

October 9, 2018

The Honorable Steven Mnuchin  
Secretary  
U.S. Department of the Treasury  
1500 Pennsylvania Avenue, NW  
Washington, DC 20220

CC:PA:LPD:PR (REG-104397-18)  
Room 5203  
Internal Revenue Service  
P.O. Box 7604  
Ben Franklin Station  
Washington, DC 20044

**ATTN: IRS (REG—104397—18)  
Additional First Year Depreciation Deduction (RIN 1545-BO74)**

Dear Secretary Mnuchin:

The undersigned companies and associations appreciate this opportunity to comment on the Internal Revenue Service's ("IRS") proposed regulations on Internal Revenue Code ("Code") § 168(k), as amended by the Tax Cuts and Jobs Act, Pub. L. 115-97 ("H.R. 1").<sup>1</sup> We urge the IRS to utilize this rulemaking to issue interim guidance on the drafting errors in H.R. 1 pertaining to depreciation of qualified improvement property ("QIP"). Consistent with Congress's intent and H.R. 1's Joint Explanatory Statement on depreciation recovery periods (and relatedly, bonus depreciation eligibility) for QIP, such guidance should *allow taxpayers – pending enactment of technical corrections legislation – to apply 15-year Modified Accelerated Cost Recovery System ("MACRS") and 20-year Alternative Depreciation System ("ADS") recovery periods for QIP.*

There is no dispute that Congress intended to assign QIP a 15-year MACRS recovery period and a 20-year ADS recovery period. In addition to the Joint Explanatory Statement affirming as much, H.R. 1 was scored as if the 15- and 20-year assignments were made. Further, these QIP drafting errors are among the few provisions in H.R. 1 identified by the Joint Committee on Taxation as needing true "technical corrections."

Attached is an August 16, 2018 letter from all Republican members of the Senate Finance Committee to the IRS confirming congressional intent regarding the treatment of QIP and notifying the IRS that they plan to introduce technical corrections legislation to address the errors. The purpose of the letter, it states, is to ensure that the IRS's position on these QIP provisions is consistent with Congress's intent. Also attached is a letter from sixteen Democratic senators to Secretary Mnuchin urging the Treasury Department to address the QIP errors *in a manner consistent with the Joint Explanatory Statement and H.R. 1's score* through guidance.

Without such guidance from the IRS – until Congress is able to pass technical corrections legislation – businesses investing in upgrades will be worse off from a cash flow and tax exposure perspective than they were pre-tax reform (when 40 percent bonus depreciation would have applied to all QIP, and restaurant, retail and leasehold properties would have had a 15-year,

---

<sup>1</sup> Internal Revenue Service, Notice of Proposed Rulemaking, *Additional First Year Depreciation Deduction*, 83 Fed. Reg. 39292 (Aug. 8, 2018).

rather than a 39-year, recovery period for QIP). We have attached a letter from more than 200 businesses and trade groups to Secretary Mnuchin explaining the impact these errors are having – and will continue to have – on a variety of industries and asking the Treasury Department to issue guidance consistent with congressional intent as soon as possible to ensure that American businesses and workers are not unduly penalized by these drafting mistakes. Specific examples of negative consequences associated with these errors include, among others:, *inter alia*:

- Significant cash flow disruptions for businesses—especially small businesses and franchisees (who are often obligated to remodel on a particular schedule)—that have already planned and committed to substantial renovation projects, which may result in these businesses having to make trade-offs in other areas such as hiring and employee pay/benefits;
- Delays in store and restaurant remodeling projects and, by extension, a negative impact on these businesses’ ability to attract customers and compete with newer market entrants; moreover, this creates safety concerns because, in some cases, installations of sprinkler systems also are delayed (creating a more perilous situation in the case of fire);
- Loss of construction jobs associated with commercial renovation projects;
- Businesses refraining from purchasing or leasing vacant stores or other leasehold spaces that require improvements, which means foregoing *permanent jobs* that would be generated with new businesses moving in and other benefits of revitalizing our communities;
- Hampering of building owners’ ability to offer “improvement dollars” in their lease terms to retain existing commercial tenants or attract new tenants;
- Declining sales for QIP product suppliers (e.g., lighting and other improvements), including high-quality products manufactured in the U.S.; and
- Less investment in energy-efficient QIP products, which save businesses substantial costs in the long term (as much as 50-90 percent through upgraded lighting and controls alone) and reduce energy consumption.

These consequences – albeit unintended – are contrary to the Administration’s goals of creating jobs, increasing investment, and promoting economic growth via meaningful tax reform.

***Based on the foregoing, we again urge you to quickly provide guidance clarifying that IRS enforcement of these QIP provisions will follow Congressional intent and that taxpayers filing returns for fiscal year 2018 may take a position consistent with that intent.***

Sincerely,

Aaron’s  
Abercrombie & Fitch Co.  
Acuity Brands, Inc.  
Advanced Auto Parts, Inc.

Ahold Delhaize USA  
Alabama Grocers Association  
Algoma Piggly Wiggly  
Alliance Data

American Eagle Outfitters, Inc.  
Arizona Food Marketing Alliance  
Arkansas Grocers and Retail Association  
Arnav Enterprises, LLC  
Associated Builders and Contractors  
Associated General Contractors of America  
Association of Kentucky Fried Chicken  
Franchisees (AKFCF)  
Auto Zone, Inc.  
B & R Stores, Inc.  
B. Green & Co., Inc.  
Bailey's General Store  
Baker's Management, Inc.  
Beall's Inc.  
Best Buy Co., Inc.  
Big Lots  
Big Y Foods, Inc.  
BKT Enterprises Inc  
Blackford Foods  
Brinker International  
Buehlers Fresh Foods  
Building Owners and Managers Association  
(BOMA) International  
Casler, Inc.  
Collins Family Markets Inc  
Columbiana Foods Inc.  
Congressional Fire Services Institute  
Connecticut Food Association  
Cookies Food Products  
Corning Mini Mart  
Cox's Foodarama Inc.  
Cranfords Fresh  
Crate & Barrel Holdings Inc. and  
Subsidiaries  
CRE Finance Council  
CVS Health  
Daniels Foods, Inc.  
Dan's Food Center  
Dave's Supermarket, Inc.  
Denny's Inc.  
Dick's Sporting Goods  
Dierbergs Markets, Inc.  
Dillard's Inc.  
Doc's Foods Stores  
Don's Food Center  
Dorothy Lane Market, Inc.

Dunkin' Brands  
Eaton  
Eickhoff's ShopRite Supermarkets  
El Rio Grande Latin Market  
Express Inc.  
Fareway Stores Inc.  
Fiesta Foods  
Fitzgerald's Foods  
Florida Retail Federation  
Food Giant  
Food Marketing Institute  
Food Parade inc.  
G.E. Foodland, Inc.  
Garafalo Markets  
Geissler's Super Market  
Georgia Food Industry Association  
Georgia Retail Association  
GF Buche Co.  
Glass Gardens  
Godin's Piggly Wiggly  
Gongco Foods  
Gooseberries Fresh Food Market  
Grolmus Enterprises  
Hansen's IGA  
Harps Food Stores, Inc.  
Healthy's, Inc.  
Henderson's IGA, Inc.  
Hi Nabor Supermarket, LLC  
Highland Park Market  
Hoyt Lakes IGA  
Hy-Vee  
Idyllwild Village Market  
IKEA North America Services, LLC  
Illinois Food Retailers Association  
Indiana Grocery Group, LLC  
International Association of Fire Chiefs  
Iowa Grocery Industry Association  
Island Market, Inc.  
J.C. Penney Company, Inc.  
Janssen's Market LLC  
Jerry's Enterprises, Inc.  
Jo-Ann Stores, LLC  
John Brooks Supermarkets  
JW's Foods, Inc  
Kaune's Neighborhood Market  
Keith's Foods Inc.

Kellogg Co.  
Kentucky Grocers & Convenience Store  
Assc.  
Knowlan's Super Markets, Inc.  
Kocian's Family Market  
Kramer Foods  
LaBonne's Markets  
Lamb's Fresh Market  
Levi Strauss & Co.  
Lisbon Foods, Inc.  
Little Caesar Enterprises, Inc.  
Lomira Piggly Wiggly  
Louisiana Retailers Association  
Lowe's Market  
Lund Food Holdings, Inc.  
Mackenthun's Fine Foods  
Macy's, Inc.  
Maryland Retailers Association  
Massachusetts Food Association  
Maurer's Market  
McKinnon's Supermarkets  
Midwest Independent Retailers Association  
Miner's Inc.  
Minnesota Grocers Association  
Mississippi Retail & Grocers Association  
Misslers IGA  
Missouri Grocers Association  
Missouri Retailers Association  
Monnats Country Store  
Mt. Plymouth IGA Fresh Market  
NAIOP, the Commercial Real Estate  
Development Association  
National Association of Convenience Stores  
(NACS)  
National Association of Theatre Owners  
National Electrical Manufacturers  
Association  
National Fire Sprinkler Association (NFSA)  
National Grocers Association  
National Restaurant Association  
National Retail Federation  
Nebraska Grocery Industry Association, Inc.  
Nebraska Retail Federation  
Neiman Marcus Group  
Nemenz Food Stores  
New Hampshire Grocers Association

New Jersey Food Council  
New Jersey Retail Merchants Association  
NG Management Inc  
Niemann Foods, Inc.  
Nilssen's  
North Dakota Petroleum Marketers  
Association  
North Dakota Propane Gas Association  
North Dakota Retail Association  
North Main IGA  
North State Grocery, Inc.  
Northwest Grocery Association  
Nugget Market, LLC  
Nutricion Fundametal, Inc.  
Ochab Corporation  
Ohio Grocers Association  
Oklahoma Grocers Association  
Ozark Empire Grocers Association  
Pennsylvania Food Merchants Association  
Pennsylvania Retailers Association  
Petco Animal Supplies, Inc.  
PetSmart, Inc.  
Philbee Foods  
Pruett's Food  
Puckett's Food Stores, Inc.  
R & S Supermarket, LLC  
Randys Neighborhood Markets  
Red Rock Resorts  
Rehkopf Enterprises, Inc.  
REM Markets  
Retail Association of Maine  
Retail Association of Nevada  
Retail Industry Leaders Association  
RI Food Dealers Association  
Ried's Markets, Inc.  
Rite Aid  
Rivers Marketplace, Inc.  
Roselynn, Inc.  
Ross Stores, Inc.  
Roth's Fresh Markets  
Roy's Hometown Grocery  
Rush Foods, Inc.  
S & R Quisberg Inc.  
Sendik's Food Markets  
Shoppers Value Foods  
ShopRite of Hunterdon County

ShopRite of New London  
Shugar's  
Signify (formerly Philips Lighting)  
Snyder Foods, LLC  
Sonic Corp.  
Stepherson, Inc.  
Steve DeYoung's Big Top Market  
Stormans, Inc.  
Super One Foods  
Superb Super Markets, Inc.  
Supermarket Operations, Inc.  
Tarbell & Company  
Target Corporation  
Teal's Market  
Texas Roadhouse, Inc.  
The Cheesecake Factory Incorporated  
The Fresh Grocer  
The Home Depot  
The Kroger Co.  
The Market of Madrid  
The Michaels Companies  
The Real Estate Roundtable  
The Roberts Co., Inc.  
The Save Mart Companies

The TJX Companies, Inc.  
The Wendy's Company  
Thoman Brothers Super Market, Inc.  
Thompson's IGA Foods  
Tractor Supply Company  
Trendahl's Super Foods  
Trig's  
URM Stores, Inc.  
Utah Food Industry Association  
Utah Retail Merchants Association  
Vallarta Supermarkets  
Viking Village Foods, Inc.  
Virginia Retail Merchants Association  
W.S. Badcock Corporation  
Wakefern Food Corp  
Walla Walla Harvest Foods  
Washington Food Industry Association  
Wayne's Piggly Wiggly  
Western Supermarkets  
Windham IGA  
Wisconsin Grocers Association  
Witt's Piggly Wiggly  
Wray's Incorporated  
Yum Brands, Inc.

ORRIN G. HATCH, UTAH, CHAIRMAN

CHUCK GRASSLEY, IOWA  
MIKE CRAPO, IDAHO  
PAT ROBERTS, KANSAS  
MICHAEL B. ENZI, WYOMING  
JOHN CORNYN, TEXAS  
JOHN THUNE, SOUTH DAKOTA  
RICHARD BURR, NORTH CAROLINA  
JOHNNY ISAKSON, GEORGIA  
ROB PORTMAN, OHIO  
PATRICK J. TOOMEY, PENNSYLVANIA  
DEAN HELLER, NEVADA  
TIM SCOTT, SOUTH CAROLINA  
BILL CASSIDY, LOUISIANA

RON WYDEN, OREGON  
DEBBIE STABENOW, MICHIGAN  
MARIA CANTWELL, WASHINGTON  
BILL NELSON, FLORIDA  
ROBERT MENENDEZ, NEW JERSEY  
THOMAS R. CARPER, DELAWARE  
BENJAMIN L. CARDIN, MARYLAND  
SHERROD BROWN, OHIO  
MICHAEL F. BENNET, COLORADO  
ROBERT P. CASEY, JR., PENNSYLVANIA  
MARK R. WARNER, VIRGINIA  
CLAIRE McCASKILL, MISSOURI  
SHELDON WHITEHOUSE, RHODE ISLAND

# United States Senate

COMMITTEE ON FINANCE

WASHINGTON, DC 20510-6200

JEFFREY WRASE, STAFF DIRECTOR AND CHIEF ECONOMIST  
JOSHUA SHEINKMAN, DEMOCRATIC STAFF DIRECTOR

August 16, 2018

The Honorable Steven T. Mnuchin  
Secretary of the Treasury  
Department of the Treasury  
1500 Pennsylvania Avenue, NW  
Washington, D.C. 20220

The Honorable David J. Kautter  
Assistant Secretary of the Treasury for Tax Policy and  
Acting Commissioner of the Internal Revenue Service  
Internal Revenue Service  
1111 Constitution Avenue, NW  
Washington, D.C. 20224

Dear Secretary Mnuchin and Acting Commissioner Kautter:

We are writing as the Members of one of the Committees of jurisdiction responsible for the drafting of the tax-reform legislation that was enacted on December 22, 2017 (H.R. 1, 115th Cong., 1st Sess., Pub. L. 115-97). We write to clarify the congressional intent of this recently enacted tax legislation (specifically, sections 13204, 13302, and 13307 of H.R. 1), which is reflected in the conference report, revenue estimates, and other legislative history.

While this letter focuses on these three important provisions, we are continuing a thorough review of Pub. L. No. 115-97 to identify other instances in which the language as enacted may require regulatory guidance or technical corrections to reflect the intent of the Congress. After this review, we intend to introduce technical corrections legislation to address any items identified in the on-going review.

Section 13204 of H.R. 1 provides rules related to the depreciation of real property. We have identified a technical correction that is necessary to reflect the legislative intent with respect to this provision. Specifically, in eliminating the separate definitions of qualified leasehold improvement, qualified restaurant, and qualified retail improvement property and providing a new single definition of qualified improvement property, the language in section 13204(a) failed to designate qualified improvement property as 15-year property under the modified accelerated cost recovery system ("MACRS"). In addition, there is a typographical error in a cross-reference identifying qualified improvement property as property which is recovered over 20 years under the alternative depreciation

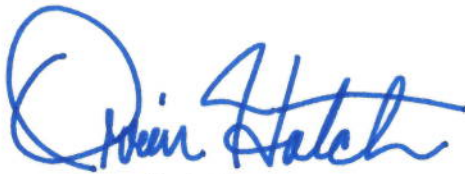
system (“ADS”). Congressional intent was to provide a 15-year MACRS recovery period and a 20-year ADS recovery period for qualified improvement property. Such intent is set forth in the Conference Report to accompany H.R. 1 (H.R. Rep. 115-466, at p. 366).

Section 13302 of H.R. 1 modifies the rules governing the deduction of net operating losses (“NOLs”). We have identified a technical correction that is necessary to reflect the legislative intent with respect to this provision. Specifically, section 13302(e)(2) includes language stating that the modifications made to NOL carryforwards and carrybacks apply to net operating losses arising in taxable years *ending* after December 31, 2017. Congressional intent was to provide that the NOL carryforward and carryback modifications are effective for NOLs arising in taxable years *beginning* after December 31, 2017. Such intent is set forth in the Conference Report to accompany H.R. 1 (H.R. Rep. 115-466, at p. 394).

Section 13307 of H.R. 1 denies a deduction for (1) any settlement or payment related to sexual harassment or sexual abuse if such settlement or payment is subject to a nondisclosure agreement (“NDA”), or (2) attorney’s fees related to such a settlement or payment. We have identified a technical correction that is necessary to reflect the legislative intent with respect to this provision. Specifically, the provision arguably prohibits the recipient of any payment from deducting legal fees incurred in pursuing sexual harassment cases, because such legal fees are “related to” a settlement or payment that is subject to a NDA. Congressional intent was that these attorney’s fees would not be subject to this rule.

We send this letter to provide sufficient clarification so that any guidance that is issued related to sections 13204, 13302, and 13307 of H.R. 1 (Pub. L. No. 115-97) and the Internal Revenue Service’s enforcement of them reflects the Congress’ intent. Thank you for your cooperation on this matter.

Sincerely,



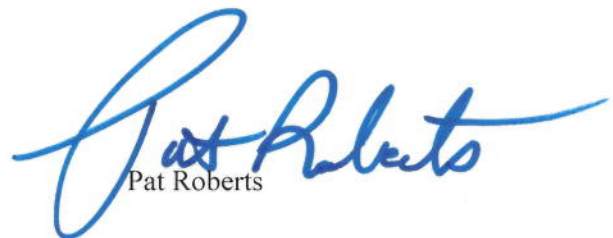
Orrin Hatch  
Chairman



Chuck Grassley



Mike Crapo



Pat Roberts

Michael B. Enzi

Michael Enzi

John Cornyn

John Cornyn

John Thune

John Thune

Richard Burr

Richard Burr

Johnny Isakson

Johnny Isakson

Rob Portman

Rob Portman

Patrick Toomey

Patrick Toomey

Dean Heller

Dean Heller

Tim Scott

Tim Scott

Bill Cassidy, M.D.

Bill Cassidy



# United States Senate

WASHINGTON, DC 20510

September 24, 2018

The Honorable Steven T. Mnuchin  
Secretary of the Treasury  
Department of the Treasury  
1500 Pennsylvania Avenue, NW  
Washington, DC 20220

As the Treasury Department continues implementation of the Tax Cuts and Jobs Act, we write to raise concern regarding the depreciation treatment of qualified improvement property. Improper implementation of this portion of the 2017 law would cause disruption to a wide range of industries, including the nation's retail, restaurant, and commercial property industries. Collectively, the impacted industries support millions of jobs nationwide and their economic impact is significant.

As the 2017 tax law takes effect, business across the country are now making critical investment decisions based on both professional guidance on the interpretation of the tax law and on guidance from the Treasury. Some businesses in our communities, including restaurants and retail establishments, are concerned that the tax law unintentionally changed the depreciation schedule for qualified improvement property to 39 years.

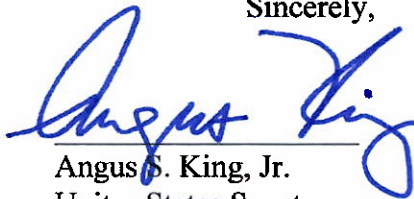
Made permanent in the bipartisan 2015 PATH Act, a 15-year recovery period was maintained for improvements to certain commercial properties, including restaurant, retail, and leasehold spaces. A lengthened 39-year depreciation schedule does not reflect the reality that small businesses renovate and improve their structures far more frequently, and makes property renovation and rehabilitation significantly more expensive and less likely to occur.

In the Conference Agreement that accompanied the 2017 tax law, it is stated that qualified improvement property has a 15-year recovery period and the score from the Joint Committee on Taxation assumed this fact as well. Given this, and the potential for considerable harm to local economies, we believe it would be prudent for Treasury to address this issue and its interpretation through guidance.

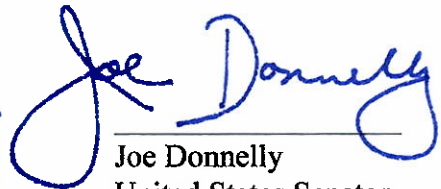


Doug Jones  
United States Senator

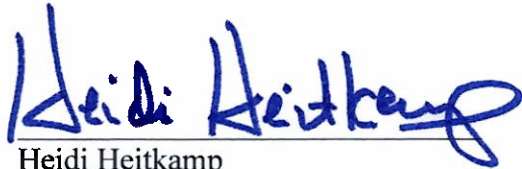
Sincerely,



Angus S. King, Jr.  
United States Senator



Joe Donnelly  
United States Senator



Heidi Heitkamp  
United States Senator



Bill Nelson  
United States Senator



Sherrod Brown  
United States Senator



Margaret Wood Hassan  
United States Senator



Jeanne Shaheen  
United States Senator



Joe Manchin III  
United States Senator



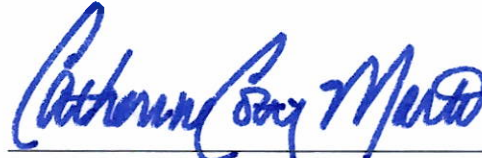
Tim Kaine  
United States Senator



Gary C. Peters  
United States Senator



Tammy Duckworth  
United States Senator



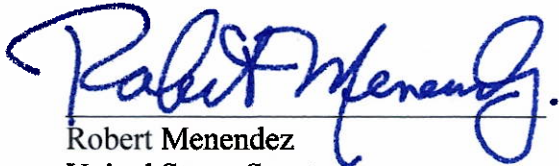
Catherine Cortez Masto  
United States Senator



Tina Smith  
United States Senator



Amy Klobuchar  
United States Senator



Robert Menendez  
United States Senator

August 22, 2018

The Honorable Steven Mnuchin  
Secretary  
U.S. Department of the Treasury  
1500 Pennsylvania Avenue, NW  
Washington, DC 20220

Dear Secretary Mnuchin:

The undersigned organizations urge the Treasury Department to issue interim guidance with respect to drafting errors that were made to the Tax Cuts and Jobs Act (“Act”) -- provisions dealing with qualified improvement property (“QIP”) and net operating losses (“NOL”). The signatories to this letter may have an interest in one but not necessarily both of the provisions but recognize the need to have them both resolved on an expeditious basis. The delay in correcting these provisions has caused economic hardship for some retailers, restaurants, members of the real estate industry, and suppliers of building products, and is also delaying investments across the economy that impact the communities in which these companies are doing business. This also results in safety concerns because, in some cases, it is causing a delay in upgrading existing sprinkler systems, creating a more perilous situation for our nation’s firefighters.

At the outset, it is important to note that it is widely acknowledged that both the QIP and NOL provisions contain unintended drafting errors such that the provisions do not currently operate consistent with Congressional intent – there are no policy or technical objections suggesting that these drafting errors should not be corrected.

The drafting error in the QIP provision causes improvements to buildings to be written off over 39 years instead of one year as contemplated under the Act. As a result, a taxpayer gets to write off only 2.5% of their improvement costs in the year the expenditures are made, and 97.5% over the remaining 38 years, instead of writing off 100% of the cost in the year the expenditures are made. This very large difference in the after-tax cost of making improvements is causing a delay in some store and restaurant remodeling projects, as well as causing some retailers to decline opportunities to purchase or lease new store locations that would require substantial improvements. These decisions not only deny communities the jobs associated with substantial construction projects, but also deny our communities the opportunity to bring new, permanent jobs to an otherwise abandoned store or to revitalize a declining mall. The delayed investment in remodeling projects is also causing a decline in sales by manufacturers that supply products used in remodels, like energy-efficient lighting and plumbing supplies.

The drafting error in the NOL provision imposes a retroactive tax increase on businesses that are in loss positions and already facing liquidity issues. The error in the effective date of the provision that eliminates NOL carrybacks means that businesses that were expecting a carryback for their tax years that began in 2017, before it was known if tax reform would pass and which tax code provisions would be modified by tax reform, will not be receiving the cash that is owed them until some time in the future. This timing difference is critical to cash-strapped businesses

that were counting on the carryback to finance continuing operations, as well as investments needed to revitalize their businesses.

We urge the Treasury Department to issue guidance that will assure that these provisions are administered as intended by Congress, avoiding the need for amended returns and releasing associated economic activity. At a minimum, such guidance should provide that the Internal Revenue Service will not challenge taxpayers who take positions with respect to the QIP and NOL provisions that are consistent with Congressional intent. If guidance is not issued by November 15, 2018, the extended due date for FY 2017 tax returns for most retailers, the retail signatories on this letter will have to file thousands of amended federal, state and local income tax returns when the provision is later clarified. They will also need to re-book the qualified improvement property assets in their Fixed Asset Management Systems, which may require hundreds of additional man hours of work for each business. The additional regulatory burdens associated with further delay of guidance with respect to these provisions are antithetical to the policy behind Executive Order 13789, requesting the Treasury Department to reduce tax regulatory burdens.

We urge you to issue guidance that will facilitate the intent of the law and eliminate the imposition of large additional tax compliance and accounting burdens on taxpayers, as well as associated tax enforcement burdens on the Internal Revenue Service.

Sincerely,

Aaron's  
Abercrombie & Fitch Co.  
Acuity Brands Lighting Inc.  
Advanced Auto Parts, Inc.  
Ahold Delhaize USA  
Air-Conditioning, Heating and Refrigeration Institute  
Alabama Grocers Association  
Alabama Grocers Association  
Alabama Retail Association  
Algoma Piggly Wiggly  
Alliance Data  
Alliance to Save Energy  
American Institute of Architects (AIA)  
American Sale  
Arizona Food Marketing Alliance  
Arizona Retailers Association  
Arkansas Grocers and Retail Association  
Arnav Enterprises, LLC  
Associated Builders & Contractors  
Associated General Contractors of America  
Association of Kentucky Fried Chicken Franchisees  
B & R Stores, Inc.  
B. Green & Co., Inc.

Bailey's General Store  
Baker's Management, Inc.  
Beall's, Inc.  
Bed Bath & Beyond Inc.  
Belk, Inc.  
Best Buy Co., Inc.  
Big Lots  
Big Y Foods, Inc.  
BKT Enterprises Inc  
Blackford Foods  
Brea Bead Works  
Buehlers Fresh Foods  
Building Owners and Managers Association (BOMA) International  
Casler, Inc.  
Charming Charlie  
Church's Chicken  
Collins Family Markets Inc  
Columbiana Foods Inc.  
Completely Kentucky, Inc.  
Congressional Fire Service Institute  
Connecticut Food Association  
Cookies Food Products  
Corning Mini Mart  
Cox's Foodarama Inc.  
Cranfords Fresh  
Crate & Barrel Holdings Inc.  
Cumberland Farms Inc.  
Daniels Foods, Inc.  
Dan's Food Center  
Darden Restaurants, Inc.  
Dave's Supermarket, Inc.  
Denny's  
Dick's Sporting Goods  
Dierbergs Markets, Inc.  
Dillard's, Inc.  
Doc's Foods Stores  
Don's Food Center  
Dorothy Lane Market, Inc.  
Dover  
Dunkin' Brands  
Dunkin' Donuts Independent Franchise Owners Association  
Eaton  
Eickhoff's ShopRite Supermarkets  
El Rio Grande Latin Market  
Express Inc.  
Fareway Stores Inc.

Fiesta Foods  
Firehouse Subs  
Fitzgerald's Foods  
Food Giant  
Food Marketing Institute  
Food Parade inc.  
Franchise Business Services  
G.E. Foodland, Inc.  
Garafalo Markets  
GE Foodland, Inc  
Geissler's Super Market  
Georgia Food Industry Association  
GF Buche Co.  
Glass Gardens  
Godin's Piggly Wiggly  
Gongco Foods  
Gooseberries Fresh Food Market  
Grolmus Enterprises  
Gymboree Group  
Hansen's IGA  
Harps Food Stores, Inc.  
Healthy's, Inc.  
Heating Air-conditioning & Refrigeration Distributors International (HARDI)  
Henderson's IGA, Inc.  
Hi Nabor Supermarket, LLC  
Highland Park Market  
Hill Phoenix  
Hobby Lobby Stores, Inc.  
Home Furnishings Association  
Hoyt Lakes IGA  
Hy-Vee  
Idaho Lodging & Restaurant Association  
Idaho Retailers Association  
Idyllwild Village Market  
IKEA North America Services, LLC  
Illinois Food Retailers Association  
Illuminating Engineering Society  
Independent Organization of Little Caesar Franchises  
Indiana Grocery Group, LLC  
Inspire Brands  
International Association of Fire Chiefs  
International Association of Kumon Franchisees  
International Council of Shopping Centers  
Iowa Grocery Industry Association  
Island Market, Inc.  
J.C. Penney Company, Inc.

Jack In the Box, Inc.  
Janssen's Market LLC  
Jerry's Enterprises, Inc.  
John Brooks Supermarkets  
JW's Foods, Inc  
Kaune's Neighborhood Market  
Keith's Foods Inc.  
Kellogg Co.  
Kentucky Grocers & Convenience Store Assc.  
Knowlan's Super Markets, Inc.  
Kocian's Family Market  
Kramer Foods  
LaBonne's Markets  
Lamb's Fresh Market  
Legrand, North America  
Levi Straus & Co.  
Limited Brands, Inc.  
Lisbon Foods, Inc.  
Lomira Piggly Wiggly  
Louisiana Retailers Association  
Lowe's Market  
Lund Food Holdings, Inc.  
Mackenthun's Fine Foods  
Macy's, Inc.  
Maine Franchise Owners Association  
Maryland Retailers Association  
Massachusetts Food Association  
Maurer's Market  
McDonald's Corporation  
McKinnon's Supermarkets  
Midwest Independent Retailers Association  
Miner's Inc.  
Minnesota Grocers Association  
Mississippi Retail & Grocers Association  
Misslers IGA  
Missouri Grocers Association  
Missouri Retailers Association  
Monnats Country Store  
Mt. Plymouth IGA Fresh Market  
NAIOP, the Commercial Real Estate Development Association  
National Association of Convenience Stores (NACS)  
National Association of Electrical Distributors (NAED)  
National Association of Theater Owners  
National Council of Chain Restaurants  
National Electrical Manufactureres Association  
National Federation of Independent Business (NFIB)

National Fire Sprinkler Association  
National Franchisee Association  
National Grocers Association  
National Restaurant Association  
National Retail Federation  
Nebraska Grocery Industry Association, Inc.  
Nebraska Retail Federation  
Neiman Marcus Group, Inc.  
Nemenz Food Stores  
New Hampshire Grocers Association  
New Jersey Food Council  
New Jersey Retail Merchants Association  
NG Management Inc  
Niemann Foods, Inc.  
Nilssen's  
Nordstrom, Inc.  
North American Association of Subway Franchisees  
North Carolina Retail Merchants Association  
North Dakota Petroleum Marketers Association  
North Dakota Propane Gas Association  
North Dakota Retail Association  
North Main IGA  
North State Grocery, Inc.  
Northwest Grocery Association  
Nugget Market, LLC  
Nutricion Fundametal, Inc.  
Ochab Corporation  
Ohio Council of Retail Merchants  
Ohio Grocers Association  
Oklahoma Grocers Association  
Ozark Empire Grocers Association  
Pennsylvania Food Merchants Association  
Pennsylvania Retailers' Association  
Petco Animal Supplies, Inc.  
PetSmart, Inc.  
Philbee Foods  
Pier 1 Imports, Inc.  
Planet Fitness Independent Franchisee Association  
Pruett's Food  
Puckett's Food Stores, Inc.  
R & S Supermarket, LLC  
Randys Neighborhood Markets  
Real Estate Roundtable  
Red Lobster Seafood Co.  
Red Rock Resorts, Inc.  
Rehkopf Enterprises, Inc.



REM Markets  
Retail Association of Maine  
Retail Association of Nevada  
Retail Industry Leaders Association  
Retailers Association of Massachusetts  
RI Food Dealers Association  
Ried's Markets, Inc.  
Rite Aid  
Rivers Marketplace, Inc.  
Roselynn Inc  
Ross Stores, Inc.  
Roth's Fresh Markets  
Roy's Hometown Grocery  
Rush Foods, Inc.  
S & R Quisberg Inc.  
Save Mart Companies  
Sendik's Food Markets  
Shoppers Value Foods  
ShopRite of Hunterdon County  
ShopRite of New London  
Shugar's  
Signify  
Snyder Foods, LLC  
Sonic Corp.  
South Dakota Retailers Association  
South Florida Franchise Owners Association of 7-11  
Southern California Local Bead Store Association  
Stage Stores, Inc.  
Stepherson, Inc.  
Steve DeYoung's Big Top Market  
Stormans, Inc.  
Super One Foods  
Superb Super Markets, Inc  
Supermarket Operations Inc.  
Taco John's International Inc.  
Tarbell & Company  
Teal's Market  
Texas Retailers Association  
Texas Roadhouse  
The Cheesecake Factory, Incorporated  
The Fresh Grocer  
The Home Depot  
The Kroger Co.  
The Market of Madrid  
The Michaels Companies  
The National Coalition of Associations of 7-11 Franchisees

The Roberts Co., Inc.  
The TJX Companies, Inc  
The UPS Store Owners Franchisee Association  
The Wendy's Company  
The Willis Music Company  
Thoman Brothers Super Market, Inc.  
Thompson's IGA Foods  
Tractor Supply Company  
Trendahl's Super Foods  
Trig's  
Unified Brands  
URM Stores, Inc.  
Utah Food Industry Association  
Utah Retail Merchants Association  
Vallarta Supermarkets  
Viking Village Foods, Inc.  
Virginia Retail Merchants Association  
Waffle House Inc.  
Wakefern Food Corp  
Walla Walla Harvest Foods  
Washington Food Industry Association  
Wayne's Piggly Wiggly  
Western Supermarkets  
White Castle System, Inc  
Windham IGA  
Wisconsin Grocers Association  
Witt's Piggly Wiggly  
Wray's Incorporated  
Wright's Jewelers, Inc.  
Yum! Brands, Inc.