INSIDE: Get to Know Bob Hayes and What's in Store at The Estée Lauder Companies, See Our New Digital Displays, Meet Andy Cook and Michael Guerin, Macerich VPs of Leasing, View a Pipeline Update, Say Ciao to Ciao Italia Santa Monica
Retailers Go Digital at Macerich Shopping Centers

Impactful, large-format digital displays are available in select Macerich shopping centers in top DMAs:
- New York
- Los Angeles
- Chicago
- Phoenix
- Denver
- Portland

One of the most exciting opportunities in retail real estate today has no walls, no doors and no roof.

In fact it’s not a store at all – we’re talking about Macerich’s cutting-edge, large-format digital network in top malls and top markets. This new medium is transforming the landscape of retail and making shopping environments more multi-dimensional than ever before.

These eye-popping, larger-than-life displays bring retailers’ brand messages directly to shoppers at the critical moment when they are ready to buy. And retailers are taking advantage of these bold new ways to increase shopper influence.

“Simply put, our digital formats spur consumer action – they get people talking, sharing and doing – and they drive them closer to the point of sale,” said Brooke Manno, Senior Manager, Business Development, Macerich. “Beyond their strategic center court locations and dramatic visibility, Macerich’s high-quality, full-motion LED displays in our trophy malls are successful because they also offer flexibility for advertisers who want quick postings, low production costs and real ease when it comes to creative change-outs.”

Macerich’s double-sided, large-format rotating digital displays help marketers maximize reach and frequency. And study after study confirms that consumers favor digital over static formats. For example, 77% of consumers are aware of digital displays and 68% believe digital screens are visually appealing (Nielsen 2015). Similarly, one-fifth of consumers surveyed said that after seeing digital content, they proactively sought out more information about the products, services or experiences seen (Kinetic 2014). Among a key subset of trend-setting, taste-making Millennials, shoppers ages 18-24, this percentage rose to nearly one-fourth.

Transforming browsers into buyers through timely and relevant call-to-action messaging – about retailer sales, events and more – is a huge part of the appeal. “We are making large-format, digital out-of-home (OOH) a growing part of our clients’ marketing mix,” said Dave Vacullo, CEO of Omnicom-owned Outdoor Media Group. “While retailers are finding that advertising in the malls is a very effective way to drive foot traffic into their stores, brands are leveraging the flexibility and nimbleness of Digital OOH as a way to stay connected with consumers while they are out and about.”

Marketers in a wide variety of categories are making the most of Macerich’s digital displays, including:
- Retailers (from Uniqlo, Godiva and Microsoft to Disney Store and many more)
- Consumer Product Brands (Coca-Cola, Excedrin, Lego)
- Fragrance and Beauty (Kenneth Cole, Lacoste, Clinique, Cover Girl)
- Tourism/CVBs (Visit Phoenix, Arizona Office of Tourism, Choose Chicago, Los Cabos)
- Automobiles (Cadillac, Mercedes, Acura, Jaguar, Land Rover, Porsche, Audi)
- Movie Studios/Networks (20th Century Fox, Universal Pictures, Sony Pictures)
- Mobile/Telecom (Sprint, AT&T)
- Venues/Destinations (Disneyland Resorts, Live Nation - promoting concerts, shows, events)

“This past holiday season we had more retailers and brands take advantage of digital marketing than ever before and to great effect,” said Manno. “Our large-format, high-visibility displays offer marketers exceptional opportunities to reach highly engaged shoppers where they always go to experience the latest and greatest: their favorite malls.”

To explore how Macerich’s large-format digital displays in market-dominant properties can give your brand a competitive edge, please contact Brooke Manno, 703-847-7321, Brooke.Manno@macerich.com
It was a Merry Makeover, indeed. Arrowhead Towne Center, Macerich’s market-leading retail property in Phoenix’s West Valley, successfully introduced its major new interior and exterior renovation – plus 22 new and renovated stores – just ahead of the holiday season.

The regionally dominant 1.2 million square-foot mall launched newly renovated and expanded retailers including Bath and Body Works, Tilly’s and Victoria’s Secret, plus a brand new White Barn and PINK. The shopper-centric weekend celebration featured stars from TV’s Descendants, the launch of the property’s Comfort and Joy Concert Series, and even a pajama party with the Clauses. In keeping with the roster of digital updates at the property, Arrowhead Towne Center also presented nearby Arrowhead Elementary School with a gift of $5,000 to support digital needs in the classroom.

“Our exciting physical and digital renovations are designed to give shoppers a more comfortable, relaxing environment that invites them to stay, explore and discover everything Arrowhead has to offer,” said Maria Halstead, Senior Property Manager, Arrowhead Towne Center. “We’re building on the strengths of this market-dominant, well-loved regional shopping center with beautiful renovations, great new services to help guests stay connected, and popular additions to our retail lineup, including a new H&M coming this spring.”

Key updates:
- New technology-focused amenities include Macerich’s popular Text Concierge, free and reliable high-speed Wi-Fi, a state-of-the-art, 17-foot-screen Center Court digital LED display and beacon-delivered special offers to smartphones.
- Two new, environmentally friendly filtered water refilling stations that are convenient and three times faster than a drinking fountain. At each refill, the station keeps track of the disposable bottles saved from landfills.
- Redefined seating areas feature desert-inspired colors and textures, as well as device charging stations with power and USB ports, that invite shoppers to sit down, relax and plug in.
- Updated landscaping throughout the mall includes a plant-based “living wall” in Center Court.
- New interior wayfinding signage complements the all-new property website, www.ArrowheadTowneCenter.com, with advanced search capabilities to help shoppers find favorite stores, products and attractions.
- The ceiling throughout the entire mall is re-painted in warm tones accented by neutral wooden beams and highlighted with efficient and modern LED light fixtures.
- New restrooms (including family facilities and nursing rooms) are open near the Children’s Play Area and existing food court restrooms are fully renovated.
- New architectural elements in the Food Court now complement the refreshed roster of restaurants and create a more intimate feel. A retractable wall leads to the refreshed amphitheatre, indoor/outdoor seating options with heaters and more.
- Exterior renovations include improved landscaping and lighting, new paint palette, as well as new stone monument signage, and overall enhancements to the entrances.
- A brand new community room complete with new furnishings, additional amenities and outdoor space will be unveiled in early 2016.

As the West Valley continues to grow, Arrowhead Towne Center remains the go-to retail destination for busy families. The property offers a smart collection of top brands, anchored by DICK’S Sporting Goods, Dillard’s, Forever 21, Macy’s, Sears and JCPenney. Powerful destination retailers include Apple, M.A.C., Coach, Sephora, LEGO and a freshly renovated, 14-screen AMC Theatres with plush recliners and soon H&M.

“Investing in our proven, high-performing assets to enhance the platform we offer to retailers and more deeply engage shoppers is what Macerich is all about,” said Ed Coppola, President, Macerich. “Given its strong popularity and irreplaceable location in its buoyant market, the updated Arrowhead Towne Center is an even more valuable part of our portfolio.”
Key Redevelopments Open to Rave Reviews

From the big reveal at Broadway Plaza and box office magic at Santa Monica Place to a new retail star at Green Acres Mall, Macerich is getting lots of applause for high-impact redevelopments now open from coast to coast.

First New Retailers Debut at Expanded Broadway Plaza

Just before Thanksgiving, Macerich opened the first wave of new retailers for the expanded and fully redeveloped Broadway Plaza, the dominant retail attraction in San Francisco's East Bay. In all, the property is adding 155,000 square feet of new space, plus new parking, new finishes and refreshed outdoor amenities.


“The retail community is fully embracing the exciting new Broadway Plaza, and we are especially excited about the commitments from Arhaus, Gap, H&M and Zara to build two-level, flagship stores at this one-of-a-kind trophy property,” said Robert Pelmutter, Executive Vice President, Leasing, Macerich.

Also in November, Broadway Plaza’s high-performing Macy’s introduced its own 57,000 square-foot expansion and fully redesigned store. The updated Macy’s experience incorporates a new men’s department, a new handbag floor, a new cosmetics department, new fine jewelry and fashion jewelry departments and more.

Look for a major Grand Opening celebration next spring when Broadway Plaza raises the curtain on more new retail and takes a bow for the thoughtful expansion that preserves the appeal of this well-loved shopping destination while setting the stage for continued top performance.

ArtLight Lights Up Santa Monica Place

Add upscale movie-going to everything there already is to love at Southern California landmark, Santa Monica Place. In November Macerich opened ArtLight Cinemas on the third level above Bloomingdale’s, bringing the city its first state-of-the-art new movie theater in more than 20 years. Major amenities include reserved seating, black-box auditorium, commercial-free movies and gourmet cuisine – not to mention the brand-new third-level location of The Cheesecake Factory and world-class shopping that consistently entertains.

Century 21 Attracts Fans at Green Acres Mall

On the east coast, Century 21 opened this fall at Green Acres Mall, Macerich’s well-positioned regional destination that appeals to upscale suburban shoppers from the Five Towns as well as sophisticated urban dwellers from Queens. The new, 70,000 square-foot department store brings its signature designer finds to this increasingly appealing property, set in one of the most densely populated parts of the country.

“Century 21 is a sophisticated, marquee anchor for Green Acres Mall that continues to elevate this evolving property that reaches such strong demographics,” said Randy Brant, Executive Vice President, Real Estate, Macerich. “Macerich has an excellent track record for smart solutions that refine the merchandise and amenities mix at our market-leading regional properties to add value for retailers and shoppers. While we do is different at every property – from a strategic new anchor or a state-of-the-art new theater to obviously much more in the case of Broadway Plaza – the result is always an enhanced platform for retailer success.”

So many great things come from the West Coast. Apple. The French Laundry. Restoration Hardware. And don’t forget In-N-Out Burger.

Now Macerich has its own “Double-Double” to add to the list – two West Coast leasing executives, Andy Cook and Michael Guerin, who have a dynamic partnership focused on the customer service experience for retailers.

Together, Cook and Guerin, both vice presidents, oversee Macerich Leasing on the West Coast – a total of 20 properties, which represent about a third of Macerich’s NOI. What’s different is that the two executives have moved away from traditional hierarchies and their symbiotic partnership produces a creative clearinghouse for leasing concepts, proposals and fresh ideas. With offices next door to each other, a cohesive way of thinking and a collaborative approach to managing people, Cook and Guerin have a work style that results in faster, integrated response and heightened service for retailers.

“Leasing done well is a creative endeavor – it’s an art even more than a science,” said Cook. “Top retail destinations thrive by offering what’s new and fresh, enhancing the mix with already successful brands. We partner with retailers to bring in exciting concepts that help create a dynamic merchandise mix that drives traffic. In a way, we are artists painting on a canvas.”

For Cook and Guerin, their varied retail real estate backgrounds give them important perspective. Cook, who has been a leasing executive at Macerich since the mid-1990s, and Guerin since 2001, together provide over 35 years experience working on different assets throughout the Macerich portfolio.

Knowing what’s new and now is a key part of the job. “We think that a great leasing person has to be curious and acutely aware, identifying new experiences and concepts by using all of their senses,” said Guerin. “Our people are empowered and encouraged to gain insights that impact how we lease our properties. We cultivate multi-dimensional retail executives who make smart decisions because they know what’s going on across the industry, culture and economy.”

Adding depth to the West Coast leasing team are people focused on non-traditional segments including “clicks to bricks,” micro-local retail and international concepts. “This sense of discovery is a big part of what we do,” said Guerin.

British investment giants Land Securities and Ashmore Real Estate, acting with a new investment company, are Macerich’s new development partners for the West Coast. Together they are responsible for more than 4 million square feet in California, an area where Macerich has an excellent track record for smart moves that refine the property, while setting the stage for continued top performance.

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Much of the action for Cook and Guerin now stems from creating our existing assets even better. They are focused on growth in key categories, including new state-of-the-art theaters at Santa Monica Place and Los Cerritos Center, as well as home, cosmetics, and a heightened food platform. Executing here ultimately provides the best overall experience for the consumer and retailer.

Then there are the major redevelopments that reset expectations and prepare the canvas for new merchandising strategies. “The expansion at Broadway Plaza offers tremendous possibilities. Our ambitious redevelopment has maintained the extraordinary look and feel of this one-of-a-kind property, while creating important new opportunities for retailers to be part of the unique experience in San Francisco’s incomparable East Bay,” said Cook.
**Estée Lauder Brands and Top Retail Settings: A Beautiful Match**

**Q&A with Bob Hayes**

**SVP Global Store Operations,**

**Global Retail Channel Captain,**

**The Estée Lauder Companies**

Beauty giant The Estée Lauder Companies is expanding in exciting ways for the U.S. retail real estate industry. The company’s Jo Malone, the renowned British fragrance house, just opened a magnificent boutique at Macerich’s one-of-a-kind Biltmore Fashion Park in Arizona. As well, there are two dozen Aveda, M.A.C and Origins stores at Macerich properties around the country with more planned.

Happenings talked with Bob Hayes, Estée Lauder’s SVP Global Store Operations, Global Retail Channel Captain, about new growth for this global beauty leader and what’s in store on the U.S. retail front.

**Q:** Estée Lauder is known for its tremendous history and collection of prestige beauty brands. As well, ELC has acquired smaller niche or indie brands that help the company truly flourish. How would you describe the retail environment for these brands?

**A:** Over the last few years, The Estée Lauder Companies has focused on specific niche brands in order to complement our portfolio and meet areas of consumer interest and demand. The retail environment for these prestige brands has been terrific and we anticipate continued growth of these brands.

**Q:** People might think of Estée Lauder brands as department store favorites, but you are the head of retail real estate, so there is clearly another important dimension at Estée Lauder. Of course ELC owns M.A.C, which has been so successful in stand-alone retail settings. Can you talk about M.A.C and how and when the larger company began focusing on individually branded retail stores?

**A:** ELC began its journey in retail stores back in 1989 with the launch of our first Estée Lauder store in Budapest, Hungary. Since this time, The Estée Lauder Companies has been focused on retail, but more specifically in what we describe as the direct-to-consumer business. Origins was our first brand to break through in retail and was followed by the purchase of M.A.C in 1998, which was predominately a retail store player. Our clear focus over the last five years has been to build our direct-to-consumer business (retail stores and online), and we currently have over 1,000 freestanding stores globally. The consumer today is looking for services and experiences, and this has been our focus not only on our M.A.C brand, but our entire portfolio.

**Q:** We’ve read in recent investor reports that you are accelerating your freestanding retail store strategies. Can you please discuss this – which brands are heading for store expansion in the U.S.?**

**A:** Freestanding retail stores play a very important part in our overall direct-to-consumer corporate strategy. We believe there is great opportunity in the United States in main cities, but especially in tier two and tier three cities, where there is limited distribution. Besides M.A.C, we are looking at opportunities for Aveda, Origins and Jo Malone.

**Q:** Jo Malone now has a beautiful store at Macerich’s Biltmore Fashion Park. What appeals to you about this particular property as a home for this concept?

**A:** We are very excited about the recent opening of Jo Malone at Biltmore Fashion Park. What appeals to you about this particular property is its newness and consumer experience. Other elements of the consumer experience are our focus on the seamless experience we will receive either online or offline. We continue to strive to develop unique seasons and experiences for our customers to visit our stores.

**Q:** Can you update us on the role department stores are playing for EL brands now as a distribution channel? How about Sephora?

**A:** Department stores continue to play a critical role as a vehicle for distribution and growth for our ELC brands. Our Sephora partnership (along with other multi/specialty retailers such as Ulta, Blue Mercury, etc.) also play a critical role in the distribution of our many brands. Our focus as a Company is to have a distribution strategy that meets the consumer shopping habits and is flexible enough to modify as the consumer changes her purchasing patterns.

**Q:** We read a bit about your own background within Estée Lauder, that you have had leadership roles at specific brands including Bobbi Brown and Origins. Can you talk about the various responsibilities and career growth you have had at the company?

**A:** I’ve had the pleasure of working for the Estée Lauder Companies for 48 years. I started right out of college and my first role was within operations, followed by roles in the Estée Lauder brand and eventually becoming General Manager of our Bobbi Brown and Origins international businesses. For the last 30 years I have focused on our retail business, and over the last three years have been responsible for our Global Retail Channel.

**Q:** What do you love about what you do?

**A:** The opportunity to work with great brands, great people and a great company make what I do so enjoyable. Adding to that, the opportunity to work with truly talented people, such as those at Macerich, make this role not only more enjoyable, but easier since we are both attempting to achieve the same results.
Doubling Down on Sustainability

Macerich this fall took home not one, but two, high-profile recognitions for ongoing leadership in sustainability.

“Macerich is delivering on sustainability, a major initiative in water utilization and wastewater management, particularly in drought-restricted California. To learn more about Macerich’s award-winning approach to sustainability, go to www.macerich.com to view the 2014 Sustainability Report.”

For the second year in a row, Macerich was named Retail “Leader in the Light” by the National Association of Real Estate Investment Trusts (NAREIT). Macerich also earned a place on CDP’s 2015 Climate A List for mitigating climate change. This highly selective list includes only 113 companies out of more than 2,000 submittals.

“Achievements such as these help our residents and visitors define the lasting power of this vital and well-loved retail tradition.”

Some of the most recent openings across our portfolio (openings from previous 6 months)

ARROWHEAD TOWNE CENTER
• Auntie Anne’s
• Jamba Juice

ATLAS PARK
• Home Goods

BILTMORE FASHION PARK
• Artful Tailoring
• Jo Malone London
• Arhaus

BROADWAY PLAZA
• PANDORA
• Walking Company, The
• NYX Cosmetics
• APEX by sunglass hut
• eco
• LUSH
• Kiehl’s Since 1851
• MICHAEL KORS
• Madewell
• Kit + Ace
• LOU & GREY

CAPITOLA MALL
• Five Guys
• Sko Footwear and Accessories

CHANDLER FASHION CENTER
• Soft Surroundings
• Jamba Juice

CORTE MADERA, THE VILLAGE AT
• YogaSmoga

CROSS COUNTY SHOPPING CENTER
• Sunglass Hut
• SKECHERS
• noone&company
• MICHAEL KORS

DANBURY FAIR MALL
• 16 HANDLES
• Green Cube Cafe

DEPOTFORD MALL
• Kicks USA
• 1000 Degrees Pizzeria
• H&M
• KIKO MILANO

EASTLAND MALL
• Rogers Jewelers
• TORRID

ESTRELLA FALLS, THE MARKET AT
• Burger King

FASHION OUTLETS NIAGARA FALLS USA
• Perfumes 4 U
• Talk N Fix
• Zwillings J.A. Hendels
• Rainbow
• VICTORIA'S SECRET
• DAVIDTÉA
• Columbia Sportswear
• Mountain Warehouse

FASHION OUTLETS OF CHICAGO
• Mountain Warehouse
• lululemon athletica
• Piercing Pagoda
• Timeless
• UGG

FLATIRON CROSSING
• SKECHERS
• OAKLEY
• Ruby Jewelry

FREEHOLD RACEWAY MALL
• Cell Doc
• Trolleheads
• doc popcorn
• Uningo
• YoCubo

FRESNO FASHION FAIR
• PANDORA
• Green Crush
• Designer Perfumes

GREEN ACRES MALL
• Threading Place, The
• Fuji Buffet
• Century 21 Department Store
• Slices
• Nathan’s Famous

INLAND CENTER
• rue21

KIERLAND COMMONS
• Arhaus
• Soft Surroundings
• Soma Intimates
• Hanna Anderson

KINGS PLAZA
• Aerie
• Famous Footwear
• HOT TOPIC
• Vans
• VINCE CAMUTO
• Zumiez

LA ENCANTADA
• Living Room, Wine Cafe and Lounge,
• Humble Pie, Pizza Wine & Spirits

LAKEWOOD CENTER
• KIKO MILANO
• rue21

LOS CERRITOS CENTER
• KIKO MILANO
• Pholicious Vietnamese Rice
• Noodle Soup
• SHOE PALACE
• DICK’S Sporting Goods
• Cheesecake Factory, The
• PACSUN
• APEX by sunglass hut
• Sprint by Evolution Retail Concepts

THE SHOPS AT NORTH BRIDGE
• Essie Agner

OAKS, THE
• Azura
• ZARA
• Kay jewelers

QUEENS CENTER
• T-Mobile
• Green Cube Cafe
• Crepes Celestes and Be Leaf

SANTA MONICA PLACE
• Karen Millen
• STARBUCKS COFFEE
• Aesop
• Cheesecake Factory, The
• ArcLight Cinemas

SANTAN VILLAGE REGIONAL CENTER
• Etienne Aigner
• Beauty Brands
• APEX by sunglass hut
• PACSUN
• Nike
• Aerie
• Soma Intimates
• Soft Surroundings
• Arhaus

STONEWALL CENTER
• PINK
• KIKO MILANO

SUPERSTITION SPRINGS CENTER
• Cinnabon Cafe
• Sports Authority

TYSONS CORNER CENTER
• Perfect Eyebrows
• Abeo Biomechanical Footwear
• American Tandoor / Street Kitchen
• Frye Company, The
• Pita Pouch
• Cell Doc
• Sweet Leaf
• Timberfund
• LOU & GREY
• Olivia Macaron
• Vitamin World

VALLEY MALL
• ULTA Beauty

WASHINGTON SQUARE
• Talk N Fix

WILTON MALL
• Home Goods

VINTAGE FAIRE MALL
• Daniel’s Jewelers

WILSON SHOPS CENTER
• Allstate

WILTON MALL
• Home Goods

A Look at What’s New

We are one of only 113 companies that have made it to CDP’s Climate A List.
Ciao Italia Santa Monica!

Thousands Enjoy Inaugural Festival Celebrating Italian Culture

Veni, vidi, vici – and let’s not forget about eating, shopping and movie-going, too. Macerich and Santa Monica Place were major sponsors of the inaugural Ciao Italia Santa Monica – a special event series celebrating the richness of Italian culture during October’s Italian Heritage Month.

It all started on Oct. 3 with a glamorous Ambassador’s Ball honoring Macerich Chairman and CEO Art Coppola with a special award for his achievements in business and philanthropy. Other highlights of Ciao Italia Santa Monica included a 100th Birthday Tribute to Frank Sinatra held at The Broad Stage, Moda Musa Fashion Show featuring stunning fall fashions from Bloomingdale’s, Hugo Boss, Karen Millen, Tory Burch and The Kooples, and a Ciao Cinema special screening of *Moonstruck*.

In all, this highly successful event series entertained thousands and raised more than $400,000 for local children’s health and education nonprofits, including Mattel Children’s Hospital UCLA and the Santa Monica-Malibu Education Foundation. Santa Monica Place, which hosted the Moda Musa Fashion Show, Ciao Cinema Movie Night and Club Bambini, a special Italian-themed Kids Club, experienced significantly increased shopper traffic in October, on par with the summer high season.

Impressive cultural partners included the Italian American Museum of Los Angeles, Consulate Generale d’Italia a Los Angeles and many others. With abundant Italian food, wine, music, fashion and film, this captivating cultural event series was absolutely perfetto.