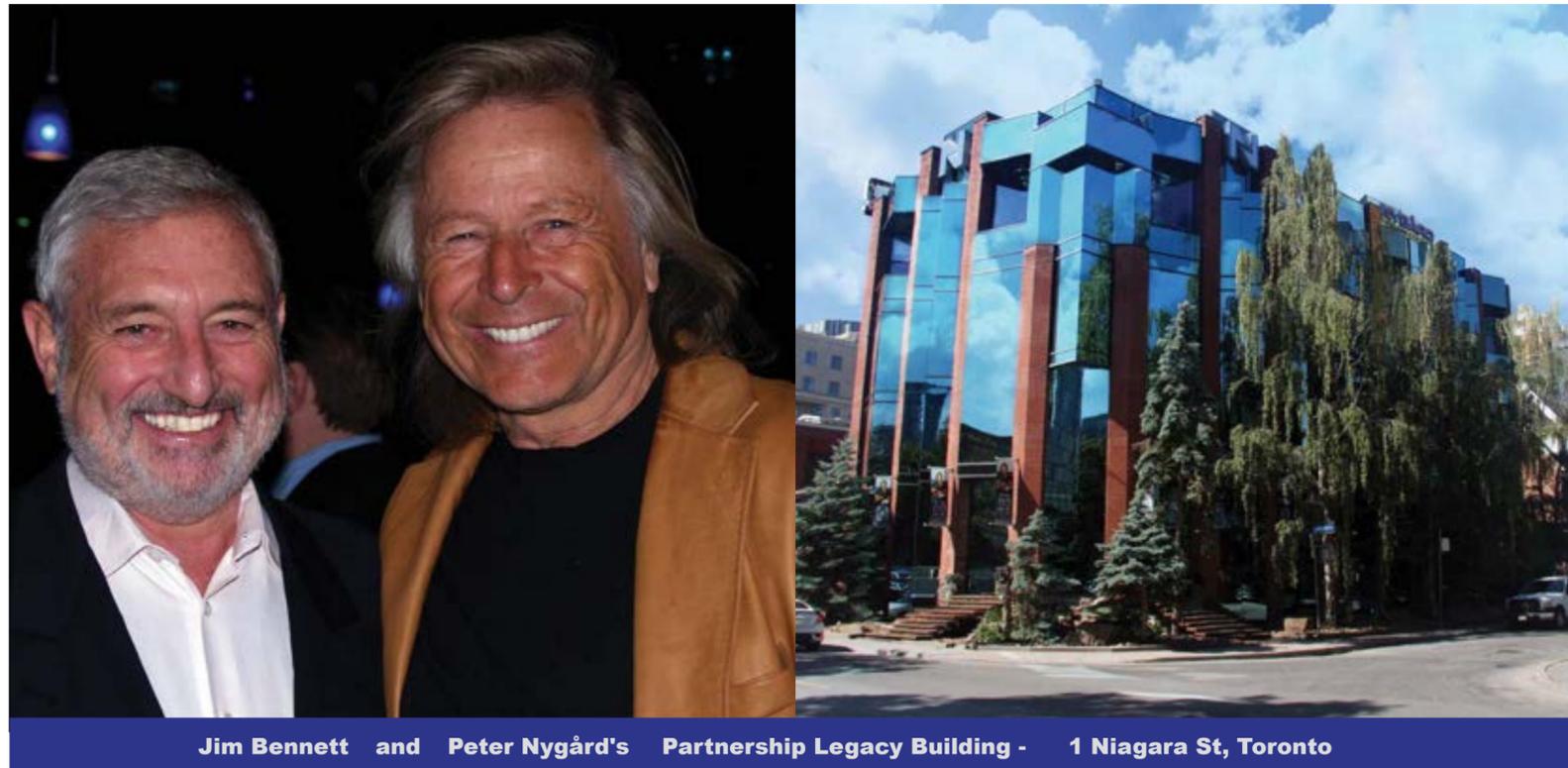
This new system they created resulted in, in-house sales people focused 100% on selling

NYGÅRD products. Sales people were eager to work with the company because they already felt like a part of the company. For the first time ever, they were invited into PDC meetings to give their valuable input from the customers perspective.

This move revolutionised the industry. Instead of hearing from sales people, "that's not going to sell," after the fact, sales people now had an input into the design, merchandising, & promotion of the line. They hit the ground running two months ahead of the industry.

Inviting sales people into the product development process allowed them to help shape the product. Being heavily involved in this process increased their confidence in the product they presented to the market.

The genius of the Nygård-Bennett strategic partnership is evident in their evolving organisational structure, their unique strategic planning sessions, & their having achieved a continuously well-oiled machine that supports product sales that has taken the company from the \$800,000 in sales fifty years ago to the [\$800-million] enterprise.



Jim Bennett and Peter Nygård's Partnership Legacy Building - 1 Niagara St, Toronto

1 NIAGARA BECOMES SHOWCASE FOR CANADA FASHION INDUSTRY

1 Niagara, the NYGÅRD new Head Office opened in 1987 with a week long grand opening that included 'who is who' of high society, politics, & fashion. It was a Jim Bennett show & it was stunning - the building & opening set a new high standard for not only the fashion industry but for all industries, a standard that has not been equalled & will likely never be.

Jim Bennett in partnership with Peter Nygård purchased the run down fur coat factory for \$400,000 in 1983 & Peter with Jim designed & built an architectural masterpiece which has now become the heart of Toronto.

Inside is spectacular - it brings nature inside with a five story birch tree with



Although renovated, the original brick & wood floors were preserved. New floor to ceiling glass windows added everywhere providing stunning views of the historic Victoria Memorial Square Park on one side & the CN tower on another.



hundreds of live hanging plants - waterfalls that start on the 5th floor & flow all the way to the 1st floor with open fireplaces that fill the environment with a woody-aroma.

The 5th fashion show floor was added with a 30ft high ceiling that featured the first retractable roof in Toronto.

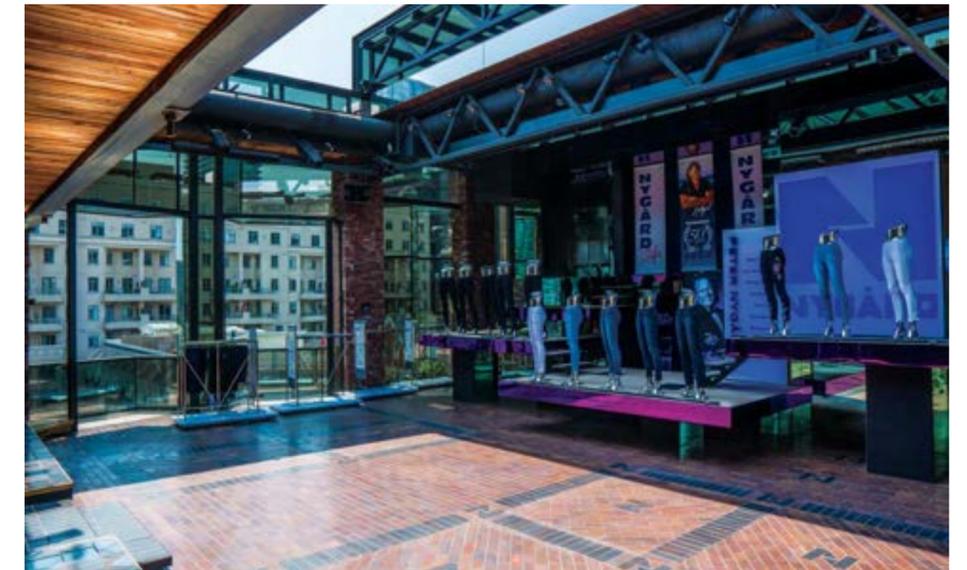


The CN tower view.

Within the Berlin Room is a historical actual piece of the Berlin Wall picked out by Nygård as it came down between East & West Berlin. To Peter, it became a constant reminder of how lucky he was to have been born on the right side of that wall. Each time he walks past the Berlin Table he quietly thanks those brave young Finnish soldiers for gaining his freedom by winning the war with Russia in 1939 & again in 1945.



The glass elevator running through the atrium gives you a birds-eye view of all five floors.



NYGÅRD PDCs

In order to make PDCs (Product Development Committee) effective in producing the best results, there are several key components integrated into the process. Bennett oversees it all.

Preplanning takes place for the set up of PDC with a complete agenda covering every hour of the workday. Associates are flown in to the Winnipeg offices from every location around the world to participate in the PDC process.

Meetings are set up among all divisions.

PDC is the start of the product development process. The week begins with a message from the chairman, Nygård himself, & with a discussion of the vision for that period.

All of the divisions are scheduled for breakout sessions that involve presentations & discussions on research, past season highlights of bestsellers & low sellers, presentations from

sales on their discoveries, analysis of the competition & trends. Product development sessions include design consultations & presentations of fabrics & sourcing, production action plans, budgeting forecasts & marketing strategy planning.

While PDC is a week of meetings with intense focus, dinners are planned to ensure relaxation with activities like weigh-ins — where they place wagers on who could lose

the most weight from PDC to PDC — & a poker tournament for the courageous late owls. The week always culminates in a dinner & a large fashion show for all of the associates & guests.

PDCs are known among associates to be a big deal & everyone is pulled in to prepare for the event, as associates from all across the globe converge on that spot for that period's PDC.



PDC Poker Tournament



PDC Weigh-in Competition



PDC Fashion Show

NYGÅRD SUMMITS

On the other hand, NYGÅRD Summits happen on weekends with each division getting their one-on-one time with the chairman. Though the meetings are also preplanned with core areas of focus & major discussion points that are quite impactful on the year ahead, it is a casual affair in terms of attire & location.

It is held each year at Falcon Lake, where

NYGÅRD owns several luxury cabins for hosting its associates. & while the morning meetings are productive, afternoons are focused on team building & activities for de-stressing.

The meetings with each division entail everything from a technological review of systems related to product development, sourcing &

imports planning, reviewing & improving product delivery mechanisms to productivity objectives. They engage in a full review & planning of improvements & setting objectives for their individual areas for the next year.

The top executives also engage in an annual review at NYGÅRD Summits to ascertain what worked in the previous year in helping

them achieve their business objectives, what policies & aspects of the organisation need to be improved or fixed, & what changes would be needed for the new goals that have been set. They would then make those organisational changes accordingly.

For Peter Nygård, continuous improvement is quintessential to his business.



Summit Strategic Planning Session



Poker Tournament Winners



Volleyball Tournament



NYGÅRD Summit Team Building Exercises: Top centre - Ecommerce, Top right - Nygård Retail, Bottom left - Nygård Construction, Bottom centre - Nygård Services & Bottom right - Merchandising

2 PRODUCT DESIGN & DEVELOPMENT

WHAT PRODUCT

PRODUCT REVIEWS

Conducting the initial survey of women's preferences was an important strategic step for Nygård when he took over the company. After that crucial discovery of ladies' desire for a longer skirt, he felt it was important to always get feedback from his customers. It was essential to keeping the customers happy & to ensuring that the products would be saleable.

As a result, a formal customer feedback system was created & instituted to always guide

the design teams in their processes. Another critical element of the design process involves a full review of the products on an ongoing basis. They carefully study the trends as well as look at their best & worst sellers to make decisions for the upcoming season. What makes them a stand-out from others in the industry is the fact that Nygård developed a tailored system with visual representations of all of the data designers need in real time to contribute to their designing processes.

SOURCING & PRODUCTION

FABRIC FABRIC FABRIC

As the company's clothing lines grew over the years, sourcing became more challenging as more & more fabric mills in North America were closing down. That led Nygård to East Asia but it also led to increased opportunities to purchase more customised options.

Nygård's signature approach that makes him stand out from the competition is his focus on fabric. He starts long before the design process begins by going abroad himself to find the best fabric for what he wants to create. He attends the fabric fairs & if he doesn't find exactly what would work for his vision, he works with the fabric mills to create exactly what he wants.

Early on, Nygård went straight to the source & learned what makes a good yarn & what yarn makes a good fabric. He wanted to learn everything there was to learn about creating

the absolute best fabric. The company has an entire department just focused on fabric. The fabrics they use have to have the right stretch, the right feel, the right touch & the right weight so that it feels good on the body.

In everything, Nygård is the perfectionist. One associate tells the story when he went through about 200 samples for a garment to make sure he got the right one because he insists on getting the fabric right before they can begin work on a garment.

PRODUCTION

At one point, the company had seven factories & was the largest manufacturer of women's apparel in Canada. As the industry evolved, it became cost prohibitive to manufacture in Canada. One by one, Nygård closed those

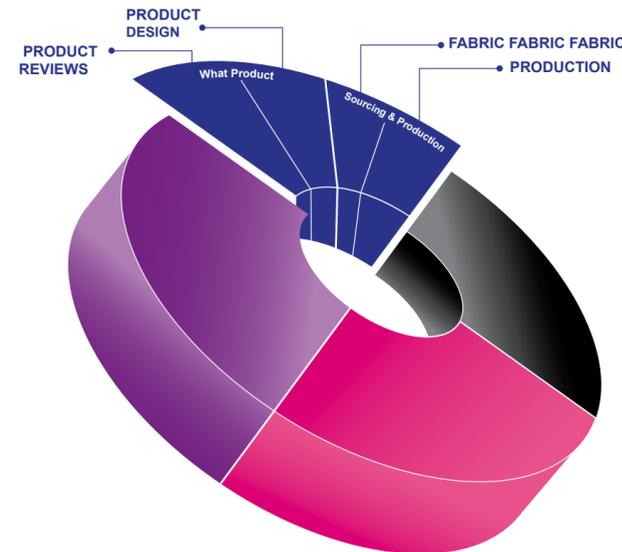
PRODUCT DESIGN

In designing, NYGÅRD takes the data that they are gathering in real time & uses it in their design pathways to come up with his fashion innovations. They start with what worked before & improve it & use a combination of history, trend & competition data to build collections.

The design team processes involve the meeting of minds between sales, marketing, merchandising, designing, & production. It is standard in business practices that these various departments work in their silos & then

report their conclusions & decisions to each other. But Nygård wants all the relevant input from the various teams that will be impacted by each other's decisions. He created formal Design Think Tanks to achieve this with various levels of collaboration.

As a part of the process, Nygård instituted the PDCs to include bringing teams together to share information & market studies. The team discussions would involve the market research & an in-depth analysis on each line for the upcoming season.



factories & found more cost-effective ways to manufacture while keeping price points down on all of his products. He was much admired for not laying off many of his factory workers

but instead incorporating them into other areas of his company. To this day, Nygård International remains one of the largest private employers in Winnipeg, Canada.

DENIS LAPOINTE, NYGÅRD'S ASTUTE PARTNER

One of Peter Nygård's secret weapons in the Far East was Denis LaPointe. He was in charge of operations, handling sourcing & production in Asia for more than ten years.

Modest in nature, Denis describes himself as starting out as 'the luggage carrier'. He explained that his initial role in Asia had great value & served him well as an understudy to Peter Nygård so he could learn about sourcing, production & design. He explains: "The genius of Peter Nygård was that it was a way of me learning those countries. I was organising taxis, schedules & appointments, which allowed me to learn the town, understand how to maneuver in that culture, get to know the companies & build a strong foundation for successfully operating in those locations."

However, Denis' contribution grew much beyond that. He learned the economy of the business. He learned how to operate strategically to the point of making money for both the company & the suppliers, which caused them to continue to do business with NYGÅRD. Denis says one of his biggest lessons from Peter Nygård was learned the day Nygård told him "Whenever you can help a supplier, & it doesn't hurt you, help them."

As a result, NYGÅRD ended up having great relationships with their suppliers for many years: suppliers gave the company quality products, continuously raised their standards & held their prices because NYGÅRD representatives taught them how to be more efficient as their labour costs increased. Nygård became #1 with all of his key vendors thru consistency loyalty & trust. As #1 he expected & got the best prices, the best service & exclusivity.

Eventually, Denis moved to managing product development & design teams & ensuring that designs were properly sourced & well executed. The bottom line is Denis was the consummate analyst who studied everything from design to sourcing to production to the retailers & then the customers. Working from the beginning to the end of the product cycle allows him to connect the dots between design, production & even the consumer.

The major contributions that Denis was able to make were due to his ability to think strategically & his sourcing agility. He got to know sourcing economies so well that he was able to sense upcoming changes in the markets & anticipate the increase in production costs. He would then be forced to react quickly & identify new sources in new countries when it became cost prohibitive to continue to do business in the present countries.

He would conduct analysis, observe where other companies were moving to & understand where the next generation of factories were going to be located.

Denis learned how to anticipate & adapt to change in these various countries around the world. As he puts it, "I had to see change coming & get ahead of the bus before the bus would hit. I learned not to be afraid of change but to expect change. That way, it doesn't take you down. Instead, you use the inside track to make the shifts before the change becomes obvious to everyone else." This contribution has been invaluable to NYGÅRD.

"I had to see change coming & get ahead of the bus before the bus would hit. I learned not to be afraid of change but to expect change."

DENIS LAPOINTE
President NYGÅRD



Peter Nygård & Denis LaPointe Partnership Legacy Building 1771 Inkster BLVD, Winnipeg Bought 1977 Opening 1979
The building became a new Canadian standard - the Garment Industry graduated from "sweat shops" to the Fashion Industry

PETER CHOOSES DENIS AS A LEAD FOR NYGÅRD QUADRUPLE EXPANSION

Denis LaPointe succeeded beyond expectations setting his path to become the Company President.

The Canadian Government had established an investment fund called DREE to upgrade the industry to prepare for future Free Trade which was inevitable. The Inkster Facility which was partly DREE financed was their model.

Peter Nygård became the Chairman of the Advisory Board for the Canadian Government to develop the Canadian Industry Strategy, which evolved into NAFTA & Free Trade with China.

At 14, Peter worked in the summer as a bundle boy in a "sweat shop" where his mother was also working as a sewing machine operator. His job was to provide Salt Pills for the people who were about to faint from the excess heat. He promised himself he would never subject anyone to inhumane working conditions. The NYGÅRD Winnipeg facilities were the first fully air-conditioned buildings in the Garment Industry in Canada.



Government Officials view the first automative Gerber Spreading & Cutting Machine with Murray Batte, Peter's first partner

SOURCING USING AN OX CART

What started out as an interesting experience was slowly turning into a growing discomfort as the ox cart plowed through the mud paths on the way to the northern villages of Tianjin. The pitching & jolting caused by the cart's efforts were dangerously close to dislodging Peter's breakfast.

On this day in the early 70s, Peter found himself in this wooden cart that was, essentially, a few pieces of board nailed together with wheels attached. This was the way the villagers — who could afford what was considered a bit of a luxury — got around. While Peter's form of transportation throughout China was usually motorised, in these northern villages the dirt roads turned to mud after a heavy rain & were only usable by ox carts.

So Peter had no choice but to proverbially 'do as the Romans do' or in this case, as the Chinese do, to get to the village where the factory was located that he needed to visit.

On this sourcing trip to China, government officials directed his interest to their factories located in underdeveloped farmlands in order to infuse needed capital into the villages.

Still, this was advantageous to Peter Nygård, a Canadian, who was ahead of the curve not just in business strategies but in sourcing advantages as well since Americans were not allowed to do business with China during that time.

Factories were built in rural villages with brick structures & metal roofs & looked more like a warehouse than anything else. With no air-conditioning, they were hot in the summers & cold in the winters. With limited oil supplies, the factories had intermittent electricity. They would work three days on & three days off or two days on & one day off during the really cold periods.

The villagers lived in small modest homes that shared a courtyard. They had no indoor plumbing. Their water supply was a central well located in the courtyard & the villagers used outdoor toilets.

Nygård developed longterm relationships with these factories, training the workers to help improve the quality of the products & providing needed tools & resources. NYGÅRD company associates worked on the factory floors training the factory workers & helping the factories to become profitable. Some relationships lasted as long as twenty-five to thirty years. However, the more the country developed & villagers left for better paying jobs in the city, the more the factories struggled to find workers & remain open.

Even though it had become more expensive to do business as this happened, Nygård still maintained relationships with these factories

while at the same time being forced to add additional factories to keep up with demand.

He would then begin the cycle in a new country, offering training & development to increase quality, improve efficiencies & help villages increase their personal income, which increased their standard of living.

All of the assistance & the focus on maintaining long-term relationships resulted in a high level of loyalty from the villagers who were very grateful to Mr. Nygård.

This pattern of working in this way with villages & their fabric mills & garment fac-

ories to help improve their lives happened not just in the rural areas of China but everywhere Nygård & his team went. This was the NYGÅRD company way & was repeated everywhere including Japan, Taiwan, Korea, Hong Kong, Indonesia, Bangladesh, the Middle East, Jordan, & Kenya.

As these countries' economies grew & textile & garment workers moved to other jobs like electronics, for example, the workforce was no longer available to fulfill the manufacturing requirements, which forced companies to seek manufacturing services elsewhere.



MEET THE MAKERS

In the early 90s during the time of the technological boom Nygård was determined to go paperless on every level within & outside of his organisation. He explains: "We had to develop our own systems because they didn't exist in the industry. So we developed a communication system with our makers with reference to our specifications, even in thread count & what threads to use. We were the most advanced company in ecommerce."

"During our meet the makers tour, we took a team of about twenty of our associates & trained the makers on our PDM system. That system has received lots of accolades & is still

in use today. We didn't just demand things of our makers like other companies. We taught them & trained them on our expectations & high quality."

"In fact, we became famous for our fit because of Rene Law & because she spent the time teaching them our standards." *(Rene Law is the NYGÅRD VP of Technical Design who worked in the Far East for four years ensuring quality control with the various factories. She has been with the company for 40 years. At eighty-six years, Rene is the oldest serving NYGÅRD employee & is considered family to Mr. Nygård.)*



THE KING OF POLYESTER

It was this strategy & the experiences of going to great lengths & researching everywhere to find the best fabrics that caused Peter Nygård to become known as the 'Polyester King.' Having gotten rid of the disadvantages of traditional polyester, it had become a beautiful fabric that he was able to turn into coveted designs.

Peter Nygård's traipsing through mud into

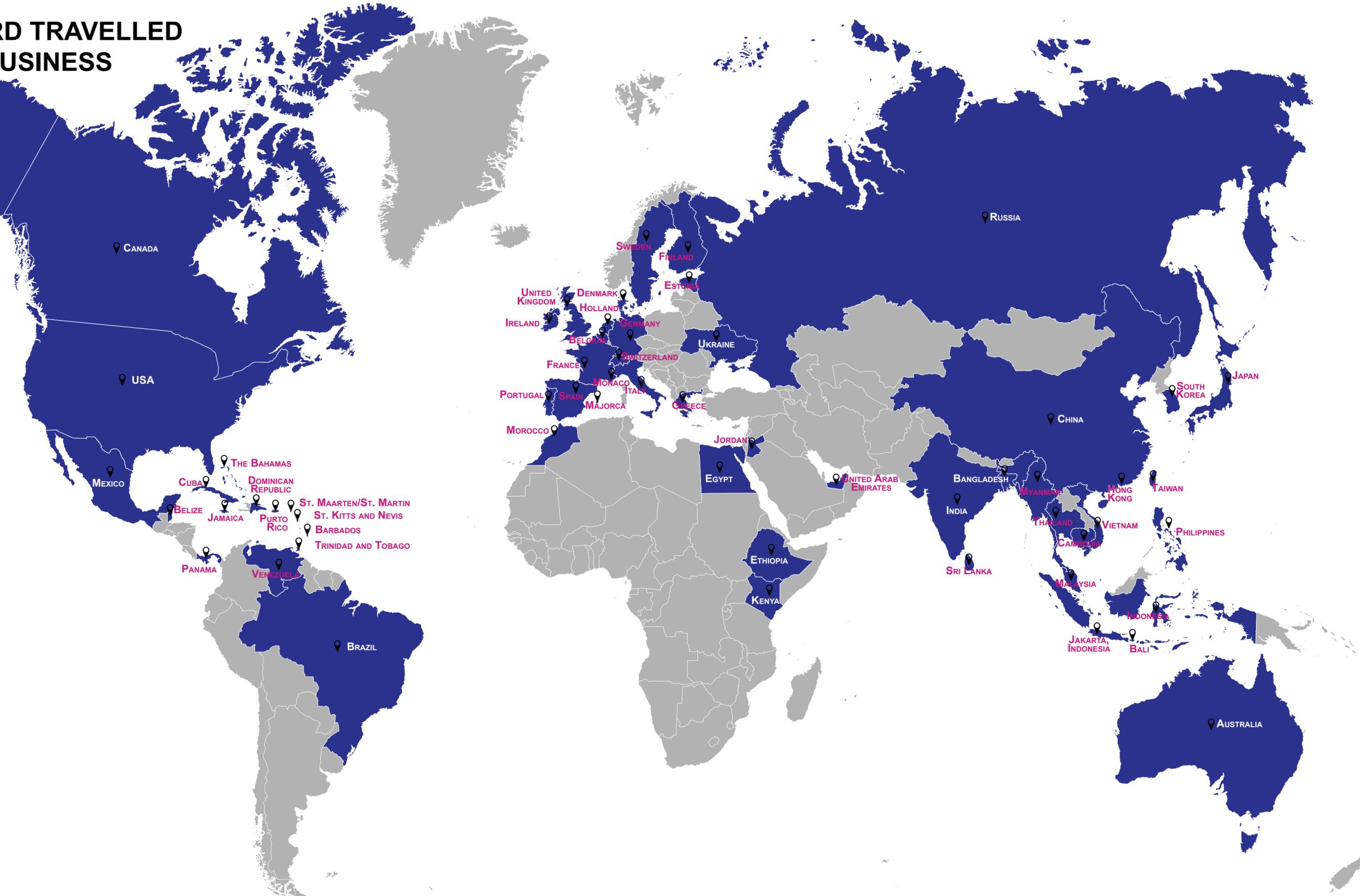
rural villages & years of training & development in factories paid off in spades. His understanding of fabric, his desire to meet the needs of the customer, his production of high quality stylish clothing all gave him the edge not just to be considered the king of polyester but also allowed him to become the top fashion supplier of all of the major brands in Canada for many years.

Researching everywhere to find the best fabrics caused Peter Nygård to become known as the 'Polyester King.'



COUNTRIES WHERE PETER NYGÅRD TRAVELLED TO SOURCE FABRIC & CONDUCT BUSINESS

- AUSTRALIA
- THE BAHAMAS
- BALI
- BANGLADESH
- BARBADOS
- BRAZIL
- BELGIUM
- BELIZE
- CAMBODIA
- CANADA
- CHINA
- CUBA
- DENMARK
- DOMINICAN REPUBLIC
- ETHIOPIA
- EGYPT
- ESTONIA
- FINLAND
- FRANCE
- GERMANY
- GREECE
- HOLLAND
- HONG KONG
- INDIA
- INDONESIA
- IRELAND
- ITALY
- JAMAICA
- JAPAN
- JORDAN
- KENYA
- MAJORCA
- MALAYSIA
- MEXICO
- MONACO
- MOROCCO
- MYANMAR
- PANAMA
- PHILIPPINES
- PORTUGAL
- PUERTO RICO
- RUSSIA
- SOUTH KOREA
- SPAIN
- SRI LANKA
- ST. KITTS & NEVIS
- ST. MAARTEN/ST. MARTIN
- SWEDEN
- SWITZERLAND
- TAIWAN
- THAILAND
- TRINIDAD & TOBAGO
- UKRAINE
- UNITED ARAB EMIRATES
- UNITED KINGDOM
- UNITED STATES OF AMERICA
- VENEZUELA
- VIETNAM



3 TECHNOLOGY-CENTRIC TOOLS

A major transformative step Peter Nygård took in his company in the 1980s was to become technology focused. He was the first in the industry to develop & use an array of technological tools to advance his business.

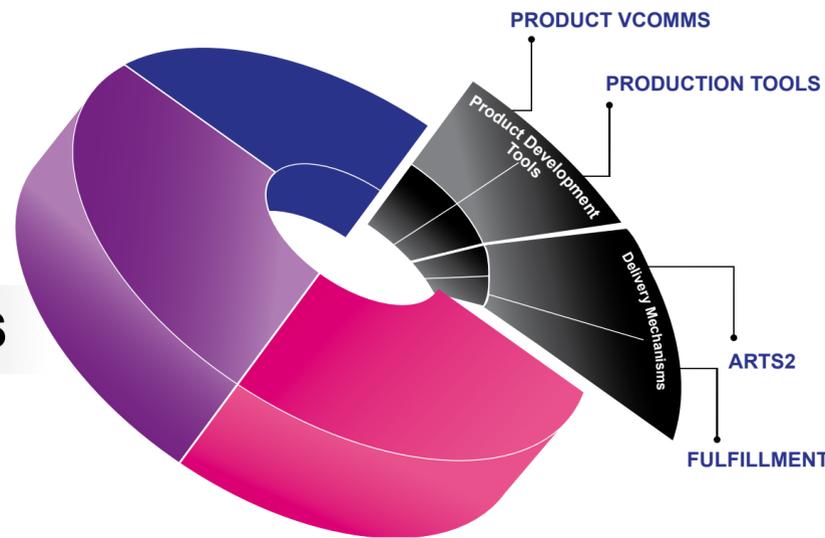
The company became so technology driven that he adopted a new slogan, 'Where fashion meets technology'. In discussing the slogan Nygård would always say, "We are a technology company that happens to do fashion." This idea was borne out in the technological advances

& awards the company won back in the 90s.

Nygård invested an initial \$16 million in information technology with a focus on streamlining computerised operations & eliminating paper-based manufacturing. He later invested another \$50 million to implement web-based communication with retailers & suppliers.

With a view to providing tools that would streamline his business & aid the design process, Nygard made a series of technology im-

plementations. As a part of his move toward becoming paperless, this included the uniform use of email across the company to communicate more effectively and efficiently.



PRODUCT DEVELOPMENT TOOLS

PRODUCT VCOMMS

NYGÅRD had a system developed called FI — Fashion Intelligence — that was way ahead of its time. It's a technology system with Visual Communication (VComm) screens that look in real time at the NYGÅRD best sellers, the worst sellers, & products by tops, bottoms or any option desired. It also incorporates views of competitors' products.

The designers are engaged visually on how every product is doing. The VComm screens are in every design room & in every location where there are designers.

The company also instituted a data warehousing system: it's a micro-strategy program for analysing data — sales information & inventory — & reporting to be able to make informed business decisions.

Together, these systems give the company a major advantage of getting real-time data on the performance of their garments.

PRODUCTION TOOLS

Nygard eliminated the long way of doing things. Once he started sourcing his materials from East Asia and using factories around the world, an extended production timeline was created because of the limited communication channels at the time.

Before the needed technological changes, they would have to create paper patterns, write down the specifications for each product like the fabric choice, the fabric style, the labelling etc., and then mail it all to the factories.

Nygård found a way to extend the use of his technology to his sourcing partners by simply purchasing computers for them. He then paid for their training on the use of the computers & systems for streamlining the production communication process. So instead of mailed written instructions, production instructions were sent by computers from his Canadian offices to the Far East. Nygård is credited with modernising the garment industry in parts of East Asia.

Nygård was the first in the industry to develop & use such an array of technological tools to advance his business.

Additionally, Nygård developed an electronic purchase order system that tied together vendor sales & production orders that connected to the company's financial system without requiring invoices & instead, using a paperless method.

His commitment to a technological approach was so strong that when Nygård couldn't get his buyers to purchase the computers to streamline the ordering process, using the

new ordering system software with built-in formulas, he bought the computers for them.

The new software & system the company developed was created using Microsoft tools & Epicor. It eliminated an entire manual process & allowed for an exponential increase in productivity. As a result, NYGÅRD International won a Microsoft award in 2002 for building next generation applications using Microsoft tools.

DELIVERY MECHANISMS

ARTS2 (AUTOMATIC REORDER TO SALES)

Motivated to avoid the kiss of death of too much inventory or too little inventory, Nygård developed software to address it. He wanted to get the timing exactly right: "Timing is unquestionably a key issue when selling to retailers. Goods must reach the stores at precisely the right moment — an early ship-

ment of merchandise can be as disastrous to a retailer as one that is too late. Ideally a store should have the right merchandise in stock at precisely the right consumer buying time."

The new software, called Automatic Reorder To Sales, was a revolutionary continuous re-

plenishment program that eliminated the need for high inventory at the stores themselves. Its first iteration involved a network linking all of the stores with the factory on Notre Dame in Winnipeg that both manufactured the orders & shipped them out.

It has evolved into all of the stores being

linked to their respective Customer Service Centres for order fulfillment. The way it works is that if you bought a pant in a Nygård store, it automatically generated an order in the Customer Service Centre warehouse to replace that pant & have it shipped out to the store immediately to ensure no gaps occurred in inventory.

FULFILLMENT

Peter Nygård traveled around East Asia early on learning about the fabric & manufacturing sources. He developed long-lasting strategic relationships that helped him achieve the level of perfection that he demanded & that provided training & resources to help improve the standard of living of the workers.

This created a deep level of trust & understanding over the years that allowed these trusted manufacturers to become a part of the technological systems Nygård developed within the company.

Once the manufacturers in the Far East completed the production of the orders they received, the NYGÅRD shipping system would kick in to track each garment along the production route.

The NYGÅRD Service Centres would receive the shipment. The Service Centres together total over a million square feet with four buildings located in Gardena, California in the U.S., & a building in Vaughan, Ontario, & another in Winnipeg, Manitoba, Canada. These have the capability of shipping over \$1 billion worth of apparel each year.

The manufacturers' system in Asia begins with computerised scanning of all garments before they are packaged in boxes & placed in trailers & containers to be shipped to the North American continent.

The scanned information is populated to the VComm system at the Service Centres that allows for real time tracking. It is shown on several screens reflecting various aspects of the process.

"Timing is unquestionably a key issue when selling to retailers. Goods must reach the stores as precisely the right moment — an early shipment of merchandise can be as disastrous to a retailer as one that is too late. Ideally a store should have the right merchandise in stock at precisely the right consumer buying time."

PETER NYGÅRD

Another advantage of the VComm screens & the data-warehousing combined is that the real time information on the products that are bestsellers allows these to be placed in the 'Fast-to-Market' queue. Fast-to-market is a process for taking bestsellers & immediately sending them back into production for another round of the apparel to be produced for selling before the season ends.

Due to the fact that Nygård helped their manufacturers around the world to become computerised, they are able to instantly send in new order requests, get them shipped out, & received & placed in their Service Centre fulfillment processes. That way, no store runs out of the bestsellers before the season ends.

CUR		ASN TRACKING USA				VComm	
PLN	R PLN	DL	7	8	9	BOL	MKR
7/6	Thu11	4		12		022590	UGN
7/22	Sat20				29	022709	CTR
7/23	Wed24	1			9600	751499	CTR
7/23	Wed24	1			9600	751502	CTR
8/10	Fri2		190			043991	DNF
8/7	Fri2		30			043993	DNF
8/7	Fri2		44			043994	DNF
8/7	Fri2		94			043995	DNF
8/7	Fri2		423			043996	DNF
8/7	Fri2		260			043998	DNF
			7U	19,639			8U 151,074



TECHNOLOGICAL INGENUITY

NYGÅRD: Where fashion meets technology

Mr. Nygård's vision for the Visual Communication screens was inspired by airport flight terminals. He described being fascinated by the screens at the airport showing real-time information for every flight. It gave him the idea to have a similar system for his shipping, warehousing & distribution processes.

Another component involves a warehouse management system using VComm screens

that allowed warehousing associates to see all of the orders, the status of the orders, & which orders needed more focus to get out on time. The orders are colour coded for easy viewing & assessment. The system tells them what orders are incoming & what orders are outgoing.

The inventory tracking on the VComm screens covers both in-store products & their Service Centres. Once the shipments come in from

the manufacturers, the Service Centre systems begin by scanning bar codes on both the boxes & tags without having to physically count items. The boxes also get scanned when loaded on to trucks for delivery to stores, which continues the tracking for accuracy.

The Service Centres handle the warehousing & distribution service of all of their customers, which includes NYGÅRD retail stores, their department store partners, boutique stores, & NYGÅRD online retail customers.



an inspection must confirm 100 per cent match; garments are then placed on racks and inspected before being shipped out to the stores.

Even the warehouse packaging system is technologically driven. Racks are organized & tied into a scanning system that keeps track electronically of items that are 'picked' for packing. Workers wear a wrist scan for digital tracking & move along their individual conveyor belt with all of the items they have picked for packaging to fulfill the order they

are assigned.

These various technological implementations were not all smooth sailing for Nygård. With persistence & continuous improvements, over time, Nygård's approach to modernisation & the use of more efficient computerised systems paid off.

Nygård's system is so efficient & is such a pace setter that other fashion houses have contracted the company for their product fulfillment. These successful inventory & warehouse fulfillment systems have created an additional logistics business for NYGÅRD.

While other companies were still playing catch-up & even now are focused on dashboard views to get an overall picture of their products, Nygård began as a visionary back in the 80s creating & developing systems that are still paying off in spades today. Quick & easy access to the market is gold in the apparel industry. Nygård struck gold in the record time he is able to deliver goods to the market.



His innovative systems were not only tailored to his company's needs, but to a way of doing business that is fast, efficient, & effective in addressing business challenges as well as enhancing the bottom line.

This multi-prong approach led to the unprecedented growth of NYGÅRD International to a point where the business was directly & indirectly, through joint ventures,

controlling & handling up to about 20,000 associates. The evolution of the organisation's business model has decreased the number currently under the direct purview of the company.



Nygård's system is so efficient & is such a pacesetter that other fashion houses have contracted the company for their product fulfillment. These successful inventory & warehouse fulfillment systems have created an additional logistics business for NYGÅRD.



ERNIE CHAVES, MR. LOGISTICS

Ernie Chaves is Vice President of Logistics & has been with the company for 43 years. He worked with Peter Nygård to implement the technological advancements that have made the company a standout in the industry. Ernie oversees all logistics for both NYGÅRD & for all external logistics clients.

"It is virtually like an air traffic controller knowing which containers are coming in & which priorities we should deal with based on the color of the screens."

ERNIE CHAVES
VP Logistics



DATE	PLN	REP	TTL	SHD	BAL SHP	ALC PIC	PAK	BAL PIC
8/11	109		109	59	50	4	4	46
8/18	16							16
8/25	82							82
9/1	253							253
9/8	0							

ALC / BAL SHP 8% (SHD + PAK) / TTL 54%

THE DOMINO EFFECT

The department stores have an agreed upon system in place for their suppliers in which suppliers are fined for inaccuracies. The NYGÅRD automated system has a long, outstanding record of accuracies over years; therefore, they are no longer subject to the department stores' fines. If there is an error, the stores know that it is likely human error on their end.

Not only is their system touted for its efficiency & accuracy, this system has also cut down tremendously on the fulfillment time. The long-standing & strong relationships with NYGÅRD suppliers have allowed the company to set up supporting systems on the manufacturing end as well.

These manufacturers are labeled 'Certified Maker'. Any shipments coming from them are prepackaged with the exact orders needed for the stores. Once they arrive to the Service Centres, bar codes are scanned & boxes shipped out immediately to the stores without an inspection of the boxes. Nevertheless, the company has a random inspection system in place to ensure that certified makers can maintain accuracy & remain on that special list. In addition, NYGÅRD has offices in several countries to conduct inspections & ensure quality control with the manufacturers.

While certified makers are fast tracked through the system, when bar codes of shipments from non certified makers are scanned,

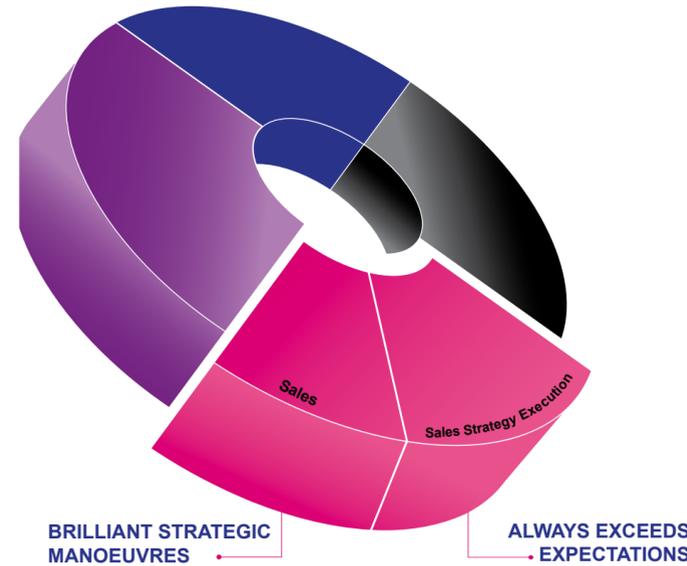
4 PRODUCT DELIVERY

At every juncture, Nygård developed strategies that would keep him steps ahead of industry changes. It allowed him not just to keep pace but to flourish & take the business to unimaginable heights.

Having started out as a manufacturer provided a strong foundation for building a business that could rise to the top in retail. Nygård learned every aspect in manufacturing to become the best at it. He became adept at

designing to provide pieces that would be desirable, on trend, & in demand. This worked to make NYGÅRD the largest supplier of women's clothing in Canada.

NYGÅRD then moved into retail after spotting changes in the industry that could derail his manufacturing business. All of his strategies were focused on ensuring the company was able not just to survive the industry changes but also to continue to thrive & soar to new heights.



SALES

BRILLIANT STRATEGIC MANOEUVRES

After dominating the manufacturing industry in Canada for years, Nygård sensed a change. In the late 80s early 90s, Nygård recognised that there was a move among many major retailers to start shifting from polyester products. This created a dilemma for him: He had a very loyal customer base & he did not want to lose them by making such dramatic shifts in product. Yet, he wanted to protect his company from getting squeezed out in terms of floor space & presentations within the major department stores.

The strategy he came up with only added to his challenge. Nygård decided to open his own retail stores so he could continue to meet of his customers & also to balance any loss of product placement space within department stores. However, he knew very well that if the big department stores thought that he was interfering with them, in terms of a manufacturer becoming a retailer, & competing with them, they would stop carrying his products altogether.

Being the brilliant strategist, Nygård did several things to address this new dilemma to ensure that the department stores wouldn't see him as a threat.

1. Nygård told the department stores carrying his products that he felt very strongly that he should open his own retail stores to complement products that they were selling.
2. In the establishment of his new stores, Nygård offered a retail partnership to the major department stores with whom he was already doing business.
3. Nygård promised to always sell the products in his retail stores at regular price & never reduce the price.
4. Nygård explained that the focus of these stores was to act like a test tube for new product ideas & to discover more about their customers & their desires.

After dominating the manufacturing industry in Canada for years, Nygård sensed a change.

This worked! This was at a time when manufacturers did not compete with retailers because they would not have survived. However, as Nygård's retail business grew & he lived up to his word, the trust between him & the department store partners grew.

Making this move not only allowed Nygård to protect his customer base & secure his relationship with the department store partners, it also allowed him to experiment with other products & expand his offerings — such as Nygård's signature silk line.

Nygård had developed what was considered a sensational silk product that was very popular & had a prominent position in one of the major upscale department stores. Nygård was designing & producing everything from Tan Jay fashion line polyester, an edgier fashion, to the Peter Nygård Signature collection, & even had Peter Nygård Signature silk in Saks Fifth Avenue for many years.

As a perfectionist, he always paid attention to the details in every aspect of every level of the business. He would then make the strategic moves that were required to always be on top.

SALES STRATEGY EXECUTION

Nygård's sales strategy involved several components: The marketing department created 'look books' that gave customers an idea of the new designs & products coming out & how to put them together to create stunning ensembles.

They would also send out e-releases with information on fashion lines & other tidbits for

ALWAYS EXCEEDS EXPECTATIONS

The customers are the centre of attention in everything that the company does. A strategy that Nygård instituted throughout his stores involves programs geared toward making customers feel special. It includes several VIP events that cater to their loyal customers.

While NYGÅRD is an international chain store, they operate like a small business. They know their customers in the area. Associates know customers' sizes, their likes & their dislikes, & customers know all of the associates by name.

VIP customers are given advance notice of upcoming sales, new products, & fashion shows by email & phone calls. In fact, Associates know the customers so well that they will often offer to put aside an outfit from the new arrivals to facilitate an opportunity for that special customer to be the first to choose from such items before they are sold out on the floor as would often happen.

Nygård also instituted kiosks in the stores to be able to order another size or colour for

customers. A key strategy for marketing and sales was always the continuous exhibition of the latest styles through fashion extravaganzas. Nygård continues to take advantage of every opportunity that presents itself to host a fashion extravaganza, which always reflects taking the standard fashion show to the next level. The core focus for NYGÅRD marketing and sales is on their unique retail events and the insistence on always exceeding expectations.

customers if it wasn't available in the store. This was established a number of years before others started doing it.

The NYGÅRD stores that offer a clothing line with an older demographic offer coffee, couches & a television screen for husbands to enjoy while their wives shop. This started in the late 80s & 90s long before it became 'the thing to do' in department stores.

Additionally, for customers who may not be physically able to come into the store, the associates will go to them. The store associates visit senior centres to present the latest fashions to them.

The stores also hold product-knowledge sessions from time to time with refreshments to ensure that their customers are never left without needed information.



Not only must Peter Nygård be the best, he must also partner with the best talent in the industry. He believes in going after the brightest & the best & making them an offer they can't refuse.

Sajjad Hudda has a reputation for being one of the best in the industry & Nygård made it his business to get him on his team. Sajjad's more than twenty-five years of experience in

the retail industry, both in Canada & internationally, now benefits NYGÅRD.

Sajjad has significant expertise in the field of product development, merchandise planning, as well as international franchising & retail operations. Boosting his retail experience is a Bachelor of Arts degree in Economics & a MBA — with a Finance focus — from the Schulich School of

SAJJAD HUDDA, THE BEST OF THE BEST

“Retail is a tough environment. For Nygård to not only survive but to thrive is based on his ability to always see what's coming up. There's been so many bankruptcies in the United States & in Canada. They called 2016 & 2017 the retail Armageddon. Over 5,000 stores in the United States closed. Businesses who were in the industry for fifty, sixty years have now gone under. It's such a shame.”

“I've been in business 26 years. Never met a better retailer than him & I've worked with some great retailers. I've never been challenged more by any other company that I've worked for than I've been challenged by him. I'm here because he inspires me.”

SAJJAD HUDDA
President NYGÅRD RTL

Business at York University.

Sajjad Hudda is President of Retail for NYGÅRD & has an outstanding track record of consistent turnarounds & delivering year af-

ter year profit growth. He presides over Nygård's multi-prong retail strategy for Canada's largest fashion house with shops in all major department stores in Canada & the USA as well as operating over 170 corporate stores.

FASHION

Extravaganzas





NYGÅRD





NYGÅRD 1 INCHES INDI

NYGÅRD LAUNCH



NYGÅRD LAUNCHES HIS DENIM REVOLUTION WITH NYGÅRD **LUXE DENIM SLIMS™**



Model steals the show



Chairman Peter Nygård with Finale Model walking runway in Peter Nygård Signature Embellished Denim outfit



Head to Toe LUXE DENIM SLIMS



ADX Super Stretch Denim with modern cape



BIANCA NYGÅRD 360° Denim with Fringe Festival collection



SIZES 16-24

Knit Plaid perfectly paired with LUXE DENIM SLIMS



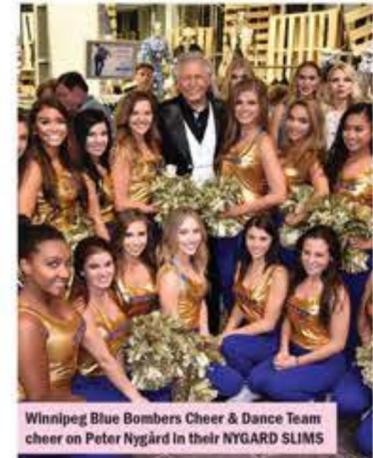
Denim mixed media trend from LUXE DENIM SLIMS



Super Model Pamala walks runway in PETER NYGÅRD SIGNATURE jumpsuit



NYGÅRD SLIMS INDIGO Knit Denim Poncho



Winnipeg Blue Bombers Cheer & Dance Team cheer on Peter Nygård in their NYGÅRD SLIMS

On Friday, September 16th - customers filled the Nygård Kenaston flagship store, anxiously awaiting a glimpse of the launch of NYGÅRD Luxe Denim Slims. The show was full of energy and incredible fashions. 32 beautiful professional models took to the runway to launch NYGÅRD Luxe Denim Slims - NYGÅRD'S latest design has become a Denim Revolution - it boasts 4way stretch and 360° comfort with a variety of fashionable silhouettes to choose from and trend right washes/ distress detailing. It's a new take on denim more fashionable and constructed to be more feminine in appearance than your regular denim. 10 Curvy models rocked the runway showing a range in sizing that it is truly for everybody and everyone's shape. Breast Cancer Survivor models became the stars of the show walking the runway in Tan Jay and inspired the audience with their bright smiles, courage and bold personalities.

The Winnipeg Blue Bomber Cheer and Dance team performed for the crowd, NYGÅRD SLIMS is the official clothing sponsor of the Winnipeg Blue Bombers. The Team stunned the crowd with performers soaring into the air wearing NYGÅRD SLIMS performance. NYGÅRD SLIMS have quickly become a phenomenon that has taken the world by storm. NYGÅRD SLIMS have successfully intermixed on-trend fashions, maximum comfort with exclusive SLIMCURVE Technology compression waistband - flattening the tummy, shaping the hips and thighs and lifting the butt. The NYGÅRD Denim Revolution also includes BN 360° Denim from Bianca Nygård NYGÅRD SLIMS Luxe Denim & BN 360° Denim are now available instore and at nygardslims.com.



Peter Nygård & SLIMS models do the "NYGÅRDING" pose



Breast Cancer Survivor Models wearing Tan Jay

PETER NYGÅRD JEA



Best Move for Fall is the tan suede

Former Blue Bomber & Green Carrot Juice Company Owner Oshy Khan

NYGÅRD for Life



Breast Cancer Survivor Models wearing Tan Jay

NYGÅRD SLIMS™ INDIGO

LUXE DENIM SLIMS 360° COMFORT 4WAY STRETCH **NYGÅRD**
 YOUR NEXT & LAST FAVOURITE PAIR
 1626 Kenaston Blvd
 702 Broadway Ave
 NYGÅRD SLIMS FASHION SHOW SOLD OUT
 NYGARDSLIMS.COM

our curves screaming of #This Changes Everything!

NIGHT OF E

A Truly Unforgettable Fashion Show featuring NYGÅRD Spring/Summer 2010 Collection

FRI MAR 26 - On a beautiful March evening, over 400 VIPS, NYGÅRD associates, suppliers and valued customers gathered at NYGÅRD Fashion Kenaston in Winnipeg MB for the company's annual Spring gala event.

After walking the red carpet, the sold out crowd mingled and hors d'oeuvres, before taking their seats and being treated to a truly unforgettable fashion show, featuring NYGÅRD's Spring/Summer 2010 Collection. Adorned in Spring's HOTTEST

TRENDS of F
 FLORALS, MEN
 WITH A FEMININ
 & COBALT BLUE,
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 Once again, the
 the night took pla
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 In true NYGÅRD
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 Peter Nygård G
 and the guests co
 nga line.



Always a great show with Peter Nygård International flair



NY
 FA
 NEW SPRIN

FALL FASHION PREMIERE

NYGÅRD Showcases Fall & Holiday Fashions With a Sold-Out Show

Over 500 guests gathered for a sneak peek of NYGÅRD's 2011 Fall/Holiday collection this past Friday night at the company's flagship Kenaston Blvd. location.

The event, entitled Fall Fashion Premiere, saw the excited guests mix and mingle over cocktails and hors d'oeuvres before taking their seats to watch an extraordinary fashion show,

featuring collections from Peter Nygård, Bianca Nygård, Tan Jay, ALIA and the company's brand new line Not Just Pants (NJP). The models, all adorned in the season's key statement pieces, wowed the cheering crowd with extravagant props, including a host of energetic puppies.

The highlight of the night took place when 10 breast cancer survivors graced the runway, their presence

fostering an aura of hope and courage and reiterating the company's ongoing commitment to eradicating the disease. In true NYGÅRD fashion, the event ended with an unforgettable grand finale that saw the masquerade-masked models pose amidst blasts of confetti while the company's founder and chairman accompanied a model wearing a one-of-a-kind Peter Nygård creation "Goddess Gown".



Preparing for 'Cooler' weather wearing Peter Nygård



A look from Bianca Nygård's Holiday collection



Not Just Pants' runway debut



Breast cancer survivor models pose with company Founder and Chairman Peter Nygård



Always pretty in NYGÅRD Fashions



Peter Nygård and Winnipeg Mayor Sam Katz



Best in Class from Bianca Nygård

EARN HIGH INTEREST ON DEPOSITS
 Savings rates starting at **1.60%**
 8
 STERLING CREDIT UNION www.scu.mb.ca/1015
 *Member required in Canada



NYGÅRD ROCKS WINNIPEG



FASHION WITH A GREATER CAUSE

Models Issy Dahl (above) and Wanda Anderson (above right), a breast cancer survivor, show off Tan Jay Black and White collection styles at the Nygård fashion show Friday at the Nygård Fashion Park store on Kenaston Boulevard. Fashion mogul Peter Nygård (right) chats at the Nygård vice-chairman Jim Bennett. More than 450 people attended the show, which raised funds for CancerCare Manitoba in support of breast cancer research.

PHOTOS BY JASON HALSTEAD / WINNIPEG FREE PRESS.

SALE ENDS MONDAY
 Absolute deadline to order is 6 pm Monday

IN STORE ONLY!
 CHOOSE FROM SOLID OAK, MAPLE OR PINE
 20 STAIN COLOUR CHOICES

BEDROOM • DINING ROOM • BOOKCASES
 OFFICE • CAPTAIN'S BEDS • COFFEE TABLE SETS
 *SIDEBOARDS • BUFFETS • AND MORE!

110 KING EDWARD ST. W.



Peter Nygård, founder and chairman of Nygård International (third from right), with his daughter Alla, her husband Derek Danesault and their kids Jas (15 months) and four-year-old Karlee.

A fashionable half-century

NYGÅRD International held its Nygård 50 Years in Fashion event at the RIBC Convention Centre Winnipeg on March 16. The fashion show, dinner and dance featured a celebration of Nygård employees on stage who have more than 25 years of service, breast-cancer survivors, vintage clothing from Nygård's decades in business and new designs from the company. More than 650 people attended the show, dinner and dance.



Peter Nygård, founder and chairman of Nygård International, and Pearl McGeogal, former Manitoba Lieutenant-governor.



Models show off new ALIA & Tan Jay fashions at the Nygård 50 Years in Fashion event.



Models show off '80s styles at the Nygård 50 Years in Fashion event.



Peter Nygård, founder and chairman of Nygård International (third from left), poses for a photo with Nygård Style Direct independent stylists (from left): Patty Wallace, Jocelyn Greenwood, Robin Reiter, Angela Dolinski, Debbie Jensen, Kaye Latt and Lisa Elaly.



Nygård employees take the stage in style, during the Nygård 50 Years in Fashion event.



Models show off new Nygård animal print fashions.



Attendees wait to have a photo taken with Peter Nygård.



Peter Nygård's sister, Lisa Johansen, and other attendees watch the show.

REVIEWS REVISES REPEATS

Over the years, there have been many bankruptcies in the United States & in Canada in the retail environment. Businesses who were in the industry for fifty or sixty years are no more. Eaton's of Canada closed some time ago. Sears stores in Canada filed for bankruptcy in mid 2017. 2016 & 2017 have been described as retail Armageddon. Reportedly, over 5,000 stores in the United States have closed.

& has approximately 175 independent retail stores to date. However, Nygård didn't stop there. Besides having over 6,000 department store shop-in-shops worldwide, an online store & over 1 million square feet of North American distribution space which ships over 20 million garments annually, there is a wider distribution channel.

The constant evolution of technology has resulted in both ongoing challenges with the constant need for updates & ever-present opportunities. Nygård has always chosen a path of multi-level distribution. Called, Omni Channel Retailing, it has led the industry in this way of doing business.

His various distribution channels involve,

Being the visionary & strategic thinker that he is, Nygård has been taking steps throughout his fifty years in business to expand & grow in ways that will make up for any changes in the industry that might impact his business. His most recent focus to remain successful has been on expanding & increasing his retail footprint.

He has continuously opened new retail stores

• **Online Retail** – Customers can purchase

directly from NYGÅRD websites.

• **NYGÅRD Retail Stores** – There are currently 175 retail stores.

• **Department Store shops** – NYGÅRD lines are in 300 Dillard's locations with several shops in each.

• **Independent Boutiques** – Independent retailers carry NYGÅRD pieces.

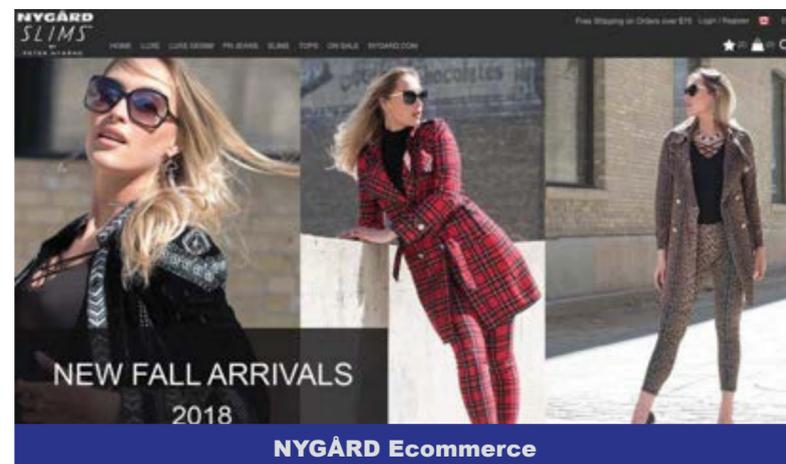
• **Shopping Channels** – NYGÅRD clothing lines are featured on the shopping channels in Canada, Italy, France, Germany, Australia, & the United Kingdom.

• **NSD** – NYGÅRD Style Direct NYGÅRD Stylists host home parties for presentations of NYGÅRD products.

• **NSN** – NYGÅRD Social Network uses NYGÅRD social platforms to promote NYGÅRD styles & brands.

All of the various retail strategies Peter Nygård has employed have helped his business to continuously offer fresh, desirable products & remain relevant & successful. This not only helped him to survive but also to compete on such a level as to make NYGÅRD always remain a top contender in women's fashions.

Nygård's most recent focus to remain successful has involved expanding & increasing his retail footprint.



NYGÅRD Ecommerce



NYGÅRD Goes Social



NYGÅRD Style Direct (fashion event)



Worldwide Shopping Channels

RICK WANZEL, A NYGÅRD POWERHOUSE

One of the things Peter Nygård is lauded for is his ability to spot great talent & recruit them to his cause. One such valuable talent is Rick Wanzel. Rick tells an amusing story of his first encounter with Peter Nygård while Rick was working at a renowned Canadian Department Store:

I was a young guy working in women's wear. Peter Nygård showed up on the floor one day. I was told "there's a big, tall, blond guy with long hair moving clothing racks around in the department". I had just become the department manager. I had on my three-piece suit & I went up to him & just told him, "get out or I'm going to call security".

He didn't leave so I called security.

Here's this big guy towering over me continuing to move the racks around & me trying to stop him, but he just kept moving the racks.

Our policy at that company I was working for was to give any brand new group that we established a new relationship with a featured space for a period of time.

We had a group that was only a month old with us, & Nygård was pushing

their stuff & his other competitors' stuff back, & moving his stuff forward. He kept saying, "This is my space. This is my corner."

In the meantime, the Western Regional General Manager for the company had arrived & was watching. He was looking at me & shaking his head, & I was looking at him in disbelief that this was happening. Even when security came, they wouldn't engage, & they eventually left.

Nygård's clothing was my company's number one brand, but I had just come in & had no idea who he was, but I sure found out.

He then says to me, "One day you're going to work for me." & I said, "Yeah, right."

Well, here I am.

Nygård's tactic of targeting talent paid off once again. After Rick joined, the company's biggest sales came from him; he sold a million dollars of one skirt. He also sold six million dollars in silk products to one account.

Forty years later, Rick is a part of NYGÅRD's winning executive team & works as his Exec-



utive Vice President of International Business which includes overseeing the company's partnership with shopping channel networks in Canada, Italy, France, Germany, Australia, & the United Kingdom.

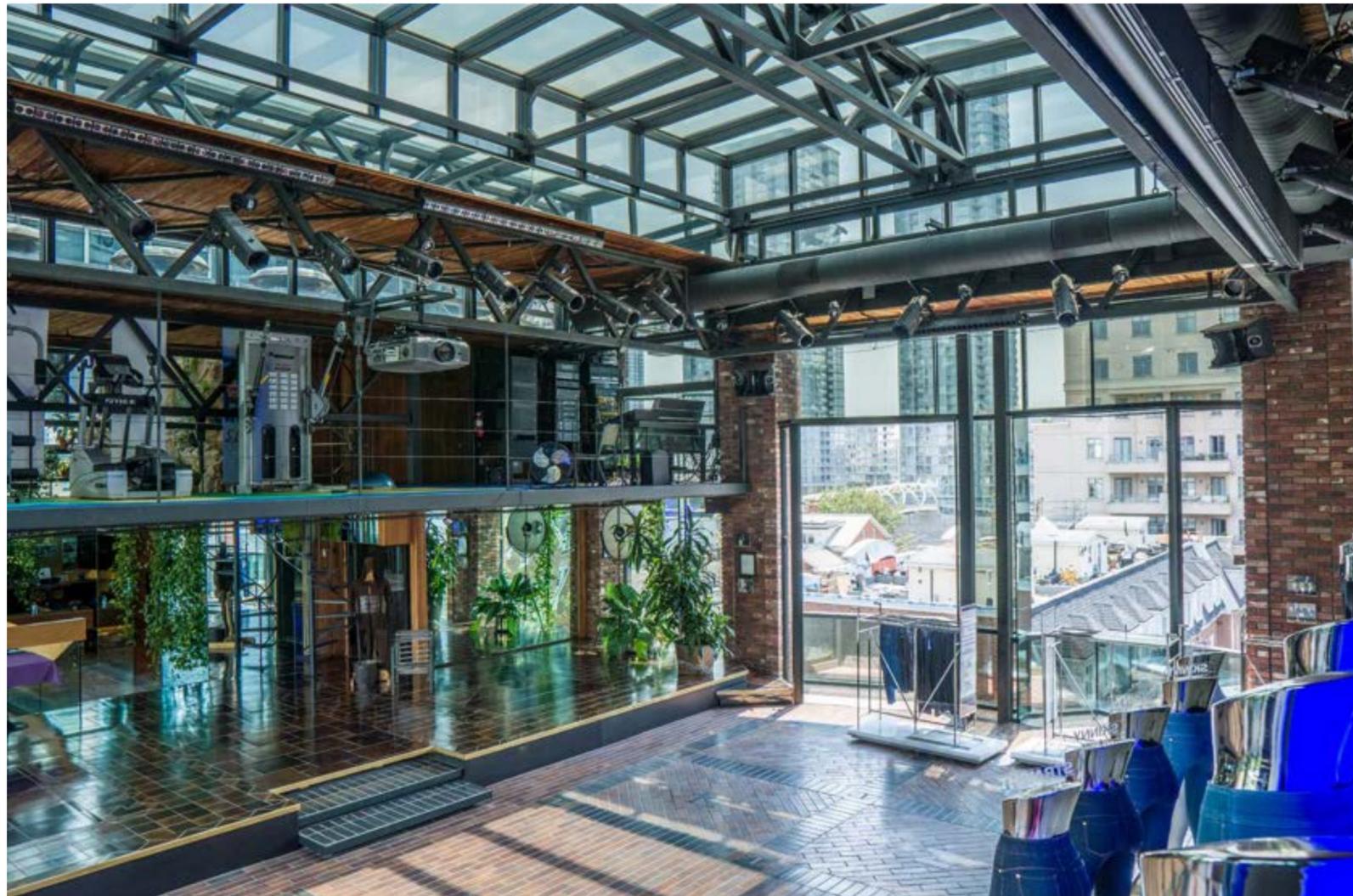
NYGÅRD SHOWROOMS

“The genius of Peter Nygård is even demonstrated in the way he designed the 1 Niagara showrooms in Toronto.”

TIINA TULIKORPI
EXEC VP Corp Relations

The showrooms are where the buyers come to look at the products & then decide what to buy. The showrooms are designed so that when buyers go into the glass elevator and move to the various levels, the only thing they see are the fashions. All of the offices are behind those &

hidden from view — so buyers’ views are not cluttered with office desks etc. The showrooms also have three-way lighting — halogen lighting, LED lighting, & natural light. The natural lighting is possible because of all of the glass walls in the 1 Niagara building.



PETER NYGÅRD



SLIMS SLIMS



DF
DESIGNER FASHION
exchange

NYGÅRD

tailors





NYGÅRD New York Times Square Store





MILLION-DOLLAR FASHION BREAKTHROUGHS

“My goal is to have every woman in my pants!”
- PETER NYGÅRD

THAT'S THE ONE!

At a time when fashion companies were struggling with the 'fashion mode' being too blasé to attract new & younger customers, Nygård needed to come up with something fresh.

He noticed a fashion trend of women buying leggings. He also noticed a new concept that came out on the market in 2000 called Spanx.

These two trends inspired Peter Nygård to create a new fashion.

Five years ago, I was in Jamaica vacationing with my family. I got a call on that Friday afternoon. It was Peter Nygård. He asked, "Where are you?"

I told him "I'm in Jamaica vacationing with my family."

He said, "I need you back here in Winnipeg. I got a new concept & it's going to be phenomenal."

"I land in Toronto on Saturday." I responded. "Okay, fly to Winnipeg on Sunday." & we hung up.

I arrive in Winnipeg & he shows me this pant with a 3.5 waistband. He said, "This is going to be revolutionary!"

For the next week, I sat there with him 14-hour days; him trying on that pant on fit models & making tweaks & changes, & tweaks & changes, to the point where the people who are not in the business were saying, even for me I was saying, "okay that's good enough. It's good enough". He was saying, "No, it's not good enough."

We have our own pattern-making department & they would make the patterns. & he'd say, "Nope. It's not cradling well enough. Nope. It's puckering at the knees." Nope, nope, nope. I sat with him for one week, very long days going through sample, after sample, after sample until he finally said, "That's the one!"

*"When it comes to pants, the man's a genius!
The guy knows how to fit pants!"*

SAJJAD HUDDA
President NYGÅRD Retail

If he hadn't done that, there's no way the pant would have been as successful. & it's not like he tried it on just one body type. He used 6 different body types. & it had to look beautiful on each & every size. He ignored the grading rule. He said "that's not good enough" & made patterns for every single size.

The detail & meticulousness was put into every single size & it was not allowed to go into production until his signature was on every pattern. The patterns were patented.

In terms of the fabric; we must have gone through hundreds if not thousands of fabrics — no it's not the right quality; no it's not the right weight; no, it doesn't have enough stretch. Fabric testing over & over until he said "okay, this is it."

It was just four styles in black. He said to me, "I want you to go open NYGÅRD SLIMS stores."

I told him, "You only have four styles in one colour. What am I going to do with that? I can't open a store based on that." He said, "Trust me. Go open stores."

At first I put them in our existing stores with Bianca Nygård & Peter Nygård lines. & the SLIMS just exploded. Originally we thought 500 to 600 square-foot stores would be enough for this.

We need a minimum of 3,000 square feet to put the entire Nygård slims line.

People in the industry have come up to him & said, we've tried to knock off your pant but we can't do it. How do you do it? Of course we are not going to share that with anyone ever.

*It took two years just to get the right fabric, get the right fit,
get a revolutionary pattern, & ensure the fabric could really
do the job of lifting the buttocks & trimming the waist.*



PONTE SLIMS

NYGÅRD
SLIMS™

**Fashionably High Waist
Eliminates Muffintop**

Hip Compression

**Lifts & Curves
the Butt**

**Eliminates
Saddle Bags**

**Thigh
Compression**

Elongates the Leg

EXCLUSIVE SLIMCURVE TECHNOLOGY™

NYGÅRD SLIMS™ BY PETER NYGÅRD

**Less waist,
more *WOW!***



It took two years just to get the right fabric, get the right fit, get a revolutionary pattern, & ensure the fabric could really do the job of lifting the buttocks & trimming the waist.

Nygård refers to SLIMS as his “miracle pant” that “everybody loves.” It’s an exclusive Slimcurve Technology™ that elongates, lifts the buttocks, flattens the tummy (it flattens the muffin top), & has a four-way stretch.

NYGÅRD SLIMS is a revolutionary NYGÅRD pant that has been a tremendous success, with unprecedented demands & record sales numbers for the five years it has been on the market.

Its hip & thigh compression features results in a significantly slimmer appearance. For most, SLIMS creates a full size reduction. The SLIMS technology lifts, shapes, curves & sculpts the lower body. This is every woman’s dream: to be able to wear a trendy fashion that makes one look slimmer. No wonder it’s such a success!

In 2013, it was designed in what the company calls a “ponte” fabric. Next was their own denim fabric creation. Following that was a ‘lux denim’, & also the ‘novelty’ SLIMS. NYGÅRD currently offers it in 150 styles, & it is “flying off the shelves.”

It has been noted that competitors are trying their best to copy this ingenuity. However, what they cannot copy is Nygård’s attention to detail & perfectionism — from fabric choices to fit.

Peter Nygård appears to be a creative genius in this way & his insight into what’s really important to women in fashion & fit, as well as his effective delivery of it, have paid off handsomely.

Women’s fashions have been around since time immemorial. Yet, it is only now that you have such a product in fashionable women’s slacks with NYGÅRD’s patented technology that does exactly what women want every pant to do for them.

“The amount of engineering & construction that Peter put into the Slims, that engineering is not found in any other pant worldwide. People are still trying to knock it off but they haven’t figured out how to do it right. They’re doing a knock off but not the infinite detail, the continual re-evaluation to perfect, to perfect, to perfect.”

JIM BENNETT
Vice Chairman



NOVELTY SLIMS



DENIM SLIMS



PETER NYGÅRD JEANS



“

I love my NYGÅRD SLIMS they are so well fitted & so comfortable. I love traveling in a pair of NYGÅRD SLIMS not only are they extremely comfortable but they are so stylish. I could get right off the airplane & go do my television interviews & my book signing. I was not only the main attraction during these events but also the Price is Right diva in the NYGÅRD SLIMS.

KATHLEEN BRADLEY

“

These pants are incredible. I love them. I wear them everyday. I love the way they make me look. When I put these pants on, I feel the total support that I need that I don't get from any other pant that I put on. I wear them on stage all the time.

TANYA TUCKER
Country Music Legend



Beverly Johnson,
Nygård Fashion Super Model
wearing NYGÅRD Luxe Denim SLIMS

“

I can go all day wearing Peter Nygård Signature. It's so wonderfully comfortable.

CYBILL SHEPHERD



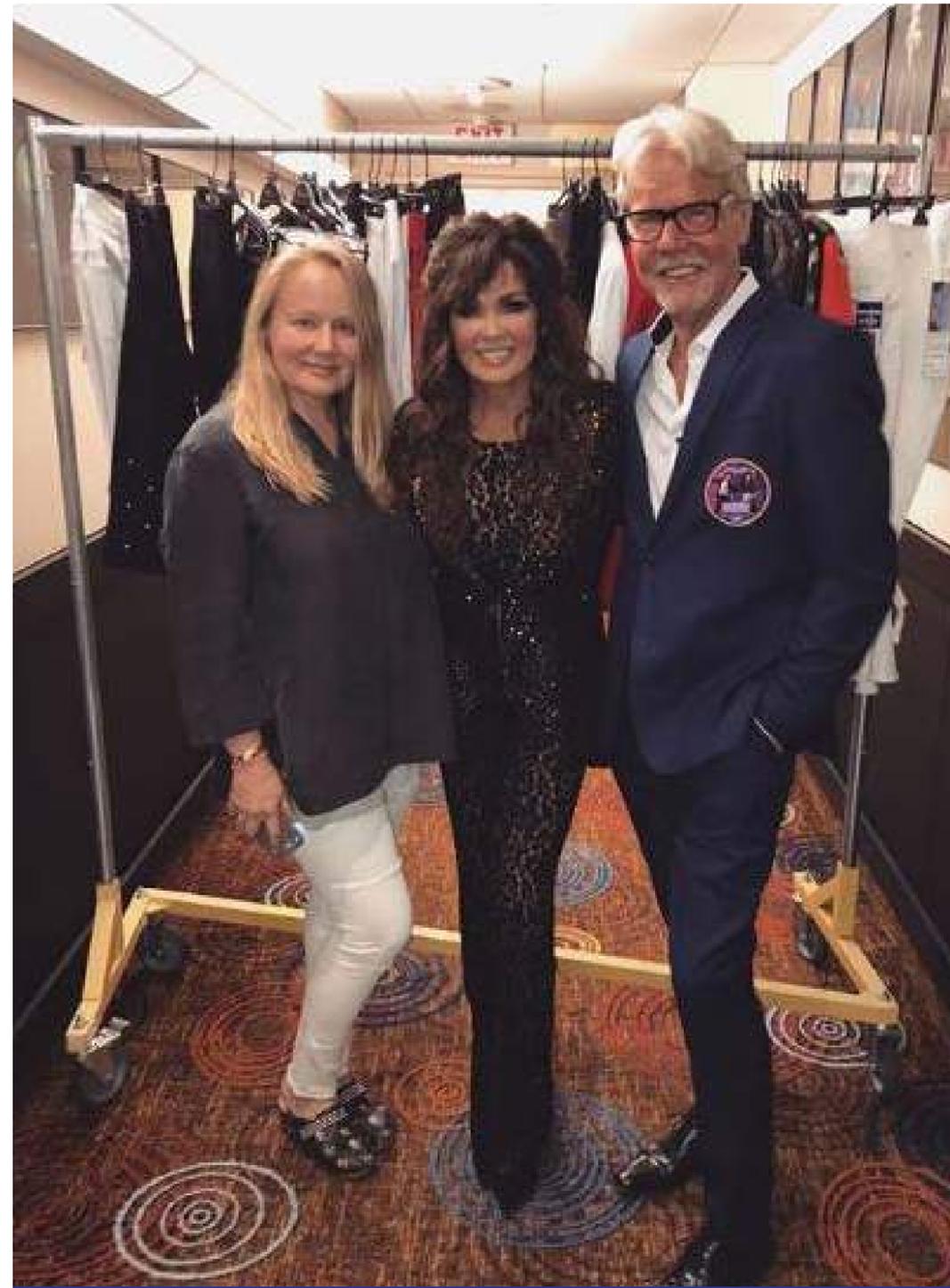
Marie Osmond
thanks Rick for her SLIMS

Sincerely Ward,
longtime NYGÅRD Fashion Super Model - star of WAGS Atlanta on E!
wearing Peter NYGÅRD Jeans



“I love my NYGÅRD SLIMS!”

MARIE OSMOND



Tiina, Marie & Rick



RETAIL PARTNERS

“He is a logistics genius; he has more ideas in a day than most of our suppliers have in a year & you couldn’t ask for a better partner than Peter.”

ALEX DILLARD
President - Dillard’s

PETER NYGÅRD IS A LOGISTICS GENIUS

After only three years in stores, Peter Nygård & Dillard's sold their millionth pair of NYGÅRD SLIMS.



Alex Dillard & Peter Nygård

The match between these apparel titans has certainly stood the test of time. While a number of department stores have been forced to go out of business, especially in Canada, Dillard's & Nygård have been able to continuously build on their 23-year partnership. In 2016, their success reached dizzying heights.

Nygård's revolutionary SLIMS hit Dillard's stores in 2013. In 2016, they achieved a monumental accomplishment. NYGÅRD SLIMS had sold its millionth pair! It was an amazing unprecedented achievement for such a short space of time.

One of the success factors is Nygård's interest in ensuring all women are happy with themselves in their attire. As he told Linda Miller, Fashion Editor for The Oklahoman, "This particular customer has been so overlooked, so forgotten. She's middle age, not a perfect size 8, but she wants to look & feel as good as the next woman. & she's so appreciative."

Nygård's concern & attention to this demographic, motivated him to put his money where his mouth is & put his personal time, effort & money to bring about the happiness of this demographic. To ensure this relationship's success, he took a number of steps:

"A few years ago I was lucky enough to meet Peter Nygård. The first time I met him I recognised that he was different from most of the suppliers that we deal with in that I felt that his view was that it was a partnership between the supplier & the retail store, to sell merchandise to the consumer."

ALEX DILLARD
President - Dillard's



THE DILLARD'S BUS TOUR

Nygård has a unique perspective on how to complement his great relationship with Dillard's, who have been selling his fashion lines for years. He created a team of Merchandise Coordinators to work directly with all of the Dillard's stores to train the Dillard's associates & promote his products. Training occurs on an ongoing basis as well as through a program Nygård created called NYGÅRD University, which holds its training annually.

His thinking was that if he could work directly with the people who carried his message straight to the customers, there would be no miscommunication. The customer would understand what he was trying to do. In turn, the associates & coordinators would tell him exactly what the customer said.

However, Nygård wanted more. He wanted to meet everyone directly. NYGÅRD's VP Missy Fuller, who works with Dillard's, tells the story:

He traveled with me for two years to meet the people no one goes to meet. Typically when you plan a promotional tour, you pick all of the hot spots like Dallas & Houston & Oklahoma City & New Orleans. But when I showed him the plan on a map, he said, "What about all of

these other stores?" I told him, "But these are the big stores with the big cities where you can cover ten stores at one time." He was like, "What about these stores in between?" I said, "You can't fly to those stores." These were smaller stores in smaller cities like Canton, Ohio for example. I asked him, "How would we get there?" He said, "We could take a bus. Let's get a bus."

So for two years, we traveled. & just like the way he is with his family, he met every sales associate & he met the customers. He asked them what they liked, what they didn't like, & how it fits & what didn't fit. There was no little store that he passed. It was such a great lesson learned.

I think that's why he's so great at understanding the Dillard's stores because he didn't just go to the big ones, the great ones, & the ones that were easy to get to. He drove through the trenches, met the people & got the feedback directly. He's not relying on seven levels of people to tell him what the customers want. He has gone to the associates & to the customers himself.



MISSY FULLER, THE DILLARD'S WHISPERER

"So for two years, we traveled. Nygård met every sales associate & the customers."

Missy Fuller is Senior Vice President for Nygård-Dillard's & is tasked with overseeing the Nygård-Dillard's relationship & executing its business strategies.



PETER NYGÅRD IS A FASHION CREATIVE GENIUS

“Peter Nygård has brought something to SAKS that is very unique — a product that is beautifully made with great fashions & creative genius. Peter also brings to the product his persona, a charm & an identity with our customer that has been magic for us.”

PHILIP MILLER
Chairman / CEO SAKS Fifth Avenue



Philip Miller
Chairman / CEO Saks Fifth Avenue

Nygård, the master of silk

“Canadians must compete in the world market with a fashion forward product. That’s what the fashion business is all about, as opposed to the garment business. It brings into play all the important parts of fashion like skill & creativity.”

- Peter Nygård

In 1991, Nygård launched an exclusive silk line that hit 48 Saks Fifth Avenue stores around the United States. Saks employed top models to wear the NYGÅRD designs in advertisements. Nygård went on a Saks tour visiting twenty-two of their stores. The biggest event was at its flagship store, Saks Fifth Avenue on Fifth Avenue in New York City. They held a NYGÅRD fashion show & his designs were featured in every window.

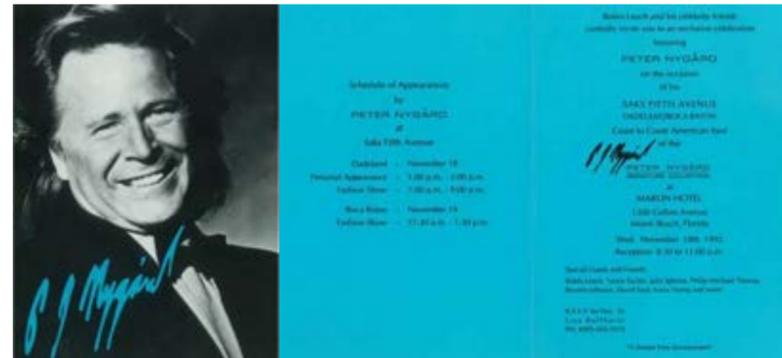
There were dozens of celebrities in attendance for the Beverly Hills Saks event including notables like Joan Collins, Jane Seymour, Cybill Shepherd & many others.

Nygård’s Secret Silk Formula

The key to Nygård’s success with Saks was in his secret formula for his silk fabrics. Caring for silk previously was always the challenge especially if it got stained. Nygård made his silk washable & also made it ‘shitless’ as he explains.

We insisted on having the silk form being bred & cultivated on screens. Silk always had the little black spots in it. That was silkworm excrement. I didn’t want that black poop on my silk. So I told them we had to come up with a way to get rid of that. I suggested using a screen to cultivate the silkworm so that when they pooped, the poop would fall through the screen. So we were able to get clean silkworm. I had invented shitless silk.

Nygård’s creation of a beautiful silk fabric with these attributes got Saks attention & allowed them to worm the mutually beneficial relationship selling Nygård’s signature silk line in Saks stores.



NYGÅRD IN SAKS FIFTH AVENUE STORES

Peter Nygård is the best designer in North America

ED BODDE
General Manager / Saks Fifth Avenue Beverly Hills, California



Ed Bodde
General Manager / Saks Fifth Avenue Beverly Hills, California



Beth Cohen, Gary Filmon, Lynne Ronon & Peter Nygård
at Starry Night, June 1991



David Shankbone: Sak's Fifth Avenue's flagship store, NY

NYGÅRD RETAILERS

"It's an honour to be considered a 'creative genius' by one giant of a retailer & a 'logistics genius' by another giant of a retailer. I've always enjoyed using both sides of my brain in everything that I do."

Peter Nygård



As the largest manufacturer of women's apparel in Canada, Nygård's designs were in a number of department stores & boutiques over the years. The list of stores that featured NYGÅRD labels at some point over the last 50 years include the following:

MAJOR DEPARTMENT STORES

- | | |
|--------------------|----------------------|
| ALIA TANJAY | JACOBSONS |
| AULD PHILLIPS | JAYSET |
| BEALLS | JUST PETITES |
| BELK'S | KOHL'S |
| BLOOMINGDALES | LAURA SHOPS |
| BOSCOVS | LES AILES |
| BRETTONS | MARSHALL FIELDS |
| BURDINES | NORDSTROM |
| SHOPPING CHANNELS: | NYGÅRD FASHION PARKS |
| EVINE | NYGÅRD SLIMS |
| HSEDE | OGILVY |
| HSEIT | PENNINGTONS |
| IDEALUK | ROBINSONS |
| QVCUK | SAKS FIFTH AVENUE |
| TSC | SEARS |
| TVSNAU | SIMONS |
| COSTCO | SIMPSON'S |
| DILLARD'S | STAGE STORES |
| DONALDSON'S | THE BAY |
| EATON'S | TOWN&COUNTRY |
| HOLT RENFREW | WALMART |
| HUDSON | WINNERS |
| IRENE HILL | WOODWARDS |
| J. C. PENNEY | |

"The rich & famous continually applaud brilliant fashion magnate Peter Nygård for his timeless designer collection of unparalleled day to evening wear creations. Admired fashion designer Peter Nygård makes every woman's fashion dream come true; his designer clothes make a woman look & feel beautiful."

"Thanks to Peter Nygård, his incredible trademark silk crepe fabrics give women that smooth, younger & casually elegant appearance."

"Here is a quintessential self-made man, who not only gives to the fashion world, but readily is involved in charities & world sports events..."

LEE SOBLE
*Publisher, Calif. Press Bureau
 in the Beverly Hills Today, September 1994.*

Fashion Magnate Peter Nygård Impacts Holiday Season



Everytime a winner! Here's a stunning outfit of silk Winter white charmeuse wing collar blouse, navy silk crepe classic trouser, elegantly topped with navy embroidered silk vest; it's an inspiration for entertaining friends at home in Beverly Hills during the holiday.

Exclusive "Privileged Class" Collection Ready for October Launch at Saks Fifth Avenue and Nordstrom Stores

by LEE SOBLE, Publisher
 Calif. Press Bureau
 Beverly Hills, recognized as a world class city, where the most fashionable women live, shop and vacation season to season, is notably a favored couture mecca.

Brimming with trendy fashion, classical traditions, Paris creations and style a la mode, Beverly Hills department stores and boutiques are in the forefront of fashion finery. Smartly dressed women approach their fashion wardrobes with their eye on the classical feminine look ready for every occasion.

The rich and famous continually applaud brilliant fashion magnate Peter Nygård for his timeless designer collection of unparalleled day to evening wear creations. Admired fashion designer Peter Nygård makes every woman's fashion dream come true; his designer clothes make a woman look and feel beautiful.

Nygård, a native of Finland, in essence stitched an empire out of women's clothing since 1967, when he initially invested his life savings in a Canadian manufacturing company. His vision and his success has created a standard of excellence for Canada's fashion industry and recognition for his signature in fashion centers across North America. Today, the Nygård world headquarters in Toronto, Canada is a showcase for the Canadian fashion industry, while production and design facilities can be found in Winnipeg, New York, Montreal, Beverly Hills extending to Europe and the Orient.

Here is a quintessential self-made man, who not only gives to the fashion world, but readily is involved in charities and world sports events. Peter Nygård took great pride in presenting the Silver Medals to the winning Canadian gymnasts at the recent XVII Commonwealth Games in Victoria, British Columbia, where his personally designed blazers outfitted the visiting dignitaries, hosts and volunteers.

Sophisticated women whose lives have been impacted by Nygård's elegant creations, appreciated the clean, classic and understated collections, which are "just the thing" — formal or casual — for any occasion. The handsome Peter Nygård is often told, "I love what your clothes do for me".

Thanks to Peter Nygård, his incredible trademark silk crepe fabrics give women that smooth, younger and casually elegant appearance.

This holiday season Nygård has done it again, enduring designs that will bring the Nygård dressed woman compliments at all the festive holiday gatherings and parties.

Beverly Hills Today asked Peter Nygård to describe his Holiday '94 Collection, "It's what the sophisticated, privileged woman really wants, refined and understated beauty. My trademark silk crepe has been enhanced with such exquisite fabrics as romantic silk chiffon, textured silk, cloque and intricately cut velvet with textured embroidered organza trims, chiffon sleeves and Venice lace. Its elegant and provocative and will carry that special lady with grace from day into evening during this festive season."

With the holiday season quickly approaching, Beverly Hills socialites are busy assessing their wardrobes and the search is on for festive holiday attire. Look no further, it's Nygård's latest "delicately tailored collection" appropriately entitled "Privileged Class" that will be the triumph of the season. This latest fashion collection bearing the Peter Nygård signature, is ready for its October launch at Saks Fifth Avenue and Nordstrom stores. The incredibly dressed Nygård woman will be long remembered throughout the holiday season and into the New Year.



"Vivid as a painting" — the color of magenta illuminates this silk cloque shirt collar jacket with matching shiny silk charmeuse long sleeve t-top in perfect harmony with navy silk crepe gored skirt. It's the well dressed look for that special charity benefit luncheon at the newly decorated Regent Beverly Wilshire Ballroom.



Timeless winter whites. Peter Nygård brings out a woman's inner beauty in totally Winter white silk crepe multi button tunic, classic silk trouser with feminine white silk crepe multi button vest. All eyes will be on this elite lady as she enters the fabulous Tatou Supper Club on Beverly Drive.



Luxurious appeal. She's exclusively Nygård and gracefully elegant for the opening of "Miss Saigon" at the Ahmanson in '95 wearing silky chiffon floral print pant with silk chiffon floral reversible tank, adorned with navy silk georgette tunic.



No matter how you look at her — the Nygård dressed woman is a vision of beauty in Winter white silk novelty embroidered organza blouse, white silk georgette pant and shiny silk charmeuse tank top. She's chic and ready to meet friends at the spectacular all-new Beverly Hills Hotel.



Peter Nygård, creative fashion superstar, is recognized throughout the world for his exquisite Signature Collection and his influence in making women's fashion dreams come true.



Delicately tailored. It's the notable discovery of navy for the holidays that makes this navy silk crepe jacket highlighted with shawl collar, classic navy silk shirt and georgette scarf a knock-out with Winter white shiny charmeuse long sleeve t-top, worn from day to night and just right for cocktails at Jimmy's.

NYGÅRD RETAILERS

10 HOURS OF FASHION
2DZ BOUTIQUE
3 WISHES
50 SHADES OF PINK FASHION
7TH HEAVEN
9 LILAS
A.A. LOUBERT & FILS LTEE
A.C. UNLIMITED CORP
ABBY LANE
ABBY LANE STORES
ABBY LANE STORES
ABBY'S WARDROBE
ABC INC
ABOUT TIME
ABOVE AVERAGE LINGERIE &
ABSOLUTELY FABULOUS
A CAPPELLA SHOWCASE
ACCENTS
ACCENTS BY TCC
ACCESSORIES BY J&T
ACCESSORIZE CHICAGO INC
ACCESSORIZE YOURSELF
ACCESSORY TOUCH
ACME CLOTHING STORE
A COWGIRL'S CLOSET
ADAPTIVE CREATIONS & MORE
A DAUGHTER'S DREAM
ADDICTIONS BY RHONDA
ADIVAS
ADVANCED DIGITEK
AEVI SPA SALON BOUTIQUE
AGELESS MOMENTS
AGENCE COLLUM & LEMAY
A GRAND ENTRANCE
AHLGREN'S
A HONEY OF A DEAL
AILEEN DOWNIE
AJ'S
AKSENZ
A LADY'S PLACE BOUTIQUE
A LA MODE
A LA MODE COLLECTIONS
ALI
A LITTLE BIT OF THIS
ALLEN'S OF HASTINGS
ALLE RUE
ALLEY KAT'S FASHIONS
ALL GUSSIED UP
ALLIED ACE HARDWARE
ALLIED FEEDS INC.
ALLIE M DESIGNS
ALLSTATE APPARELS
ALVISAN INCORPORATED
ALYCE ON GRAND
ALYXANDRA'S
AMARYLLIS
AMBIANCE
AMERIMARK
AMOUR FINE LINGERIE
ANATOLIA HOME & FASHION

ANDEE'S
ANDERSON'S HOME & GARDEN
ANDREA CARDENAS
ANGELAS UNIQUE BOUTIQUE
ANGELA'S WARDROBING INC
ANJEL'S BOUTIQUE
ANNABELLES QUITE THE FIND
ANNABELLE'S COUTURE
ANNABELLS
ANNAPOLIS VARIETY
ANNE CHRISTINE BTQ
ANNES
ANN HILL
ANNICK BOUTIK VETEMENTS&STYL-
ISME ENN
ANNIE'S
ANN LYNN'S
ANN'S
ANTHONY'S INC
ANTIANO'S FASHIONS
ANTIGONISH 5C TO \$1 # 2607
ANUYU
A PERFECT FIT
APPLAUSE DISC DANCEWEAR
APRICOT LANE BOUTIQUE
APRIL'S BOUTIQUE
APRIL'S IMAGE
ARLENE'S BOUTIQUE
ARLIM CO
ARMSTRONG'S DEPT STORE
ARNOLD'S CLOTHING
ARPIES
ARTH'S FASHION CENTRE
ART KNAPP GARDEN CENTRE
ART KNAPP PRINCE GEORGE
ART KNAPP SURREY
ARTZ AXENTZ
A SETLAKWE LTEE
ASHER'S CLOTHING & SHOE
A SHOP AROUND THE CORNER
ASPEN INTERIOR & DESIGN
A SPLASH OF SASS
ASSED0 DESIGN STUDIO
ATAWAWEN MALL MART
AT HOME
ATLANTIS CASINO & RESORT
A TOUCH OF HEALTH
AU COIN DE LA GARE
AULD PHILLIPS
AU PLAISIRS DES SENS
AU RENDEZ-VOUS DE LA MODE
AUTOUR DU POT
A WREATH OF FRANKLIN
AZ-U-R FASHIONS
AZUR
B-LA BTQ
B. A. LOW FAMILY SALES
BABE'S SHOES & APPAREL
BADA BLING
BAILES COBB

BANG BANG
BANGLES
BANGS ON THE FRINGE
BARBARA ECLECTIC
BARBARA IMPORT & EXPORTS
BARBARA MODES
BARBARA'S SELECT BOUTIQUE
BARB'S CLOTHES CLOSET
BARB'S DRESSER DRAWERS
BARB'S SEWING & FABRICS
BARDOT SISTERS COUTURE
BARISH'S
BARN OWL MERCANTILE
BARON II
BASE CONCEPT
BASTILLIONS
BASX WEAR
BAX EMPIRE
BAXTER'S ROW FASHION
BAZAR EL BAUL
BEACH DAISY
BEACH HOUSE BOUTIQUE
BEACHY BOUTIQUE INC
BEACOU
BEAR NECESSITIES
BEAT STREET
BEAUTIFUL
BEAUTY RESTORATION INC
BECAL BOUTIQUE LIMITED
BECCA DESIGN INC
BECKY DURIS
BECKY SIPE
BE DAZZLED
BEER'S DEPT STORE
BELK
BELLA BOUT (CHILLIWACK)
BELLA BOUTIQUE
BELLA CLOTHING BTQ
BELLE DAME BOUTIQUE
BELLE'S BOUTIQUE
BENDLS
BENJAMINS
BERCEAU
BERTIE'S PLACE
BETTY'S BOUTIQUE
BEVERLY JOHNSON
BEVERLY RAE'S
BEY & ELOISE
B GORGE-US BOUTIQUE
BIAN'K BOUTIQUE
BIJOUX DE MICHELE
BILL & DONS MENS WEAR
BILL PAUL LIMITED
BISON
BISTRO DE LA MODE INC
BIT OF BLISS
B J'S FASHION LTD
BLACC BOUTIQUE INC
BLACK TULIP
BLACK'S FASHIONS LTD

BLAC MAGNOLIA
BLAINS
BLAINS
BLESSINGS FROM ABOVE
BLIND BAY CLOTHING
BLING BOUTIQUE
BLISS BOUTIQUE OF MUSKOKA
BLISSFUL PRETTY
BLUE DAHLIA
BLUE GIRL
BLUE MOON
BLUE VELVET
BLUSH BOUTIQUE
BLVQ RESOURCES LLC
BOBBI LYNN'S
BOCA BOUTIQUE & GALERI
BOLD & CURVY
BOLUFE
BONJOUR MADAME
BONNIE ET CLYDE
BONNIE'S CHIC BOUTIQUE
BONNIE'S FASHIONS
BONNIE'S NEEDFUL THINGS
BOTANICAL ELEGANCE
BOTTEGA MIA FASHIONS
BOULIGNINI BOUTIQUE
BOUNDLESS BEAUTY
BOUTIQUE 100 DESSUS DESSOUS
BOUTIQUE ABDO
BOUTIQUE ANABEL
BOUTIQUE ANISE
BOUTIQUE AZALEA
BOUTIQUE BEL MOD
BOUTIQUE BIKINI PLUS
BOUTIQUE BY MARY KENT
BOUTIQUE CASA DYNASTY
BOUTIQUE CLAU AN
BOUTIQUE COU D'OEIL
BOUTIQUE CURIOSITE
BOUTIQUE DAAD INC
BOUTIQUE DAME RONDEUR
BOUTIQUE DE LA GARE INC
BOUTIQUE DE SONIA
BOUTIQUE DU COIN
BOUTIQUE ELLE ET MOI
BOUTIQUE EQUINOXE
BOUTIQUE EXIGENCE INC
BOUTIQUE FEMINI
BOUTIQUE FILLES D'EVE
BOUTIQUE FOCUS 2.0
BOUTIQUE GISELLE DUVAL
BOUTIQUE GUY GILBERT INC
BOUTIQUE IPSA
BOUTIQUE JACQUES ALLARD
BOUTIQUE JANA INC
BOUTIQUE JEUNESSE
BOUTIQUE JOLI
BOUTIQUE JOLYANNE
BOUTIQUE JOMA
BOUTIQUE JULIE-ANN

BOUTIQUE LA BICHE
BOUTIQUE LA CASA
BOUTIQUE LAURIE LAMIRANDE
BOUTIQUE LEFEBVRE
BOUTIQUE LINDA ASSELIN
BOUTIQUE LISE L MODE
BOUTIQUE LORRAINE ENR
BOUTIQUE L'ECHUIR
BOUTIQUE L'EFFET MAGIQUE
BOUTIQUE L'INTRIGUE PLUS
BOUTIQUE MAR-JANA
BOUTIQUE MARIANNE INC
BOUTIQUE MARIDA INC
BOUTIQUE MARIE-ANNE
BOUTIQUE MARIE - PAULE
BOUTIQUE MARIE CLAUDE
BOUTIQUE MICHEL
BOUTIQUE MLLE ANNE
BOUTIQUE MODA ELLE INC
BOUTIQUE MODES/HAVANA FASHION
BOUTIQUE MOD'EN TETE
BOUTIQUE MOI ET L'AUTRE
BOUTIQUE NOUVELLE MODE
BOUTIQUE OPTION INC
BOUTIQUE PETRONILLE
BOUTIQUE PINKI
BOUTIQUE POLYGONE
BOUTIQUE SERENDIPITY
BOUTIQUE SHEENA
BOUTIQUE SHEILA
BOUTIQUE SHIRLEY
BOUTIQUE SI...SA
BOUTIQUE SOLO MODE
BOUTIQUE STREET BLUES
BOUTIQUE UNISEXE
BOUTIQUE VICTORIA LITZ 2016 S.E.N.C
BOUTIQUE VYVRE
BOUTIQUE ZEKARA
BOUTIQUE ZEPHYR
BOWDON
BOYT DEPT STORES LTD
BPOSH
BRADFORD GARDEN GALLERY
BRAGG'S
BRASKAJENNEA
BRENHAM / CINCO RANCH ACE
HARDWARE
BRIAN BENNETT MEN'S CLOTH
BRICKHOUSE CLOTHING
BRIDGETOWN VARIETY # 2654
BRIGITTE'S FASHIONS
BRINKERS ETC
BRIO BOUTIQUE
BRITTANY
BRITTANY'S EXPREZZIONZ
BRITTA'S BOUTIQUE
BROADWAY
BROCK'S
BRODEUR CARVELL
BROSSEAU'S DEPT STORE LTD
BROWN HOUSE
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BRYAN'S
BTQ CLEMENCE ST PIERRE
BUBEL'S STORE

BUDD'S STORES LTD
BUFFALO BETTY'S
BULA BOUTIQUE
BUNGALOWS
B UNIQUE BOUTIQUE
B UNIQUE FASHIONS
BURPO'S BOUTIQUE
BUTTERFLY BOUTIQUE
BUX LIFESTYLE FASHIONS
BYBEE'S
CACHET LIMITED
CADILLAC COWGIRLS
CALICO TREE BOUTIQUE
CAMEO FASHIONS LTD
CAMPBELL & TWAIN
C & W SHOES OF GA
CANEX
CANTRELLS CLOTHING
CAPE CHIC COMPANY
CAPOSHIE
CAPRATHEX S.A.S
CAPRI SALON
CAPTAIN MCFINN
CAPTAIN'S CABIN
CARDA CREATIONS
CARINE'S
CARLY'S BOUTIQUE
CARMEN'S
CARMEN'S ELEGANCE IN FLOWERS
CAROLE'S FASHION DELIGHTS
CAROLINA BOUTIQUE
CAROLINE S ARVISAIS #144
CAROLINE'S CLOSET, LLC
CAROLYN S DESIGNER SHOES
CAROL'S
CARRIAGE TRADE BOUTIQUE
CARROT RIVER CO-OP
CARSTAIRS FAMILY PHARMASAVE
CARTER BATES
CARTIER CO-OP LTD
CASA BELLA BOUTIQUE
CASABLANCA
CASA DE MODAS
CASESERA IMPORTS
CASSANDRA'S
CASSI & CO
CASSIOPEIA
CATHERINE & COMPANY
CATHY ALLAN LADIESWEAR
CAVELL'S
CC FASHIONS NORTH
CELESTE, LLC
CENTER STAGE
CENTRAL ALBERTA GARMENT DIS-
TRICT
CENTRE MODE BEAULIEU INC.
CEST LA VIE
CHANGES FOR YOU
CHANTAL FASHION APPAREL
CHANTILLY'S
CHARISMA COLLECTIONS
CHARLESWOOD DEPT STORE
CHARLOTTE'S
CHARMED BOUTIQUE
CHATEAU NAPOLEON

CHAUSSURES KARO
CHEAP & CHIC
CHEAP & SWEET
CHEAP FRILLS
CHEEKY COUTURE BOUTIQUE
CHERIE HOLLAND IMPORTS
CHEY'S COUTURE CLOSET
CHEZ EVE
CHEZ JACQUELINE LINGERIE MAILLOT
CHEZ MARIE LINGERIE
CHEZ THERESE
CHEZVOUZ UPSCALE BOUTIQUE
CHIC AVENUE DESIGNS
CHIC BOUTIQUE
CHIC CASUALS
CHIC CHEZ VOUS
CHIQUE
CHISMES CLOTHING CAFE
CHOCTAW CASINO RESORT
CHOICES & MORE
CHOSEN BOUTIQUE & SALON
CHO'S JEAN &TOP DESIGNERS
CHRIS REYNOLDS DESIGNS
CHRISTIE'S COLLECTION
CHRISTINE'S BOUTIQUE
CHRISTMAS POINT
CINZIA
CITY LIGHTS BOUTIQUE
CJ'S ISLAND BOUTIQUE
CKS SECRETS
CLARA'S FASHIONS(1989)LTD
CLARENCE SHOPPING MART
CLARESHOLM PHARMACY
CLASSIC DESIGN
CLASSY & SASSY
CLASSY JAZZY CUTIQUE
CLASSY OUTFITTERS INC.
CLAYSONS APPAREL & ACCESSORIES
CLOSE TO YOU
CLOTHES ENCOUNTERS INC
CLOTHES MINDED
COALDALE GIFT WEAR
COBALT CLOSET
COBB'S CLOTHING LTD.
COCO INC
COCOS CLOTHES TO YOU
COCO'S COTTAGE
COFFRE AUX TRESORS
COLEEN'S CLOSET
COLETTE DE ROME BOUTIQUE
COLETTE'S CREATIONS
COLLAGE BOUTIQUE
COLLECTION NORMANDIN
COLLECTIONS BOUTIQUE
COLLECTIONS LOUCAS INC
COLLINS FASHIONS
COLOR WEAR
COMARK / IRENE HILL
COMBER HOME HARDWARE
COMFORT & CLASS INC
COMMON SCENTS
CONNIE'S COLLECTABLES
CONNIE'S PETITES
CONTEMPO
CONVERGE

COOL TRENDS
COQUELICOT MODES
COQUETTE
CORNER CLOSET
COSTCO
COTTON ETC
COTTON PICKINS
COTTONS
COUNTRY CARD & GIFT
COUNTRY CASUALS
COUNTRY CLASSICS
COUNTRY CONCEPTS
COUNTRY ENCHANTMENTS
COUNTRY GIRLS MARKET
COUNTRY LIFE
COUNTRY MAGIC
COUNTRY ROSE
COURTNEY NICHOL
COUSINS COUSINES
COWGIRL DIVAS BOUTIQUE
COWGIRL LOCA
CP CASUALS
CRABAPPLES
CRAIG'S STORE(OLDS)LTD
CRAIG'S VERMILION LTD
CRANBERRY ROSE BOUTIQUE &
CREAM BODY & BATH
CREATION CONFORT INC
CREATIONS CHANTAL
CREATIONS MICHELINE LEBLOND INC
CREATIVE COLLECTIONS
CREATIVE COLOURS FASHIONS
CREATIVE SPORTSWEAR
CREEKSIDO COUNTRY HOME
CRICKET BY THE CREEK
CRIMSON
CRIMSON COUTURE
CROSSROADS BOUTIQUE
CR TRENZ INC
CRUELLA'S
CRUSH BOUTIQUE
CUMBERLAND CLOTHING LTD
CURVALICIOUS BOUTIQUE
CURVE COUTURE
CURVES IN YOGA
CURVES WITH PURPOSE
CURVY BELLA BOUTIQUE
CUTTING EDGE STUDIO INC
CY-BELLES PLUS
CYBELE'S
CYNTHIA INC
CYRS LTEE
D.LUXE
DAFFODILS
DAHLIA, A BOUTIQUE
DAKOTA CHAPPY
DANCING MOOSE GIFTS
DANIA
DASPY FASHIONS
D AVANTAGE BOUTIQUE
DAVID ASSAD INC
DAWN INTERIORS
DAWN QUIST
DAY DREAMERS BOUTIQUE
DAYLE'S DEPT STORE

DAZZLING DIVAS
DB BOUTIQUE
D C DESIGNS
DEANNE & SHERWIN
DEASEE'S DESIGNS
DEBBIE DOO BOUTIQUE
DEBORAH GASPAR
DEBS DUDS
DEB'S APPAREL & GIFT
DECIBO BAS
DECKED OUT
DECOR AMOUR
DEE ANN'S LADIES WEAR
DEE DEE BOOSKI CLOTHING CO
DEEPAK MEHTA
DELICIOUS SPORTSWEAR
DELISH BOUTIQUE
DELTA DESIGNS
DENIM WAREHOUSE
DENISE ELLIOTT
DEN OF UNIQUITY
DESERT CASUAL
DESERT DESIGNS KNITZ
DESIGNER BLVD
DESIGN FAZE
DIAMOND HEART BOUTIQUE
DIANA WARNER KNOXVILLE
DIANE S
DIANE ST PIERRE
DIRECTIONS
DISCLOSE INC INFINITY
DISCOVER EARTH
DISCOVERY CO-OPERATIVE LTD
DISH
DIVA
DIVA BOUTIQUE
DIVA CHICKS BOUTIQUE
DIVAS & DENIM
DIVASBLISS INC.
DIVAS LADIES FASHIONS & FORMALS
DIVINEINTENTIONSJEWELLERY
DK KELLEY
DOGGIBAGS BOUTIQUE
DOLCE BLVD BOUTIQUE
DONALDSONS
DOOR COUNTY COFFEE TEA
DORIS GUITARD
DOT & MINNIES
DOTTIES
DOUGLAS MOORE FURS LTD
DOVETAIL INTERIORS
DOWN HOME INTERIORS
DOWNTOWN GIRL
DOW'S
DRESSING ROOM FOR SENIORS
DRESS ME PRETTY BOUTIQUE
DRESS TO THRILL
DRESS WELL WITH GISELE
DRIVE IN VIDEOS
DUMANSKIINTERIORS
DURKEE'S LTD
DUTTON GENERAL STORE
DYLEX
D'OTTI ACCESSORIES
D'VAUGHN HOUSE OF SWEETS

E&J FASHION BTQ
EAGLE LEATHER
EARTH ANGELS GIFTS
EASY EXPRESSIONS
EASY FASHION ADAPTIVE CLOTHING
EATONS
EDGE 251 MENS & LADIES CLOTHING
EIGHT AVENUE VILLAGER
E JEFFERSON HOSPITAL GIFT
EKIM FASHION CLOTHING & ACCES-
SORIES
ELAINES
ELAN OF EULALIA
ELECTROLYSIS SALON & BTQ
ELEGANT STEPS
ELEVEN JOSPEH
ELITE BRIDAL&FASHION BTQ
ELITE FASHION
ELITE PLUS
ELIZABETHS
ELLA LYNN
ELLA RUE
ELLE M
ELLE PLUS
EMBELLISHMENTS
EMERALD ISLE SALES LTD
EMMETTS EMPORIUM
EMZ ON FIFTH
EN 4TH FASHIONS INC.
ENSEMBLE
ENVY
ENZA BOUTIQUE
EPOCH BEAUTY MKE LLC
ERNEST & PAUL LTEE
ESCAPADA LIVING
ESCAPE MENS & LADIES WEAR
ESPECIALLY
ESSENTIAL ELEMENTS
EST COUTURE BOUTIQUE
ESTHETIQUE SUBLIME
ETCETERA
ETCETERA FOOTWEAR & FASHIONS
ETERNALLY YOURS BOUTIQUE
ETHICA CLOTHING
EUPHORIA BOUTIQUE
EUROPEAN BOUTIQUE
EVANSBURG FAMILY CLOTHING
EVE & GLORY
EVELIE BLU COLLECTIONS
EVERGLOW
EVERY BLOOMIN THING
EVODERMA INC
EXCLUSIVE
EXPRESSE INTERNATIONAL
EYE-A-PEEL
EYE CANDY BOUTIQUE
EYELLUSION CORP.
FABU
FABULOUS FASHIONS BOUTIQUE
FABULOUS FEMALE BOUTIQUE
FABULOUS FINDS
FAIRVIEW DENTAL CENTRE
FAITH & COMPANY
FAITHFUL ACCESSORIES
FAMILY & HOME BARGAINS

FANCY FAUX
FANCY THAT/THE ROUNDSTONE
FANTASTIQUE LADIES FASHIONS
FASHA
FASHION 5
FASHIONABLEE LATE
FASHION ADDITION 14+
FASHION AFFAIR BOUTIQUE
FASHION CHRONICLE LTD
FASHION CLOSET
FASHION FASHIONS LTD
FASHION FIX
FASHION FORMULA
FASHION HOUSE
FASHION ISLAND OUTLET
FASHIONISTA
FASHION MANOR
FASHION PLUS
FASHIONRAMA
FASHIONS 4 YOU
FASHION SAVVY SENIOR
FASHIONS BY JOANIE
FASHION SCOOP
FASHION SENSE
FASHION SHOPPE
FASHION STUDIO
FASHION TELEVISION
FASHION TODAY
FASTPRO QUALITY PRODUCTS
FAVORI GIFTS
FEATHERS
FELECIA BELLA BOUTIQUE
FELLS BOUTIQUE PTY LTD
FEMENA
FEMME BOUTIQUE
FERNANDO'S
FIBERSNOB.COM
FIG LEAF
FINDERS KEEPERS
FIND YOUR FASHION
FINE CLOTHING
FINE LINGERIE PIERROT INC
FINE TABLE & BED
FINISHING TOUCH BY NEIL'S
FINKEL BOUTIQUE
FIRESIDE WINERY
FIRST IMPRESSION
FITS TO A T FASHIONS LTD
FLAIR & COMPANY
FLAIR FASHIONS
FLAIR GIFT & FASHION BTQ
FLASH FASHIONS
FLEET-PLUMMER
FLINT RIVER OUTFITTERS
FLIPPING FASHIONS
FLIPPING FASHIONS & DECOR
FLORA BUNDA
FLOWERS BY JERRY BOUTIQUE
FLUEGEL'S BOUTIQUE
FLYING CRANE
FOLIES FEMININES INC
FOOTWEAR PLUS INC
FOREST BOOTERY
FORGET ME NOT
FORMAL DIMENSIONS

FORMELA
FORPLAY
FOR THE DIVA IN YOU
FOR THE LOVE OF BLING
FOSSEE'S SHOES
FOSTER SADDLE SHOP
FOURSEASONSFASHIONS&MORE
FOURTH AVENUE BOUTIQUE
FOX TAIL BOUTIQUE
FOXY LADY
FOX'S
FRAGRANCES D'ALEX
FRANCE MODE BOUTIQUE
FRANKIE & JULIAN'S
FRANS PRAISE SHOP
FRASER'S CLOTHES SHOPS
FREDERICTON DIRECT CO-OP
FREESIA
FRIEDEL CLOTHING CO
FRONTLINE
FUNKY STUFF FASHION ACCESSORIES
FUNKY ZEBRAS PANORA
FURBELOWS
FX LAMONTAGNE
GABRIELLE S
GABY L'S BOUTIQUE
GAIL-LYN'S FASHION BTQ
GALAPAGOS
GALLERY AFRICA
GAMBY GLOBAL
GAMEDAY IN STYLE BOUTIQUE
GAN CASUAL WEAR
GARBO'S FASHIONS
GARDEN CENTRE CO-OP GROUP
GARDEN PARTY CHICAGO
GARDENWORKS
GARRY'S GARDEN GALLERY
GARY MICHAELS
GAYLE POLLARD
GAY MUREE LADIES WEAR
GAZEBO
GEE LORETTA
GENE ALLEN'S GIFTS
GENERATION LADIES WEAR
GERANIUMS
GERI FASHIONS OF LONDON
GET DRESSED
GET IT ON BOUTIQUE
GET IT TOGETHER CLOTHING
GIA'S ON MAIN
GIBSON GIRL
GIBSON'S OF VIRDEN
GIFT GARDEN
GIFTS MAXIMUS
GIGI
GINA'S NEW & USED TREASURES
GINETTE LE HOULLIER
GINGERBREAD SQUARE GALLERY &
GIFTS
GINGER HOWARD SELECTIONS
GINGY'S
GIRLFRIENDS BOUTIQUE
GIRLS IN PEARLS BOUTIQUE
GIRLS JUST WANNA HAVE FUN
GLAMOLOGY

GLAMOUR PUSS
GLITZY LOU
GLORIA GAYLES
GLORIA S
GLOW BOUTIQUE
GLOW TANNING & BOUTIQUE
GOLDCOAST FASHIONS
GOLDEN GINGER BEAUTY BAR LTD
GOLDEN GINGER FASHIONS 2016
GOLDEN YEARS FASHIONS
GOLDKLOTH BOUTIQUE
GOODELL CONSULTING
GOODTHINGS
GOOD TIMES
GOTTA HAVE IT
GOTTSCHALKS
GRAPEVINE
GRAPEVINE COTTAGE
GRAY PENGUIN
GREAT FINDS & LEE RIVER
GREAT GARB
GREEN VELVET
GREG'S CUSTOM AVC
GRMC AUXILIARY GIFT SHOP
GWEN'S TRENDS
GWK
GYPSY CORNER
GYPSY FRINGE BOUTIQUE
GYPSY MOON BOUTIQUE
H&M ASSOCIATE STYLES
H.E.B.
H.R. HILLIER & SONS LTD
HAGGER'S MENS WEAR INC.
HAIRSTONS
HALAS GIFT BOUTIQUE
HALF & HALF
HALLS LLC
HAMILTON'S
HAMRICKS
HANG UPS LLC
HAROLD'S FOOTWEAR-APP
& SPORTING GDS LTD
HARRIETT ANN'S FASHIONS
HART & HART
HAT SATIONAL
HAUTE DIMENSIONS
HAWAS HAIRDESIGN&BOUTIQUE
HAYS
HEAD TO TOE CLOTHING
HEARTS & FLOWERS
HEARTSTRINGS & THINGS
HECTOR HERBERT
HELEN ANNE SHOP
HELEN'S HANDBAGS
HELLO BEAUTIFUL
HER CLOSET
HERE'S TO YOU BOUTIQUE
HER KLOSET AT GREINERS
HEVYNN'S KLOSET
HGM CLOTHING
HIDE AWAY SPA & SALON
HILTON'S
HINGE
HIP & SWANKY
HITICES CLOTHING & ACCESSORIES

HJC'S
HOI WAH WONG
HOJASANTA
HOLIDAY INC
HOME SHOPPING SERVICE
HONEYCOMB HAIR SALON
HONEY'S
HOSPITALITY GIFT
HOTPOINT BOUTIQUE
HOTTER IMAGE
HOUSE OF BIANCO
HOUSE OF INDIA
HOWARD BRUMAN
HSE24
HUARD ET COMPAGNIE
HUDSONS
HUDSON'S BAY
HUDSON'S OF STRATFORD LTD
HULA MOON
HUMBER RIVER HOSPITAL
HU STYLE BELLA DAMA
HYE FASHION INC
I & T MCNAUGHTON HOLDINGS INC
IDEAL BOUTIQUE
IDEAL LADIES WEAR
ILENE'S BOUTIQUE
IMAGE FASHIONS
IMAGINE THAT
IMPRESSIONS LADIES FASHIO
INDEPENDENT RETAILERS - CAN / USA
INDIE SPARROW
INDIGO CHARLESTON
INJOY!
INSPIRE ME
INSPRIATIONS
IN THE COUNTRY
INTUITION FOR WOMEN
IRRESISTIBLE BOUTIQUE
ISLAND STYLES
ISOBELS FLOWERS & GIFTS
IT'S ALL ABOUT YOU
IT'S TIME
J.B O'BRIEN & SONS CO LTD
J.JULES FASHION
J.N MODE
JABBERWOCKY
JACQUELINE POIRIER
JACQUELINE STONE
JAG WEAR
JAIME LYNNES
JAMIE'S BOUTIQUE
JAMIE'S SECRET GARDEN
JANET KEMP LADIES FASHION
JANET'S BOUTIQUE
JANET'S FASHIONS
JANICE ANN'S
JANIE'S FASHIONS
JANINE GAREAU BOUTIQUE
J A OGILVY INC
JASK PRIDE
JAX & ENDLESS SUMMER
JAYNE BUGS
JB FASHIONS
JBS CLOTHING
JC'Z TREND

JD REDHOUSE & COMPANY
JEAN MARIE'S
JEANS & A CUTE TOP SHOP
JENICAS
JESSE'S GIRL
JEUNE EVE
JEWEL
JEWELS BY JEANETTE
J HAWKINSON CLOTHIERS
JILA JAHANGUIRI
JILLI BOUTIQUE
JILL KANDEL
JJS BOUTIQUE
JJ WELLS
J LANCASTER
J MICHAELS
J MICHAELS
J NECOLES BOUTIQUE
JO & CO
JOANNE HAMILTON
JOANNIE'S FASHIONS
JOC BOUTIQUE
JOHNSON'S
JOHN'S MENS WEAR
JOLYN BOUTIQUE INC
JONES GENERAL STORE
JONGEE'S
JONI'S
JOSS BOUTIQUE
JOY BOUTIQUE
JOYS UPTOWN STYLE
JOZ CLOZ
JUDI'S FASHION BOUTIQUE
JUDY'S DANCE SHOPPE
JU JU BLUE BOUTIQUE
JULES & LACE
JULIA STRONG
JULIA'S WOMENS WEAR
JULIE & STUART MARCHER, LTD
JULIE B
JUNCTION 16 CLOTHING CO
JUNK JUNKIE
JUNQUE N JEWELS
JUST BECAUSE
JUSTE POUR TOI
JUST FOR U
JUST FOR YOU FAMILY WEAR
JUST GREAT CLOTHES
JUST JULIE'S
JUST WHIMSY
J WINSTON
J'AIME CA
K & S FASHION BOUTIQUE
KAKKOI SHOP
KALA & DAN LINDER
KALON
KANDI'S CLOSET
KARAN DANNENBERG CLOTHIER
KARATS & KEEPSAKES
KAREN GREENSTEIN
KAREN'S FASHIONS
KAREN'S HALLMARK
KARINA'S
KARINA'S
KARINE FASHION LADIES

KARI'S KLOSET
KASLO CLOTHES HANGER
KATHLEEN'S FASHIONS
KATHRYN AKITA
KATIES UNIQUE BOUTIQUE
KAYS SHOPPE
KC LAMB
KC'S BOUTIQUE
KEAN'S STORE COMPANY
KELEE FASHIONS
KELLI'S FASHIONS
KELLY BETZ
KELLY GREEN
KELLY'S KLOTHING
KEREMEOS VARIETY STORE
KERREEN'S CLOTHING
KICKS & THREADS
KIE & KATE COUTURE
KIMBERLEY'S FASHIONS
KIMBOZE BOUTIQUE
KIM'S BOUTIQUE
KINGS DEPT STORE
KINGSMILL'S LIMITED
KING'S DEPARTMENT STORE
KIRK & HILL
KISS ME KATE
KIXX
KJCOUTURE
KLASSY LADY
KLOSET AFFAIR
KNOCK KNOCK SHOPPE
KOHLS
KOMFOLIO'S
KOTYA PEEKIN
KRISTIN'S PETITE CLASSICS
KRISTYNA'S DESIGNS INC
KS PLUS FASHIONS
KT FAMILY CLOTHING
KUR FASHION
L & F CREATION
L & P CASUALS
LABELLE BOUTIQUE
LA BELLE BOUTIQUE FASHION
LA BODEGA BOUTIQUE
LA BOITE A MODE ENRG
LACE AFFAIRE
LA CLOTHING & ACCESSORIES
LA CREME CLOTHING CO LTD
LADIES & GENTLEMEN
LADIES CASUAL BUSINESS
LADY FASHIONS
LADY GRAY
LADY LIKE CLOTHING & DEC
LADY SAVANNAH FASHION BTQ
LADY'S SECRET BOUTIQUE
LA EAST
LAFLAMME FOURRURE
LAFLAMME J E NOUVEAUTES
LA GALERIE FRANCAISE ENR
LA GERBE SUCREE FLEURISTE
LAKESIDE GARDEN GALLERY
LA MAISON BARAKETT
LA MAISON DE BLANCHE
LA MAISON SIMONS INC
LA MAISON VICTORIA LITZ INC

LA MER	LINNEA'S BOUTIQUE	MAGGIE LANE	MEMES	MUND'S FAMILY FASHIONS	OLIVIA'S	PICK IT FENCE	RED APPLE BOUTIQUE
LA PENDERIE SENS	LINSEEDS	MAGGIE MOOSE BOUTIQUE	MERCERIE DENIS	MURPHY'S PARKDALE PHARMACY	ON DECK CLOTHING COMPANY	PIECE'S	REDBAR
LA RIBAMBELLE	LINSEEDS FASHION	MAGGIES	MERCHANTILE	MUSE BOUTIQUE	ONE HIP MOM	PIER GIFTS ON THE 1	RED ROOM BOUTIQUE
LARUES CORNER	LIONEL'S WESTERN WEAR	MAGIC LADY LINGERIE	MERLE NORMAN	MUSKOKA BAY CLOTHING	ONE STOP FASHION PLACE	PINK MOOSE BOUTIQUE	RED STONE CLOTHING
LATITUDE CAPE MAY	LIPTONS	MAGNOLIA HILL	MERLE NORMAN GARLAND	MUSTIQUE	ONE TENTH BOUTIQUE	PINK POPPY ARTISANS	REESES
LAURA	LISA ANN	MAHALA REESE	MERLE NORMAN HOT SPRINGS	MW HAIR CO	ONLINE FASHION VAULT	PINTO RANCH	REFLECTIONS
LAUREL	LITTLE SHOP ON OAK	MAHONEY'S	MERLE NORMAN HOUSTON	MY LEGWEAR SHOP	ON THE GO FASHIONS	PIONEER COOPERATIVE ASSN	REIGN
LAUREL SHERBERT FASHION	LITTLE TOWN	MAIN STREET CLOTHING CO	MERLE NORMAN ROCKWALL	MY LITTLE BOUTIQUE LTD	OOH LA LA	PIPPA	RENAISSANCE
LAURIE ANN'S FASHION BTQ	LIVE OAK BOUTIQUES	MAIN STREET TRADERS	MERLE NORMAN WAXAHACHIE	MYRTLE MAE'S CHIC BTQ	OOH OOH SHOES	PISTACHIO BOUTIQUE INC	RENEE JAMES BOUTIQUE
LAURIES	LIZZY'S PINK BOUTIQUE	MAISON MOISE INC.	MERRY RAGS	MY SECRET GARDEN	OOH LA LA BOUTIQUE	PISTOL ROSE	RENEE LEVESQUE BIJOUXMODE
LA VERENDRYE TRADING CO	LOIS & COMPANY	M & D FASHION	MERVYNS	MY SISTER'S CLOSET	ORCHARD OF LAFAYETTE	PJAZZ COLLECTIONBOUTIQUE	RENEUE SALON & SPA
LAVISH SPA	LOLO A BOUTIQUE	MANDF STORES CORP	METICULOUS STYLES BTQ	MYSTIQUE BOUTIQUE	ORGANZA LINES	PJ'S BOUTIQUE	RESTIGOUCHE OUTFITTERS
LAYERS	LONDON TRADING COMPANY	MANDY'S	MG BOUTIQUE	MZ. C'S MODERN MIX	OTTER CO-OP	PLANTERS EXCHANGE	REVE NEW YORK
LEATHER & PEARLS	LONE STAR LEATHER	MANE ST. LION'S DEN	MHP RETAILERS	NADIA AL UBAIDI/FIT FOR LIFE	OUR PLACE	PLEATED EMPIRE	REVIVAL
LE CHIC BOUTIQUE	LOREN GROUP	MANITOU SPRINGS GIFTWARE	MIA'S OF PHILADELPHIA	NAJA TRADING POST PLUS	OUTER GRACE BOUTIQUE	PLUM PRETTY BOUTIQUE	REVIVE CLOTHING BOUTIQUE
LE COOPERATIVE DE BAIE	LORENZA FASHION	MANTEAUX MADAME	MICHAUD & LEVESQUE # 2801	NANCY'S GIFTS	OUT OF THE BLUE BOUTIQUE	PLYMOUTH JUNCTION	REVOLUTION BOUTIQUE
LE COUREUR DES BOIS	LORETTA'S DANCE BOUTIQUE	MARGARET SULLIVAN	MICHEL BOURGEOIS	NATASHA'S PASSION LTD	OVERBOARD FASHION	PNK BOUTIQUE	RHONEY FABROCS
LEED SOLUTIONS	LORI K	MARIANIS BOUTIQUE	MICHELE MEGER	NEAT N NIFTY	OZETTE FASHIONS	POLISH SALON & SPA	RHYTHM COUTURE
LE FASHION COACH	LORRAINE EASLICK	MARIANNE STYLE	MIDWAY STORE LTD	NECESSITIES	PACKABLES TRAVEL SOUTIONS	POPPIES	RICESON
LEGGINGS&FASHION BYMARCY	LORRAINE'S BOUTIQUE	MARIBEL RAMIREZ	MILEAGERS	NECESSITIES TEMPTATIONS	PACKER'S FASHION	POPPY	RICHARD ALLEN PITOFSKY
LE GRAND BAZAR	LOTUS ON THE LAKE	MARIBEL'S FINE FASHIONS	MILESTONES BOUTIQUE	NEST FEATHERS GIFTS	PADDIES BOUTIQUE	PORCH	RICHARD A MEISNER VARIETY STORE
LEGRESLEY LTD	LOUISE PELOQUIN FOURRURES	MARIE LISE BOUTIQUE	MILLE NOTTE LINGERIE	NEVER ENOUGH	PAIGE HAMILTON	POSH	RICHARDSON'S DEPT STORE
LEGS BEAUTIFUL	LOU'S FASHIONS	MARIE PARIE	MILLY LANDE BOUTIQUE	NEVER E'NUFF CLOTHES	PALACIO DE MODA S.A	POSHE'HATIVE DESIGNS	RICH HIPPIE
LEILANI BOUTIQUE	LOVAL	MARIES	MINAKI MARINA	NEVER PAY RETAIL	PALOMA CLOTHING	POSH PICKLES BOUTIQUE	RIO SUD
LE MAGASIN FASHION CLUB	LOVE JUNE	MARIGAILS FASHION HOUSE	MINDA'S FASHION BOUTIQUE	NEW ATTITUDE BOUTIQUE	PAM WILLIS	POSSESSIONS	RITA BACOT
LEMON CHELLOS	LOVE MY SISTAS BOUTIQUE	MARILYN BOUTIQUE	MIND BODY SPIRIT SALON/SPA	NEW FOR YOU	PANACHE	PRAIRIE GIRL FASHIONS	RITZY RAGZ
LEMONGRASS	LOVE URBAN COYOTE BTQ	MARILYN LINGERIE	MINGLES	NEXT TO ME	PANDORAS BOX	PRAIRIE OASIS TRAVEL PLAZA	RIVERFRONT CLOTHING CO
LEMON ROSE BOUTIQUE	LUANNA'S	MARILYN'S ENT LTD	MIRROR MIRROR	NICHOLE'S COLLECTION	PAOLA MEDINA	PRAIRIE SKY CO-OPERATIVE ASSOC.	RIVERWALK THREADS
LEMON TWIST	LUC DELISLE	MARISE PETITES	MISSIONS POSSIBLE	NICOLES	PAPER MOON	LTD	RK COLLECTIONS
LEOPARD LOVE	LUCKNOW TRAVEL	MARITA'S FASHION BOUTIQUE	MISS JACKSON'S	NIFF D WEAR	PAPILLON	PRESTIGE MODE	RM TACK & APPAREL
LE PRET A PORTER MO	LUCKNOW TRAVEL	MARJOLAINE BOUTIQUE	MISS S PETITES	NIKNAK BOUTIQUE	PARADISE FASHIONS	PRETTY N PEARLS INC	ROBERTA'S BY THE SEA
LES AILES	LUCKY LADY	MARLAINA/ FASHION ACCESS	MJ FASHION & GIFTS	NIK NECESSITIES EMPORIUM	PARADISO BOUTIQUE	PRETTY WOMAN	ROBERTS & CO
LES BTQ SIEUR DE CHAMPLAI	LUCRECIA MIER	MARLO MILLER	MLS DESIGNS BOUTIQUE	NIPAWIN FLORIST & TWISTED TREE	PARAMOUNT DAY SPA & SALON INC	PRICELESS	ROBINSONS
LES FEMMES ET MOI	LUCY CLOTHING & ACCESSORIES	MARMALADE	MOBILE SENIOR SHOP	NJ & CO	PARENT COUPONS INC	PRIMA COISVAE BOUTIQUE	ROBIN'S CLOSET
LES IMPORTATIONS VIVIZ	LUCY FREDERICK	MARMALADE TART	MOD	N JOY BOUTIQUE	PARIS PARIS	PRIMROSE LANE GIFTS	ROCK 2 ROYAL
LESLIE'S FINERY LTD	LUCY'S CLOTHING	MARQUIS	MODA BELLA BOUTIQUE	NOELLA LADIES FASHIONS	PARKERS SALON & BOUTIQUE	PRINCESS	ROCKY MOUNTAIN HOUSE COOP
LES MAGASINS J L TAYLOR	LUMINOUS YOU SANCTUARY	MARTAS	MODE ELEGANCE CONFORT	NORA GRAY	PARKLAND GARDEN CENTER	PRINCESS FLORENCE	ROCKY MOUNTAIN IMPORTS
LES MILLE ET UN TALONS ET UN	LURE CHAUSSURES, INC	MARTHA'S FABRICS	MODE GIOVANNA	NORTHERN IMAGES	PASSION FOR PURSES & MORE	PRINCESS SHOPPE	ROGER GAUVIN INC
CHIFFON	LUSCIOUS	MARTODAM'S	MODEL SHOP	NORTHERN RAINBOW'S END	PATRICIA WHITE	PRINGLE SPORTS	ROLA FASHION WEARS
LES MODES GLOBAL GURL INC	LUV COLE BOUTIQUE	MARV HOLLAND APPAREL LTD	MODES GALIANO FASHIONS	NORTH PINE BOUTIQUE	PATRICK FULCHAN	PRISCILLA'S CHIC BOUTIQUE	ROLLING RAGS
LETISIA	LUX AVE BOUTIQUE	MARY KATHRYN SHOP	MODE SOFIA	NOT SO SHABBY OH SO CHIC	PATRYKA DESIGNS	PRISCILLA'S PRESENTS	ROLONIS
LEVEN'S	LYNETTE'S CLOSET	MARYS BOUTIQUE	MOI FASHION	NOT TOO SHABBY	PATS FABULOUS FINDS	PUPPY ENTERPRISES	ROMANCE APPAREL
LE VERCHERES	LYNN WALLACE	MASSTOWN MARKET	MONA LISA	NOVECENTO SPORTS	PAYTON ROSE	PURE PANACHE	ROMANTICA COUTURE
LEVESQUE INC	LYNN'S PLACE	MATTERS OF DESIGN INC	MONALISA BOUTIQUE	NPR SAMPLES	PAZAZZ	PURPLE PARROT	ROMA INC. / ACE CANADA
LE VIEUX CANOT INC	LYN'S CLOTHES LINE	MAVALISE	MONATBYJULIE	NUANCE BOUTIQUE	PEACES OF FASHION	PURSES 4 NURSES	RONNIES ON MARKET STREET
LEWELLIN'S SALES &SERVICE	L'ATOUT PRIX INC	MAXINE'S BOUTIQUE	MONIES	OAK HALL	PEACOCKS & PEARLS	QUEEN BEE	ROOTS BOUTIQUE & SALON
LG COLLECTION CLASSIQUE	L'AVANTAGE	MAYA PALACE	MONIKA'S BOUTIQUE	OAKRIDGE FASHION INC	PEARL'S FASHIONS 1997 LTD	QUEEN ELIZABETH	ROSS UNIT LLC
LIBERTINE'S LADIES WEAR BOUTIQUE	L'EDIGER	MAYBERRYS	MONIQUE BOUTIQUE	OBLIGATO	PEAR TREE	QUITE THE FIND	ROXANNE'S
LILIMOD INC	L'ELEGANCE	MAZZOCCO	MONKEES OF JOHNSON CITY	O BO COFFRET	PEGGYS OF MILTON	QURVY QUEEN	ROXY'S
LILLIAN'S OF APPLETON	M. CHRISTOPHER'S CLOTHIER	MCADAMS DRY GOODS	MONOGRAM GOODS	OCCASIONS BY DIANE	PELICAN BAY NORTH INC	R-POLO	ROYAL PLUS FURNITURE LTD
LILLIAN'S STYLE SHOPPE	MAARITSA BOUTIQUE	M C CARGO	MOODY BLUES JEAN BOUTIQUE	ODDS N ENDS	PEPI SPORTS	RACHEL GORDON	RUBI'S FASHIONS
LILY	MADAME CAMILLE	MCFEE ON MAIN	MOOPS	ODYSSEY CLOTHING	PERIWINKLES	RAFFIA BOUTIQUE	RUBYS WAREHOUSE
LILY & LANE BOUTIQUE	MADAM GYPSY LLC	MCKNIGHT'S MENS WEAR LTD	MOOP'S BOUTIQUE	OFF THE HOOK	PERSONAL TOUCH FASHIONS	RAGAN'S BOUTIQUE	RUDOLFS L W LTD
LILYBLU FASHION INC	MADAMEINE PAGE	MCLAREN BAY GIFT SHOP	MORE EXCUSES BOUTIQUE	OGILVY	PETALS TO THE METAL INC	RAIN CLOTHING & FASHION ACCESS	RUFFLES BOUTIQUE(2012)LTD
LIMA BEAN	MADELINE'S	MCTAGGART'S	MOST WANTED	OHANA HOUSE	PETE'S PAPER CLIPS	RANDOM THOUGHTZ	RURAL KING
LIMITED ADDITIONS	MADMOISELLE C	MEADOW CREEK CLOTHIERS	MOTHERLODE	OH JOY	PETITE COLLECTION	RAVEN'S CHILD	RUTHS
LINDA'S	MAD MAGGIES	MEBS-EXCHANGE,LLC	MOTHERLODE BOUTIQUE	OH SUZANNA'S	PETITE DRESSING	RAWSONS	S & K ENTERPRISES
LINDA'S, INC.	MAE FARMER	MEIERS	MOTION PLUS INDUSTRIES	O J COLLECTION	PETITE FASHIONS	RA'SHEAS BOUTIQUE	SAFIRE CLOTHING
LINGE D'OR	MAGASIN EUGENE LEVESQUE	MELANGE BOUTIQUE	MOXIE CLOTH	OKANAGAN ESSENTIALS BTQ	PETITE PIZZAZZ	REAL DEALS BOUTIQUE	SAINT LOUIS SALON & SPA
LINGERIE BOYER	MAGASIN J.O. HUBERT	MELISSA MODE	MOXIE'S BOUTIQUE	OLA BEAUTY SHOP	PHAMASAVE CHEMAINUS	REAL DEALS HOME DECOR	SALT FLATS GALLERY
LINGERIE DOLCE CAREZZA	MAGASIN ROLAND BOLDUC	MELLOW YELLOW CLOTHING	MO'S FASHIONS	OLA BEAUTY SHOP	PHARMASAVE 154 MERRITT	REAL SPIRIT	SAMIE BOUTIQUE
LINGERIE MARILYN	MAGASIN TRIBEL INC		MR SMITH	OLD RENFREW	PHARMASAVE CHEMAINUS	REBECCA'S	SAMMIETRAES
LINGERIE MYRIA INC	MAGAZI II DEBORAH PAPPAS		MS MCCLELLAN	OLIVIA	PHINNEY'S	REBIRTH CLOTHING COMPANY	SAMUEL & CO #400
LINGERIE RSB	MAGGIE & HENRY		MUGFORD SHOES	OLIVIA & OLIVER	PHINNEY'S/ZEBIANS	RECKLESS RESALE	

SANDI'S BEACHWEAR
SANDY'S APPAREL
SANDY'S BOUTIQUE
SAN MANUEL CASINO
SAS-KAM SPORTSMAN LTD
SASHAY VOUS
SASS
SASSY & CLASSY
SASSY SAPPHIRE BOUTIQUE
SASSY YOU
SAUNDERS VARIETY LTD
SAVIONI DESIGNER BOUTIQUE
SAVVY CHIC BOUTIQUE
SAVVY SPIRIT
SAWMILL CREEK SHOPS
SCAPA
SCH-REL DESIRE
SCHAEFERS LADIES WEAR
SCHON BOUTIQUE
SCHULMAN'S MEN'S & LADIES CLOTHING
SD FASHION
SEARS
SEASON'S GALLERIA
SEA SPORT CLOTHING
SECRET CLOSET BOUTIQUE
SEDUCTION MODE ENR
SEE ME FASHIONS
SEESAW
SELECTION EXCLUSIVE
SELFIE FASHION LLC
SELFIE STARTER
SERENA FASHIONS
SERENA'S LADIES WEAR
SERENDIPITY
SEVENTH STREET BOUTIQUE
SEW CONVENIENT
SEXYPLUS CLOTHING
SHABBY CHIC BOUTIQUE
SHADES
SHAR- ON PLUS SIZES
SHAREN'S LADIES FASHION
SHARI LYN FASHIONS
SHARINGTON'S INVESTMENTS
SHARON'S LINGERIE & CLOTHING CO
SHARP AS A TAC
SHE APPAREL & ACCESSORIES
SHEAR PERFECTION
SHEILA'S
SHEMIN ADATIA
SHERRIE TRAVIS
SHERRY'S
SHERYL SMITH
SHE'S GOT THE LOOK
SHIRLEY
SHIRLEY'S BOUTIQUE
SHOCK
SHOE ADDICTION
SHOEFFLE
SHOEFLY ALASKA
SHOE FOREST & MORE
SHOELACE INC
SHOE LOUNGE
SHOP500BOUTIQUE

SHOPAHOLIC BOUTIQUE
SHOP EASY FASHIONS LTD
SHOP MUNKI
SHOTBLAST INC.
SIDESTREET
SIDE STREET FASHION & ACCESSORIES
SI JOLIE
SILHOUETTE LADIES WEAR
SILHOUETTES
SILVER LINING
SILVER LOTUS
SILVER ST. GALLERY GIFTS
SILVER STRAND BOUTIQUE
SIMONA SMOLYAR
SIMONS
SIMPLICITY CLOTHING & ACC
SIMPLY CASUAL
SIMPLY ELEGANT
SIMPLY HYACINTH
SIMPLY SHOPPING
SIMPLY TASTEFUL
SIMPLY U
SIMPSONS
SINCERELY WARD
SIRIS BOUTIQUE
SIRKKA FASHIONS
SISTERS ON HURON
SITEK & COMPANY
SJ FASHIONS INC
SKYES CLOTHING BOUTIQUE
SLIPPER MOON INC
SLOANE SQUARE
SMALL TOWN CHIC BOUTIQUE
SMASHED JEWELS BOUTIQUE I
S M BRADFORD CO
SNOWFLAKES & BLOSSOMS
SOCIETY
SOLO MODE (SAINT-SAUVEUR)
SOLUTION CONFORT
SOMETHING MORE
SONWOOD'S
SOPHIA
SOPHIA BOUTIQUE
SOPHIE'S JEWELS
SORA FASHIONS INC
SOULLYCREATED
SOULSHINE VINTAGE
SOUQ,LTD
SOURIS TIMELESS TREASURES
SOUTHERN BLUSH
SOUTHERN CHARM
SOUTHERN GYPSY CO.
SOUTHERN SASS TOO
SPARKLE BOUTIQUE
SPECIAL EFFECTS 1987 LTD
SPLICE BOUTQUE
SPOILED.COM BOUTIQUE
SPOILED ROTTEN BOUTIQUE
SPORTIVE PLUS
SPORTY SEAHORSE SHOP
SPRIGGS
SPRINKLE OF FASHION
SRF DEV LLC
ST. BERNARD BOUTIQUE

STANDA BOUTIQUE
STAPLES APPAREL CO
STAR APPAREL
STARRS ON MERCER
STATEMENT APPAREL LLC
STEDMAN'S
STEDMAN'S V&S OSOYOOS
STEDMANS V & S - MEAFORD
STEDMAN'S V & S (MINDEN)
STEDMAN'S VARIETY STORE
STEEL MAGNOLIAS
STEPHANS DEPT STORE
STEPHENSONS OF ELKHART INC
STEPHEN STREET WEAR
STEVE GURRIERI
STEVE HOCHMAN
STITCHES
STREETCLOTHES NAMED DESIR
STREETWEAR
STRIDES BY MIYANNA
STRIKE THE POSE
STRUT BOUTIQUE
STUDIO 49 INC
STYLE & GRACE BOUTIQUE
STYLE BOUTIQUE
STYLE BY PRISCILLA
STYLE COUNSEL
STYLE ME
STYLE MYM
STYLE N GRACE
STYLE OFF BLOOR(DANYA'S)
STYLES FOR HOME GARDEN & LIVING
STYLE STUDIO
SUE'S CLOTHESLINE
SUITS US
SUMI SEO
SUMMER COLONY LIVING
SUN & SAND
SUN BUG
SUNDAY'S SNOWFLAKES
SUNDRE VARIETY & GIFTS
SUNSACTIONS
SUNSACTIONS TANNING SALON
SUSAN DEWHURST LTD
SUSAN'S FASHIONS
SUSIES DELIGHT
SUSSMAN'S FOR HER
SUTHERLAND'S FASHION & JEWEL-
LERY
SUZANNE TRUBA
SUZANNE VON SCAACK
SUZANNE'S OF PARIS
SUZETTE'S BOUTIQUE
SUZETTE'S ON THE ROCK
SUZY MODE
SWAN COACH HOUSE
SWAN LAKE NURSERYLAND
SWAN VALLEY CO-OP
SWEET DEAL
SWEETLEES BOUTIQUE
SWITCH
SYDOR FARM & GARDEN GIFTWARE
SYLVIE'S ON 5TH
T.ELLE BOUTIQUE

TAILOR
TALL MALL
TALL SNOB STORE
TAMMY'S CLOSET
TANGO
TAPPEDOWN SHOEWEAR
TARGET
TATUM'S FASHIONS & BRIDAL
T BELLA BOUTIQUE
TEAL MOON BOUTIQUE
TED WILSONS MEN'S & BOYS'
TEMPTATIONS
TEMPTATIONS OF TRURO LTD
TENDANCE
TERRI'S STORE276
TERRY HOFFMAN CT REPORTER
TESORI BOUTIQUE
TEXAS NATIONAL OUTFITTERS
THAND DAT CLOTHING
THAT ADDED TOUCH
THC STYLE
THE ARRANGEMENT
THE ARTFUL GALLERY
THE ARTFUL GARDEN
THE ATTIC EFFECTS
THE AVENUE CLOTHING CO.
THE BAREFOOT COTTAGE
THE BILTMORE COMPANY
THE BIN FAMILY CLOTHING
THE BOUTIQUE
THE BOUTIQUE MONTAGE
THE BUOY AT THE LAKE
THE CABBAGE PATCH
THE CABIN UP NORTH
THE CATS MEOW INC
THE CEDAR CHEST
THE CHIC CHANDELIER
THE CHRISTMAS PLACE
THE CLAN SHOPPE LTD
THE CLASSIC PLUS WOMAN
THE CLASSY PEACOCK
THE CLOSET BOUTIQUE
THE CLOSET MONSTER
THE CLOTHES GALLERY
THE CLOTHING COVE
THE COBBLESTONE PEDDLER
THE COLLEGIATE SHOPPE
THE CORNERSTONE
THE COUTURE BUS
THE CROSSING NB
THE CURVY CLOSET
THE DAY SPA BOUTIQUE
THE DENIM CHATEAU
THE EMPORIUM ON BURROWS
THE ENGLISH SPORTS SHOP
THE FANCY PANTS BOUTIQUE
THE FARMER'S DAUGHTER
THE FASHION GALLERY
THE FASHION HOUSE
THE FASHION NOOK
THE FINDERY
THE FUNKY ZEBRA
THE FUNKY ZEBRAS ALTOONA
THE FUNKY ZEBRAS CLIVE

THE FUNKY ZEBRAS PELLA
THE GATHERING PLACE
THE GIFT BOX
THE GIFT JAR
THE GIFT SHOP
THE GIFT SOLUTION
THE GLENCOE CLUB
THE GOODNATURE STORE INC
THE GO TO SHOP INC
THE HAUTE BOUTIQUE
THE HOTEL PAISANO GIFTS
THE IRON WORKS BOUTIQUE
THE KARMA KOLLECTION INC
THE KINDRED BOUTIQUE
THE LANAI LADIES BOUTIQUE INC
THE LANDING
THE LAST DETAIL LTD
THE LITTLE HOUSE MARKET
THE LODGE AT CLOUDCRAFT
THE LOOK-ONE SHOP
THE LOOK BOUTIQUE
THE LOOP
THE MARKET
THE MIX
THE MORRISON SHOP
THE MOUNTAIN GAL
THE MUSTARD SEED
THE NEW NORTHERN CENTRE
THE FIFTY NOOK
THE NINES
THE ONLY ONE UNDER THE SUN
THE OPEN ARMOIRE
THE OSTHOFF RESORT
THE OTHER WOMAN
THE OUTLAW URBAN CLOTHING
THE PAINTED WARDROBE
THE PALM TREE
THE PEACOCK
THE PINEAPPLE PATCH
THE PINK ANCHOR
THE PINK BEE
THE PINK CABANA
THE PINK PINEAPPLE
THE PLUS FACTOR
THE PRISSY PEACH
THE RED THREAD BOUTIQUE
THE RIGHT HOUSE
THE ROAMING STORE
THE RUCHE BOUTIQUE
THE SANDBOX IN THE CITY
THE SCARLET DOOR
THE SECRET GARDEN BRANSON
THE SHABBY PIG
THE SHEILING BOUTIQUE LTD
THE SHOE TREE
THE SHOP
THE SHOPPE
THE SHOPPES AT MIA'S
THE SINLESS TAN
THE SKIN STUDIO
THE STORE UPSTAIRS
THE STRAW HAT
THE SUGAR RIBBON
THE THOMAS SHOP

THE TOP DRAWER
THE TRAVELMAN
THE TRENDY TRUNK
THE WHISPERING WARRIOR
THE WHITE BUTTERFLY
THE WIG LADY
THE YELLOW DOOR BOUTIQUE
THIRTY THREE STAR
THOMPSON FURNITURE
THOMPSON'S READY TO WEAR
THREE FOR TWELVE
THREE GENERATIONS BTQ INC
THREE TIMES A LADY
THREE WISHES
THRIFT STORE
THYME WORN TREASURES
TID-BITS
TIERRA DEL SOL
TIFFANY
TIFFANY'S THREDZ
TIMBERWOLF RME
TIMELESS TRADITIONS INC
TIMELESS TRENDS IN KIPLING
TINA SCHULTZ
TINA'S
TINA'S CLOSET
TISDALE CLOTHESLINE LTD
TIS THE SEASON
TNA CLOTHING
TODO EN FAJAS
TOI D'ABORD INC.
TOMORROW'S TREASURES
TOM'S BOOT WORK WEAR WESTERN
WEAR
TOP IT OFF
TOUCH OF CLASS
TOUCH OF ELEGANCE TOUCH'A TEX-
AS WESTERN WEAR
TOUJOURS BOUTIQUE INC
TOWN & COUNTRY CLOTHES
TOWN & COUNTRY BOUTIQUE
TOWN LOOK
TOWN SQUARE BOUTIQUE
TPI LUCKNOW TRAVEL
TRAPEZE
TRE BRI BOUTIQUE
TRENDS & IMAGES
TRENDS BOUTIQUE ON MAIN
TRENDS BY MARIA
TRENDS CLOTHING LTD
TRENZ
TRENZ & FRENZ
TRENZ N TRADITIONS
TRESSA WALKER
TRICIA'S TREASURES
TRI CITY FROCK SHOPPE
TRIPLE TREE NURSERYLAND LTD
TRU COUNTRY & GARDEN
TSK BOUTIQUE LLC
TULIPE NOIRE
TURNERS OF LITTLE CURRENT
TWC PILATES
TWICE AS NICE
TWICE AS NICE FASHIONS

TWO & CO
TWO LIPS ORIGINALS
TWT THYME WORN TREASURES
UNBOUTIQUE
UNDERGROUND CLOTHING
UNFORGETTABLE BOUTIQUE
UNIQUELY U STYLES
UNIQUELY YOU FASHION BOUTIQUE
UNIQUE TOO
UNI'Q BOUTIQUE
UNLACED BOUTIQUE
UPSADAISY
UPTOWN GIRL
UPTOWN THREADS
URBAN CANDI APPAREL LTD
URBAN COUTURE
URBAN LAUNDRY
URBAN TRACTOR
URSULA S STURGIS APPAREL
V & S DEPT STORE - HALIBURTON
V & S SOLUTIONS
VAGABOND(ENTERPRISES)BTQ
VALENTINA
VAN CLEVE COLLECTION
VANDERHOOF DEPT STORE
VANDERWEES HOME & GARDEN
VARIAZIONI
VEGASTYLE BOUTIQUE
VENICE TAILORS LTD
VERNON POWELL SHOES
VERONICA D NEWHALL
VETEMENT BERNARD HAMEL INC
VETEMENTS JACQUELINE
VIAN'S VILLAGE FASHIONS
VIAU LADIES WEAR
VICKIE BAIN
VICKIE'S
VICTORIA ROOM
VIDA FASHION
VIDA LIFE MINISTRIES
VIGNETTES
VILEEN'S OF HANOVER
VILLAGE CLOTHING
VILLAGE COLLECTION
VILLAGE FASHIONS
VILLA GLORIA
VILLA TRIZ
VINTAGE GYPSY
VIRDEN SPORT & FASHION
VISION OF BEAUTY
VIVACIOUS
VOILA BOUTIQUE
VYSIONS BY VALDA LTD
W.C. HUMBER LTD
WAKEFIELD
WALK-IN CLOSET
WALKERS COUNTRY WEAR
WALK ON WATER
WALL STREET INC
WALMART
WARE O WEAR
WASAGA CASUAL WEAR & BTQ
WATERMARK CORNERS
WD FASHION LTD

WEAR DID U GET THAT
WEAR FASHION MATTERS
WEDDING BELLS
WEETA'S
WESTERN STYLIN' INC
WEST'S DEPT STORE
WHAT TO WEAR
WHISTLE STOP BOUTIQUE
WHITCOURT WORK WEAR & LADIES
BOUTIQUE
WHITE ORCHID
WHITFIELD'S
WICKMAN'S
WILDEMAN SPORTS CENTRE
WILDEST DREAMS
WILD ONES BOUTIQUE
WILD WOMEN WISE WOMEN
WILLOW BAY BOUTIQUE
WILLOW WOOD
WINKLER CO-OP #2914
WINNERS
WINSTON FASHIONS
WISHING STAR BOUTIQUE
WITTS END
WONDERFULTHINGS
WOODWARDS
WOOLYBUGGERS
WORK N PLAY
WORK N PLAY CLOTHING CO
WREATHS & MORE, INC.
WYNNIFRED STYLE STUDIO
X-CESSORIES BY KERRY
YASMINIS
YAZDI
YDSWM
YESTERDAY & TODAY SHOP
YIANNI ENTERPRISES INC
YNOT COUTURE
YNOT STYLES
YOLANDA'S
YOLO 23 ARUBA
YOU & ME FASHIONS
YOUNG DAMSELS FASHION
YOUNG'S OF PRESCOTT
YOUR BIG SISTER'S CLOSET
YUEN'S FAMILY CLOTHING
YUEN'S FAMILY FASHIONS
YVETTE LINGERIE
YVONNE LAUREN II BTQ
YWCA CAMBRIDGE
ZACKS
ZAMBOANGA
ZAZU BOUTIQUE
Z BELLA BOUTIQUE
ZCMI
ZIEGLER BOUTIQUE
ZIG ZAG
ZODIAQUE UNISEX ENR
ZOE COLLECTION
ZOE'S BOUTIQUE
ZOILA LEQUERICA
ZURI
ZUS & ZO LLC



NYGÅRD THE BUILDER

"My architecture style started from Finnish nature inspired designs to modern high tech"

- PETER NYGÅRD

NOTRE DAME, WINNIPEG



NYGÅRD ARTS2
Winnipeg, MB

“You can succeed if you work hard. I like it ‘cause there’s always a challenge; there’s always something new that’s happening. You don’t see his vision anywhere else. His visions are so unique, creative & amazing. Being able to create them gives you such a sense of fulfillment. There is a feeling in my heart that makes me feel that I’ve done something good, especially every time we get it right, & he lets us know when he is happy with what we’ve produced.”

“Peter Nygård is a perfectionist. How many workers do you know that regularly work at a level of perfection? It raises our level of performance & we get rewarded well for our successes.”

“Also, he is a good guy to work for. He cares about your family & goes to any lengths to make sure you have access to premier healthcare — not just you but also members of your family. Nygård is always offering us the latest in health breakthroughs at his own expense.”

MARCEL BUISSE, CPO

“Also, he is a good guy to work for. He cares about your family & goes to any lengths to make sure you have access to premier healthcare”

MARCEL BUISSE
CPO



NYGÅRD STORE NOTRE DAME
Winnipeg, MB

NEW INKSTER



NYGÅRD Inkster
Winnipeg, MB

NYGÅRD GALLERY



NYGÅRD GALLERY50
Winnipeg, MB, Canada

NYGÅRD'S L.A. LOCATION & EXECUTIVE SUITE



1 Yawl Street
Marina Del Rey, CA



“Mr. Nygård is so dedicated to everything that he does. He puts just as much time & effort into building improvements as he does to his fashions. No matter what it is big or small he does it right. & there is always an opportunity to think outside the box. For example, we had LED lights on our buildings before it was even available in the U.S. He’s also very fun to travel with & always open to adventure. Even though there usually isn’t much time spared for leisure, he makes sure that whatever time may be available that we get to visit iconic spots. For example, we visited the Taj Mahal in India. My son came along once & Mr. Nygård was very accommodating to him. He wanted us to take advantage & see all of the points of interest. Sometimes Mr. Nygård would come with us, & he’d tell us the history of places. Dining around the world was interesting as well because Mr. Nygård always wanted us to experience the local cuisine. I’ve learned a lot from Mr. Nygård.”

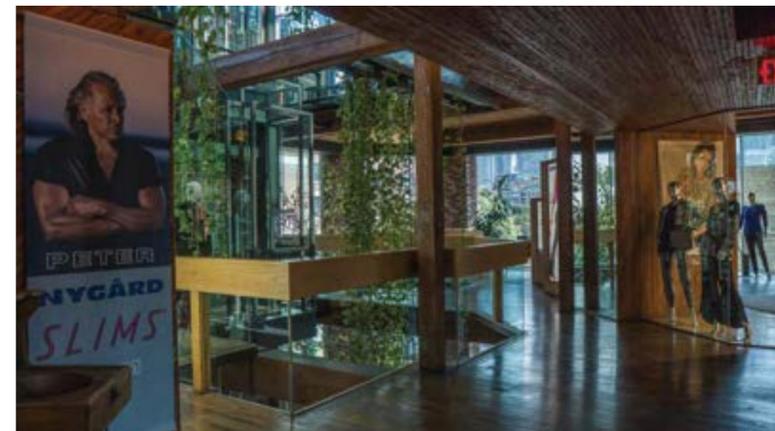
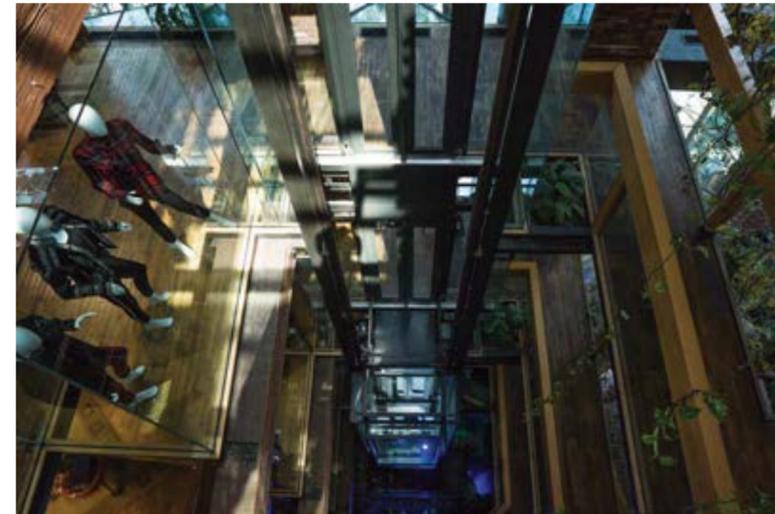
MARTEN DYBORN
Property MGR - MAR





One Niagara Street
Toronto, ON

NYGÅRD HEAD OFFICE TORONTO



“Peter Nygård has the same attention to detail in everything he does. He is a builder & loves the detail & design of Nygård buildings: He personally designed our buildings in New York Times Square, Toronto, all of the buildings in Winnipeg, Shanghai, Marina Del Rey in California, Nygård Cay in the Bahamas, & the list goes on.”

JIM BENNETT
Vice Chairman



The Berlin Room



NYGÅRD Service Centers
Gardena, CA



Shanghai
China Location

NYGÅRD OFFICES & SUITE IN TIMES SQUARE, NY



"I love how unique working here is. It involves different challenges. It's been a tremendous opportunity to learn new things. I worked with Mr. Nygård during the completion of the New York Times Square Building, & he would be working on the design at 2am. It was quite interesting to watch Mr. Nygård work. For example, a corner where lines would meet he would spend hours trying to get it right. It was amazing the amount of passion he had for it. I admire that."

LEO EVANS
IT/CONST SUPV



New York Headquarters
Times Square, NY