

Retail Industry Operating Benchmarks

Operational and market capitalization data for 231
Retail companies

Version 2025.1.1

2-Dec-2025



Version



VERSION	DATE	NOTES
2021.1.1	04.01.21	Initial version, dated 04.01.21
2021.2.1	06.25.21	Updated financial and market cap data for 06.25.21. Removed companies that merged or were taken private.
2021.3.1	11.30.21	Updated financial and market cap data for 11.30.21. Removed companies that merged or were taken private.
2022.1.1	01.01.22	Updated financial and market cap data for 01.01.22. Added companies and removed those that merged or were taken private.
2022.2.1	05.16.22	Updated financial and market cap data for 05.16.22. Added companies and removed those that merged or were taken private.
2022.2.2	10.07.22	Updated financial and market cap data for 10.07.22. Added companies and removed those that merged or were taken private.
2023.1.1	12.01.23	Updated financial and market cap data for 12.01.23. Added companies and removed those that merged or were taken private.
2025.1.1	12.02.25	Updated financial and market cap data for 12.02.25. Added companies and removed those that merged or were taken private.

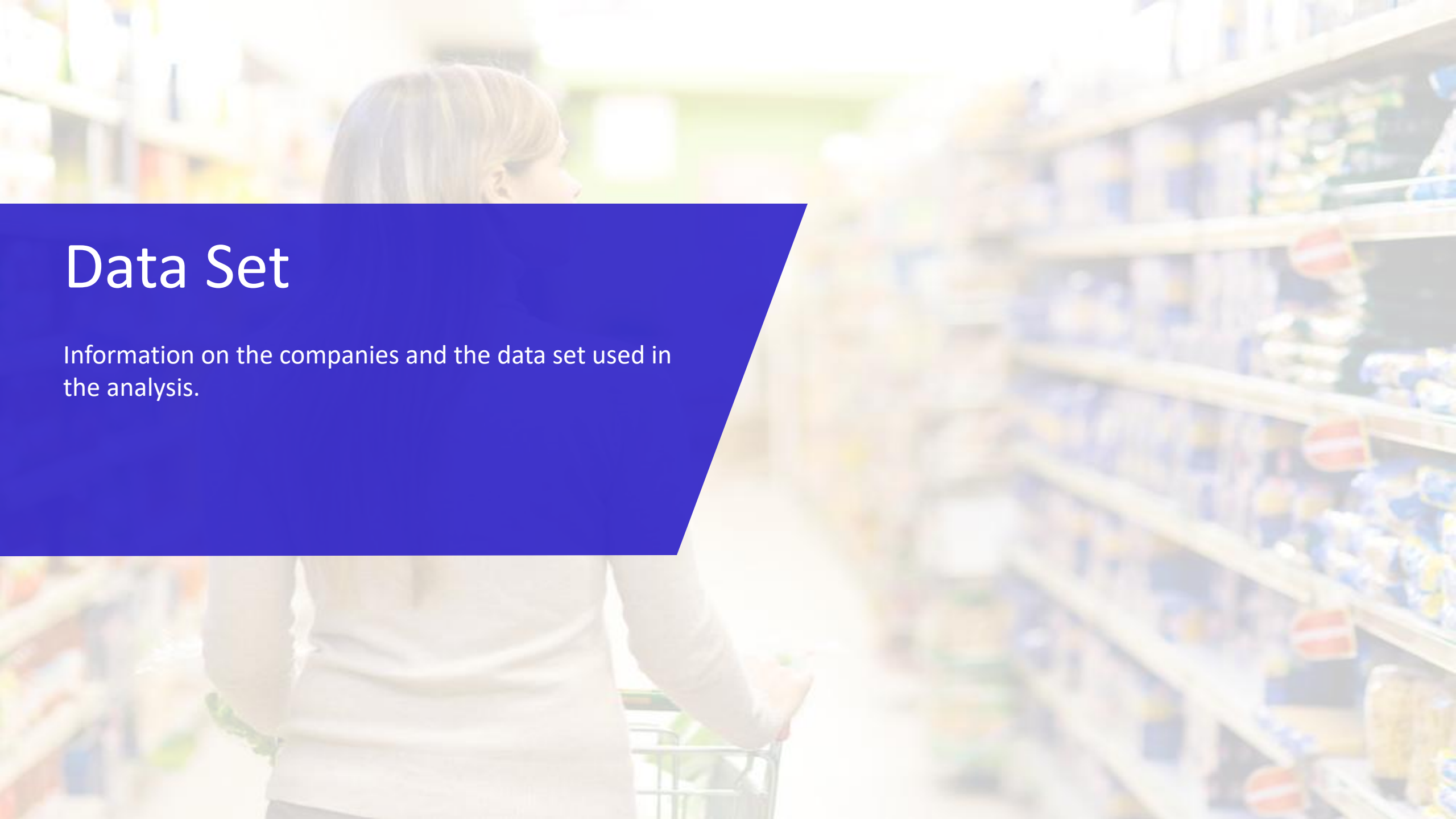
Versioning convention: This document is versioned as follows: **YYYY.N.n**, where **YYYY** is the year, **N** is the major release number, and **n** is the minor release number. A major release includes one or more of the following: the number of companies changes; reports and analyses change; financial and market cap information are updated, and a new date is attached to the report. A minor fixes errors, including data errors, formatting errors, and inconsistencies.

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2025 Retail Industry Report: Key Takeaways

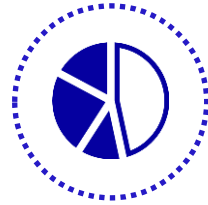
- The Retail industry 3-year CAGR is 7.0% (overall dollars growth). The average company 3-year CAGR is 4.5%.
- The average Retail company has gross margins of 30.2% , invests 23.2% of revenue in selling, general, and administrative expense, 0.9% in research and development, and generates 6.2% operating margin, 9.8% EBITDA margin, 5.5% free cash flow, and 10.1% return on invested capital.
- The Retail company average inventory turns is 10.6. The median is 6.3 . The difference between the average and the median indicates a few outliers raise the average. The median is more in line with the industry operational structure.
- The average Retail company has 29.4% PP&E, and 12.5% in goodwill and intangibles, all as a percentage of revenue. Goodwill and intangibles are a proxy for mergers and acquisitions; based on this measure, Retail is among the lowest industries in mergers and acquisitions. While many industries exhibit characteristics of the “intangibles economy,” Retail is still among those that are asset, labor, and material intensive.
- As expected, Retail companies that lead in operating profit, net profit, cash flow, and return on investment (ROA, ROIC, economic profit) are also leaders in market cap multiple.
- Retail companies with higher inventory turns tend to have significantly lower market cap multiples than companies with lower inventory turns. This is an indication that inventory turns is a poor indicator of company market performance. (Note: controlling for gross margin yields the same conclusion).
- In general, Retail companies with higher gross margins have significantly higher market cap multiples. Higher gross margins provide the latitude to invest more in sales, promotions, and new initiatives, particularly e-commerce.
- Historical analysis (using aggregate data and ratios) indicates the operational structure is essentially the same as it was a decade ago. This includes similar gross margins, operating margins, asset intensity, inventory turns, and cash flows. This indicates the industry has a certain physical setpoint and that there are individual winners and losers around that setpoint, but that the overall industry is not operationally performing better than it was a decade ago.
- Individual operational measures are poor statistical predictors of market cap multiple. Quartile analysis was performed to contrast the operational characteristics of market cap multiple leaders with others.
- Market cap multiple leaders have cap multiples that are 2.8X average and 21.3X laggards. Leaders have significantly higher gross margins, invest significantly more in R&D, and generate significantly higher operating margins, cash flow, and return on investment (ROA, ROIC, and economic profit).
- From a supply chain management perspective, data in this report supports the thesis that market leaders run their supply chains with more of a profit center mentality than a cost center mentality, which has historically been the case. This further suggests supply chain management has evolved to a sophisticated multivariate decision science, rather than a unidimensional cost management function.

A woman with blonde hair is seen from behind, pushing a shopping cart through a supermarket aisle. The shelves are stocked with various products, and the scene is brightly lit. A large blue diagonal overlay covers the left side of the image, containing the text.

Data Set

Information on the companies and the data set used in the analysis.

Data Set



COMPANIES

The data set includes 231 publicly-traded Retail companies.

▶ **231**



REVENUE

Aggregate revenue for companies in the data set is \$5.7 trillion for the latest reporting fiscal year as of the date on the cover of this report.

▶ **\$5.7T**



MARKET CAPITALIZATION

Aggregate market cap for companies in the data set is \$8.0 trillion as of date on the cover of this report.

▶ **\$8.0T**

Notes:

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2. All market capitalizations are as of the date on the cover of this report.
3. M=million; B=billion; T=trillion.

Data Set

Companies included in this report

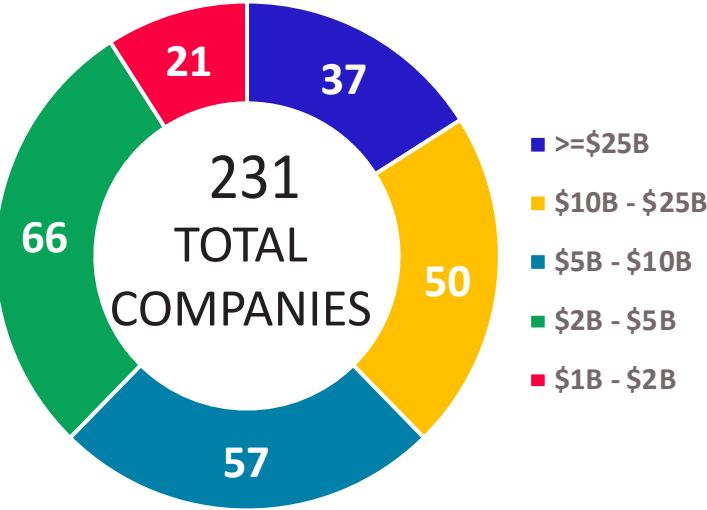


1-800-FLOWERS.COM, Inc	Axfood AB	Coles Group Ltd.	Driven Brands Holdings,	Home Product Center Pub	Loblaws Cos. Ltd.	Okuwa Co., Ltd.	Robinsons Retail Holdin	The Kroger Co.	Woolworths Group Ltd.
ABC-MART, INC.	B&M European Value Reta	Colruyt Group NV	Dunelm Group Plc	HORNBACH Holding AG & (	Lowe's Companies, Inc.	Ollie's Bargain Outlet	Ross Stores, Inc.	The North West Co., Inc	Woolworths Holdings Ltd
Abercrombie & Fitch Co.	Bath & Body Works, Inc.	Companhia Brasileira de	eBay, Inc.	Inchcape Plc	lululemon athletica, In	OneWater Marine, Inc.	Rush Enterprises, Inc.	The ODP Corp.	Xtep International Hold
Academy Sports & Outdoo	BBB Foods, Inc.	Copart, Inc.	EDION Corp.	Industria de Diseño Tex	LY Corp.	OPENLANE, Inc.	Ryohin Keikaku Co., Ltd	The TJX Cos., Inc.	Yamada Holdings Co., Lt
Advance Auto Parts, Inc	Best Buy Co., Inc.	COSMOS Pharmaceutical C	Empire Co. Ltd.	Ingles Markets, Inc.	Macy's, Inc.	OPTIMUS GROUP Co., Ltd.	Sally Beauty Holdings,	The Warehouse Group Ltd	Zalando SE
AEON Co., Ltd.	BIM Birlesik Magazalar	Costco Wholesale Corp.	Etsy, Inc.	InRetail Perú Corp.	Magazine Luiza SA	O'Reilly Automotive, In	SAN-A CO., LTD.	THG Plc	Zhongsheng Group Holdin
Ain Holdings, Inc.	BJ's Wholesale Club Hol	Coupang, Inc.	Eurocash SA	Isetan Mitsukoshi Holdi	Maplebear, Inc.	Organización Soriana SA	Savers Value Village, I	Tokyu Corp.	
Albertsons Cos., Inc.	Boot Barn Holdings, Inc	CP All Public Co. Ltd.	Fast Retailing Co., Ltd	Izumi Co., Ltd.	MarineMax, Inc.	Pan Pacific Internation	Sea Ltd. (Singapore)	Topsports International	
Alibaba Group Holding L	Boyd Group Services, In	Currys Plc	Five Below, Inc.	J Sainsbury Plc	Marks & Spencer Group P	PDD Holdings, Inc.	Sendas Distribuidora SA	Tractor Supply Co.	
Alibaba Health Informat	Burlington Stores, Inc.	CVS Health Corp.	Floor & Decor Holdings,	J. FRONT RETAILING Co.,	MatsukiyoCocokara & Co.	Penske Automotive Group	Seria Co. Ltd.	TSURUHA Holdings, Inc.	
Alimentation Couche-Tar	Caleres, Inc.	DCM Holdings Co., Ltd.	Fnac Darty SA	JB Hi-Fi Ltd.	Meituan	Pepkor Holdings Ltd.	Seven & i Holdings Co.,	Ultra Beauty, Inc.	
Allegro.eu SA	Camping World Holdings,	Delivery Hero SE	Frasers Group Plc	JD Health International	MercadoLibre, Inc.	Petco Health & Wellness	SHIMAMURA Co., Ltd.	United Super Markets Ho	
Amazon.com, Inc.	Canadian Tire Corp. Ltd	DFI Retail Group Holdin	GameStop Corp.	JD Sports Fashion Plc	Metro, Inc.	Pets At Home Group Plc	Shoprite Holdings Ltd.	Urban Outfitters, Inc.	
American Eagle Outfitte	CarMax, Inc.	Dick's Sporting Goods,	Gap, Inc.	JD.com, Inc.	MINISO Group Holding Lt	Pick 'n Pay Stores Ltd.	Shufersal Ltd.	Valvoline, Inc.	
Aritzia, Inc.	Carrefour SA	D'Ieteren Group	Genesco, Inc.	Kesko Oyj	Mizuno Corp.	PriceSmart, Inc.	SM Investments Corp.	Vertu Motors Plc	
Arko Corp.	Carter's, Inc.	Dillard's, Inc.	George Weston Ltd.	Kingfisher plc	MonotaRO Co., Ltd.	Prosus NV	Sonic Automotive, Inc.	Victoria's Secret & Co.	
Asbury Automotive Group	Carvana Co.	Dingdong (Cayman) Ltd.	Grocery Outlet Holding	Kobe Bussan Co., Ltd.	Mr. Price Group Ltd.	PT Mitra Adiperkasa Tbk	Sprouts Farmers Market,	Village Super Market, I	
ASKUL Corp.	Casey's General Stores,	Dino Polska SA	Group 1 Automotive, Inc	Kohl's Corp.	Murphy USA, Inc.	PT Sumber Alfaria Trija	Sugi Holdings Co., Ltd.	Vipshop Holdings Ltd.	
ASOS Plc	Casino, Guichard-Perrac	Distribuidora Internaci	Grupo Comercial Chedrau	KOMERI CO., LTD.	Naspers Ltd.	Puregold Price Club, In	Sun Art Retail Group Lt	Wal-Mart de México SAB	
ATRenew Inc.	CECONOMY AG	D-MARKET Elektronik Hiz	Grupo Gigante SAB de CV	Koninklijke Ahold Delha	National Vision Holding	QVC Group, Inc.	Sundrug Co., Ltd.	Walmart, Inc.	
Auto1 Group SE	Chewy, Inc.	Dogus Otomotiv Servis v	Guess?, Inc.	Krispy Kreme, Inc.	Next Plc	Raia Drogasil SA	Takashimaya Co., Ltd.	Wayfair, Inc.	
AutoCanada, Inc.	China MeiDong Auto Hold	Dollar General Corp.	H2O Retailing Corp.	Leon's Furniture Ltd.	Nextage Co., Ltd.	Rakuten Group, Inc.	Target Corp.	Weis Markets, Inc.	
AutoNation, Inc.	China Yongda Automobile	Dollar Tree, Inc.	Halfords Group Plc	Lianhua Supermarket Hol	Nojima Co., Ltd.	Rami Levi Chain Stores	Tesco Plc	Wesfarmers Ltd.	
AutoZone, Inc.	China Zhengtong Auto Se	Dollarama, Inc.	Happinet Corp.	Life Corp.	Ocado Group Plc	Redcare Pharmacy NV	The Foschini Group Ltd.	WH Smith Plc	
Avolta AG	Clicks Group Ltd.	DoorDash, Inc.	Harvey Norman Holdings	Lithia Motors, Inc.	Oisix ra daichi, Inc.	RH	The Home Depot, Inc.	Williams-Sonoma, Inc.	

Data Set

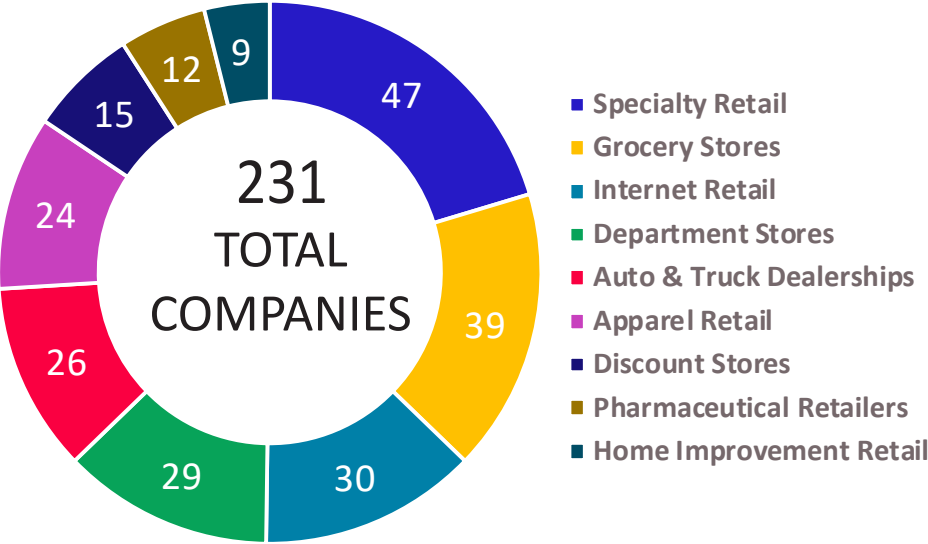
Company distribution

BY ANNUAL REVENUE

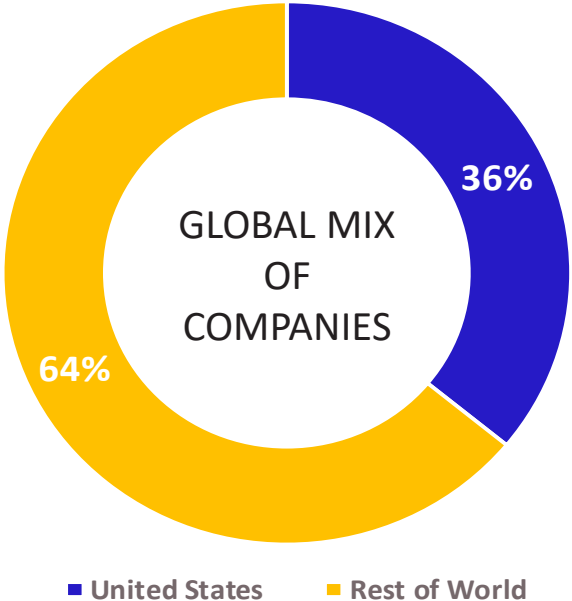


MEDIAN REVENUE = **\$6,875M**

BY SUB-INDUSTRY



GEOGRAPHIC REGION



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Data Set

Index of key metrics included in this report

This report provides analysis of the following variables (and derivatives) for trailing twelve months (TTM) results and for the past ten years.

OPERATIONS

REVENUE
GROWTH RATE
GROSS MARGIN
SALES AND MARKETING
GENERAL AND ADMINISTRATIVE
RESEARCH & DEVELOPMENT
REVENUE PER EMPLOYEE
STOCK COMPENSATION
GROSS MARGIN ROI
TURN AND EARN

ASSETS

TOTAL ASSETS
CASH AND CASH EQUIVALENTS
DEBT AND DEBT RATIOS
EQUITY
PROPERTY, PLANT, AND EQUIPMENT (PP&E)
GOODWILL & INTANGIBLES
OPERATING ASSETS
INVESTED CAPITAL
CAPITAL EMPLOYED
INVENTORY
DEFERRED TAX ASSETS
RECEIVABLES
PAYABLES

CASH FLOW

OPERATING CASH FLOW
FREE CASH FLOW
CAPITAL EXPENDITURES (CAPEX)
DAYS IN RECEIVABLES
DAYS IN PAYABLES
INVENTORY TURNS
CASH CONVERSION CYCLE

ROI

RETURN ON ASSETS (ROA)
RETURN ON INVESTED CAPITAL (ROIC)
RETURN ON CAPITAL EMPLOYED (ROCE)
ECONOMIC PROFIT (EP)
RETURN ON OPERATING ASSETS (ROOA)
RETURN ON FIXED ASSETS (ROFA)
RETURN ON PHYSICAL ASSETS (ROPA)

VALUATION

MARKET CAPITALIZATION
ENTERPRISE VALUE (EV)
MARKET CAP / REVENUE
ENTERPRISE VALUE / REVENUE
MARKET CAP / EBITDA
ENTERPRISE VALUE / EBITDA
MARKET CAP / NET INCOME
ENTERPRISE VALUE / NET INCOME

PROFIT

OPERATING PROFIT
NET OPERATING PROFIT AFTER TAXES (NOPAT)
EARNINGS BEFORE INTEREST AND TAXES (EBIT)
EARNINGS BEFORE INTEREST, TAXES, AND AMORTIZATION (EBITDA)
ADJUSTED EBITDA
NET PROFIT
TAX RATE

Notes:

1. For definitions and notes on these metrics and their use in this report, refer to the [Appendix](#).

Data Set

Three different analysis approaches in this analysis



APPROACH	DESCRIPTION	EXAMPLE	GOOD FOR
1. Aggregate averages	Averages are computed by adding up all numbers from all companies. For example, the gross margin for the industry would be the sum of all revenue for all companies minus the sum of all COGS for all companies (divided by the sum of all revenue for all companies).	Average Gross Margin % = $\frac{(\text{sum of all revenues minus sum of all COGS})}{\text{sum of all revenues}}$	Overall industry structure and operations; smooths outliers.
2. Averages of percentages	Averages are computed by taking the averages of all percentages for all the companies. For example, the average gross margin % is the sum of all gross margin %s for all companies divided by the number of companies.	Average Gross Margin % = $\frac{(\text{sum of all gross margin \%s})}{(\text{number of companies})}$	Comparison across companies.
3. Quartile analysis	The market cap multiples of all companies are divided into quartiles. The operating characteristics of the top quartile companies are compared to the others. Likewise, measures for each company are divided into quartiles and the average market cap multiple within each quartile is shown.	1) Isolate each quartile of market cap multiples; compare gross margin of leaders to others. 2) Isolate each quartile of gross margin; display average market cap multiple within each gross margin quartile.	Understanding characteristics of leaders.

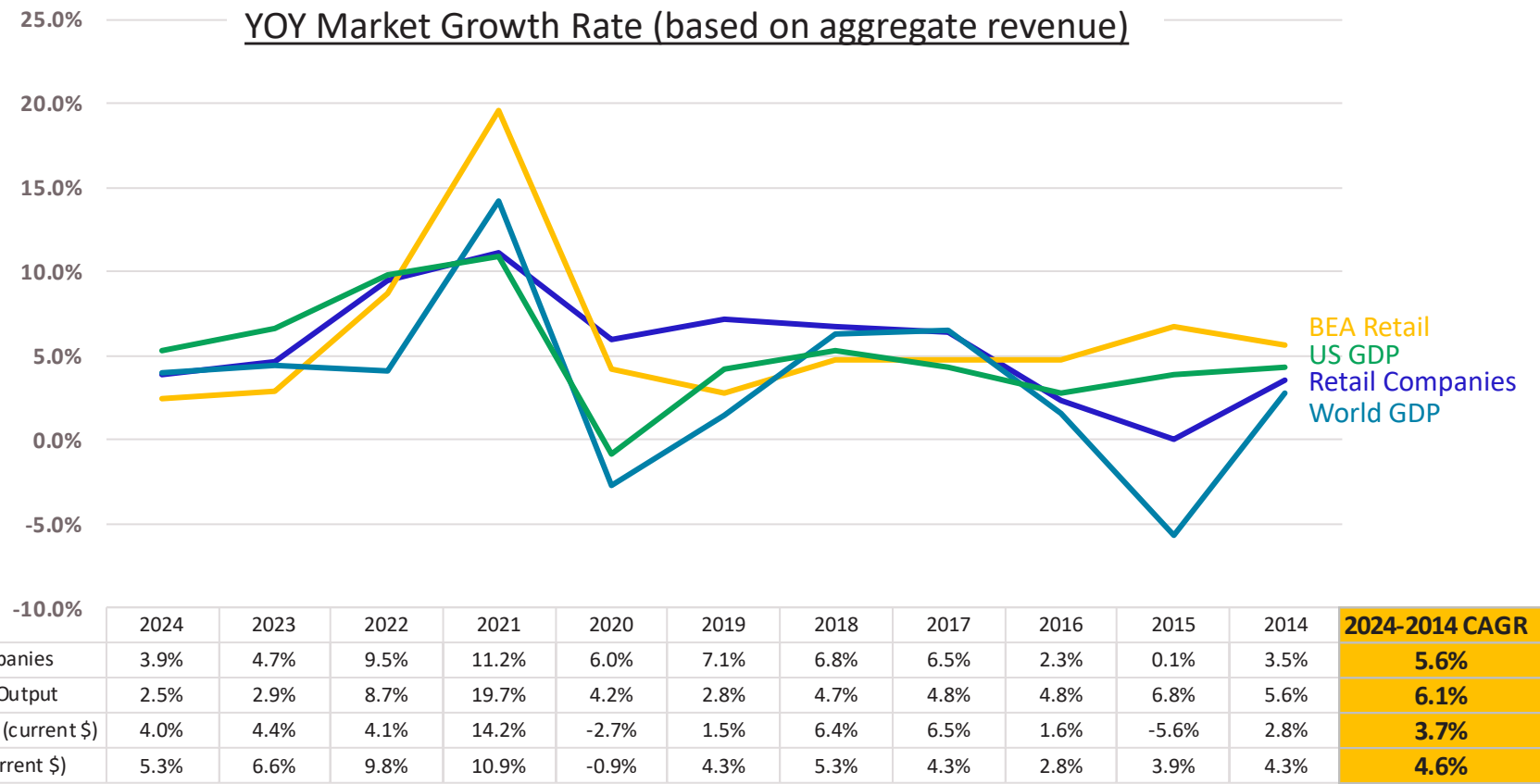
A woman with blonde hair is seen from the back, pushing a shopping cart through a brightly lit grocery store aisle. The shelves on the right are filled with various packaged snacks, including bags of chips and boxes of cereal. The background is slightly blurred, emphasizing the woman and the products in the foreground.

Overall Market

Summary of the market using the companies in this report as a proxy for the overall Retail market. Charts in this section use the “aggregate averages” approach.

Overall Market

YOY growth rates, past ten years



NOTES & INSIGHTS

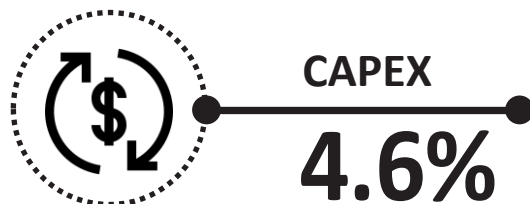
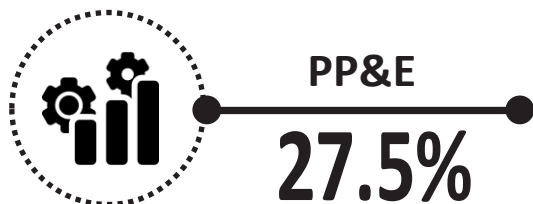
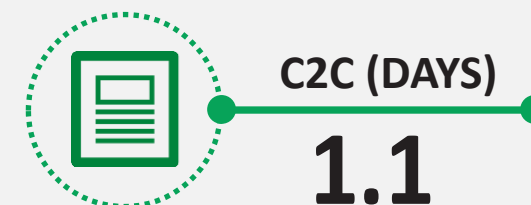
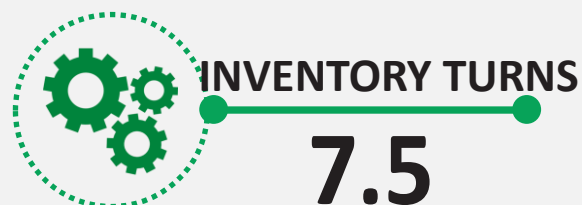
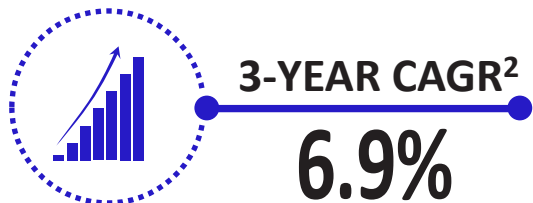
- Retail market CAGR for the past decade higher than the global current dollar GDP growth rate. CAGR is skewed because of the volatility and dislocation caused by the pandemic.
- Retail market CAGR is based on the companies in the data set, which is a global data set. CAGR for these companies is consistent with BEA Retail output CAGR, which is for US retailers only.

Notes:

1. "Retail Companies" represents all companies in the data set for which there are year-over-year revenue numbers. The number of companies varies from year-to-year based on companies going public and some companies merging or being taken private as the decade progresses.
2. "BEA Retail Output" growth is calculated from the US Bureau of Economic Analysis (<https://apps.bea.gov/iTable/iTable.cfm?reqid=150&step=2&isuri=1&categories=gdp&xind>), GDP by Industry. Retail output as defined here is based on output of the following sub-industries: Motor vehicle and parts dealer; Food and beverage stores; General merchandise stores; Other retail. BEA updates its past numbers periodically, so past reports may not reflect the same past BEA numbers.
3. World GDP and US GDP numbers are sourced from The World Bank (data.worldbank.org)
4. World GDP and US GDP growth rates are based on *current* dollars. This means they have not been adjusted for inflation. *Current* numbers are used to ensure apples-to-apples comparisons with Retail market growth rates. Note that GDP growth rates are typically reported in constant dollars pegged to a certain year in order to account for the effect of price inflation. Thus, GDP growth rates commonly reported in media are typically lower than those shown here.

Overall Market

Operational ratios based on aggregate data, TTM¹



Notes:

1. All revenue and cost numbers are aggregate values for all companies for the trailing twelve months (TTM) as of the date on the cover of this report.
2. Growth rate is based on total dollars growth of the industry over the past four years.
3. Market capitalization ratio is aggregate market capitalization for all companies as of the date on the cover of this report divided by total revenue for all companies on TTM basis.

Overall Market

Historical key metrics based on aggregate data, past ten years



	METRIC	TTM	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	AVG14-24
OPERATIONS	Growth Rate (3YRCAGR)	6.9%	7.0%	7.7%	8.6%	7.9%	6.6%	5.8%	4.0%	3.1%	2.3%	0.1%	3.5%	5.2%
	Gross Margin	28.1%	27.6%	26.8%	26.6%	26.3%	26.0%	25.8%	25.8%	25.5%	25.0%	24.4%	24.2%	25.8%
	SG&A % of Revenue	18.9%	19.3%	19.2%	19.4%	19.9%	19.6%	19.7%	19.3%	19.7%	18.6%	18.4%	17.9%	19.2%
	R&D % of Revenue	9.6%	9.0%	9.8%	9.1%	8.0%	7.6%	8.3%	8.2%	7.8%	6.8%	5.4%	3.9%	7.6%
	Inventory Turns (COGS/Inv)	7.5	8.4	8.1	7.8	8.1	7.8	7.5	7.4	7.3	7.3	7.4	7.5	7.7
	Days in Inventory	48.4	43.7	45.3	46.9	45.0	46.8	48.4	49.2	49.8	50.2	49.3	48.4	47.6
	Revenue / Employee (\$K)	\$356	\$335	\$326	\$306	\$282	\$276	\$266	\$252	\$246	\$243	\$248	\$255	\$276
PROFIT & CASH FLOW	Operating Income	6.3%	6.4%	5.7%	5.5%	5.1%	5.2%	5.1%	5.2%	5.2%	5.4%	5.2%	5.4%	5.4%
	Net Profit	5.2%	4.8%	4.0%	3.7%	3.8%	3.7%	3.3%	3.3%	3.3%	3.5%	2.9%	3.3%	3.6%
	EBITDA	9.6%	10.2%	9.0%	8.8%	8.5%	8.6%	8.2%	7.9%	7.7%	7.8%	7.5%	7.6%	8.3%
	Operating Cash Flow	8.5%	9.0%	7.8%	6.7%	8.4%	8.9%	7.3%	6.8%	6.7%	6.2%	6.2%	6.0%	7.3%
	FCF % of Revenue	4.0%	5.1%	4.3%	2.9%	4.7%	5.3%	4.1%	3.7%	3.6%	3.3%	3.1%	2.9%	3.9%
	CAPEX % of Revenue	4.6%	4.0%	3.5%	3.8%	3.7%	3.6%	3.2%	3.1%	3.1%	3.0%	3.1%	3.1%	3.4%
	Stock Compensation	0.9%	1.0%	1.3%	1.1%	1.1%	0.8%	0.8%	0.7%	0.6%	0.6%	0.5%	0.4%	0.8%
	Days in Receivables	15.7	16.5	17.0	16.3	16.2	16.9	17.0	16.5	15.9	15.1	13.8	14.0	15.9
	Days in Payables	63.0	53.8	53.4	54.9	56.4	56.3	54.6	54.8	53.5	51.5	48.8	47.9	53.2
	Cash-to-Cash Cycle (Days)	1.1	6.5	8.9	8.3	4.8	7.5	10.8	11.0	12.2	13.8	14.4	14.5	10.2
ASSETS	Property, Plant, Equipment %	27.5%	26.1%	25.7%	26.0%	27.1%	28.1%	23.5%	21.1%	20.6%	21.2%	20.9%	21.7%	23.8%
	Cash % of Revenue	11.5%	12.4%	11.9%	12.0%	14.5%	12.2%	8.9%	8.7%	7.6%	6.7%	6.8%	6.3%	9.8%
	Debt % of Revenue	23.7%	23.6%	24.5%	24.9%	26.0%	26.8%	22.0%	19.1%	17.7%	17.0%	16.1%	15.4%	21.2%
	Goodwill and Intangibles % of	10.1%	10.1%	10.8%	11.3%	11.9%	13.2%	13.4%	13.4%	11.8%	11.6%	10.7%	9.9%	11.7%
ROI	ROIC	11.3%	12.4%	10.8%	10.0%	9.0%	10.1%	9.8%	10.6%	11.3%	12.1%	12.2%	13.4%	11.1%
	ROCE	12.8%	12.8%	11.3%	10.6%	9.3%	9.8%	10.9%	11.7%	12.7%	13.4%	13.3%	14.1%	11.8%
	ROA	6.6%	6.3%	5.3%	4.8%	4.6%	4.7%	4.6%	4.8%	5.1%	5.6%	4.9%	5.4%	5.1%
	ROOA	9.6%	10.2%	8.7%	8.1%	7.3%	7.9%	7.6%	8.1%	8.4%	8.7%	8.6%	9.6%	53.5%
	EP	1.9%	2.1%	0.2%	2.1%	2.2%	1.5%	0.8%	1.6%	1.6%	1.4%	1.6%	1.8%	1.5%

HISTORY

2013	2000
24.2%	21.3%
16.7%	17.1%
3.4%	5.2%
7.9	7.0
46.4	52.4
\$258	\$168
5.6%	4.9%
3.4%	2.9%
7.8%	7.1%
5.4%	4.9%
2.2%	-0.4%
3.2%	5.3%
0.3%	0.9%
16.6	14.7
49.0	45.3
14.0	21.9
21.9%	24.1%
6.2%	4.5%
14.7%	17.4%
9.2%	7.7%
13.9%	20.8%
14.8%	12.9%
5.8%	5.0%
9.8%	8.5%
2.0%	2.5%

NOTES & INSIGHTS

- This chart shows the operational structure of the industry today and for the past decade.
- These data indicate that the operational structure of the industry has remained relatively constant for the past decade.
- This indicates that industry operates around a certain “setpoint” driven by physics and physical characteristics.
- That said, individual companies deviate significantly from the overall structural setpoint, resulting in significantly different company-level operational results (next section).
- The final three years of CAGR are one-year growth rates (due to lack of data).
- Historical numbers beyond ten years have fewer companies and need further analysis for apples-to-apples comparisons.

A woman with blonde hair is seen from the back, pushing a shopping cart through a brightly lit grocery store aisle. The shelves on the right are filled with various packaged goods, including bags of snacks and boxes. The background is slightly blurred, emphasizing the woman and the cart.

Analysis Summary

Charts that summarize key variables in the report. Charts in this section use the “averages of percentages” approach. In other words, it shows the averages of all percentages for all companies. (These numbers will differ from industry structural numbers in the previous section)

Analysis Summary

Average and median for different variables, TTM



The table below contains the average and median values for the 231 companies investigated. This shows that the average Retail company operates with a gross margin of **30.2%**, spends **23.2%** of revenue on SG&A, **0.9%** on R&D, and has inventory turns of **10.6**, operating income of **6.2%**, net income of **5.2%**, free cash flow of **5.5%**, and return on invested capital of **10.1%**.

	REVENUE (TTM)		OPERATIONS				PROFIT AND CASH			ROIC
	Annual Revenue (\$M)	3-Year CAGR	Gross Margin	SG&A	R&D	Inventory Turns	Operating Income	Net Income	Free Cash Flow	
Average	\$24,785	4.5%	30.2%	23.2%	0.9%	10.6	6.2%	5.2%	5.5%	10.1%
Median	\$6,875	2.7%	30.1%	23.1%	0.0%	6.3	5.1%	3.1%	3.7%	8.5%

Notes:

1. TTM = trailing twelve months. All revenue and cost numbers are based on trailing twelve months results as of the date on the cover of this report. This report provides the averages of the percentages of all companies, including outliers.
2. Growth rate is based on the past four years of financial results
3. All percentage numbers are a percentage of revenue. Average is the average of all the percentages for each of the companies.
4. The significant difference between average and median inventory turns is due to the inclusion of pure internet retail marketplaces such as Overstock.com and Pinduoduo, which carry very little inventory. If these retailers were not included, average inventory turns would be closer to median inventory turns.

Analysis Summary

Average values by revenue quartile, TTM¹

Market cap multiples for smaller companies are larger than larger companies. Gross margins are also higher, but operating income, net income and ROIC are significantly lower.

All numbers are averages within each quartile

	#	REVENUE (TTM)		MKT CAP	OPERATIONS				PROFIT AND CASH			ROIC
		Revenue(\$M)	3-Year CAGR	Mkt Cap/Revenue	Gross Margin	SG&A	R&D	Inventory Turns	Operating Income	Net Income	Free Cash Flow	
Quartile 4	58	\$80,846	6.2%	1.3	26.8%	17.9%	1.4%	12.3	4.4%	4.9%	5.0%	12.6%
Quartile 3	58	\$10,662	4.6%	1.3	28.4%	22.2%	1.0%	10.3	6.9%	4.7%	5.8%	9.8%
Quartile 2	57	\$4,989	2.3%	1.4	31.8%	24.4%	0.6%	9.0	8.1%	5.2%	6.1%	11.1%
Quartile 1	58	\$2,303	4.8%	0.9	33.8%	28.3%	0.7%	10.8	1.5%	4.4%	5.0%	6.8%

REVENUE QUANTILES (\$M)

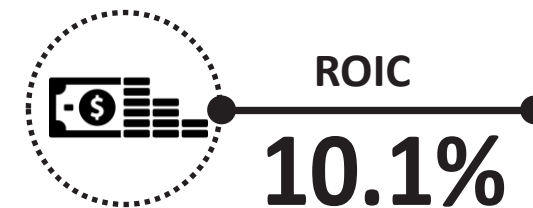
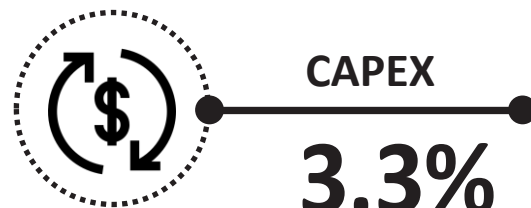
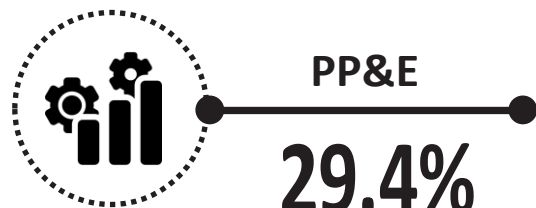
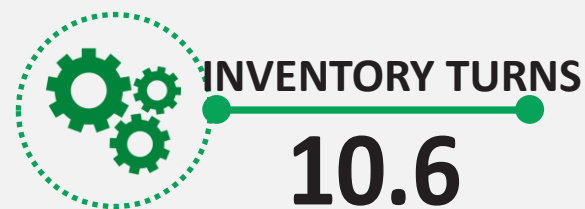
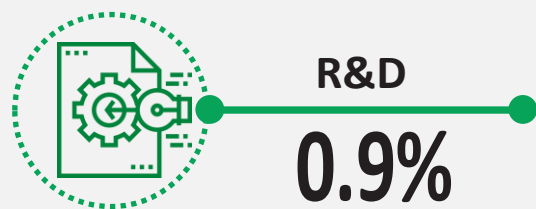
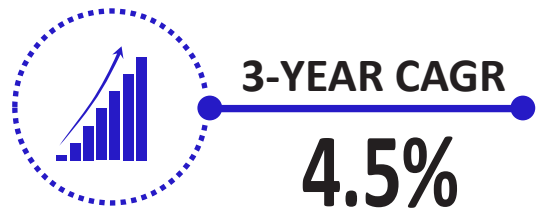
Quartile 4 >= \$15,908
 Quartile 3 >= \$6,875 , < \$15,908
 Quartile 2 >= \$3,266 , < \$6,875
 Quartile 1 < \$3,266

Notes:

1. TTM = trailing twelve months. All revenue and cost numbers are based on trailing twelve months results as of the date on the cover of this report. This report provides the averages of the percentages of all companies, including outliers.
2. Growth rate is based on the past four years of financial results
3. All percentage numbers are a percentage of revenue. Average is the average of all the percentages for each of the companies.

Analysis Summary

Average numbers for the entire data set, TTM¹

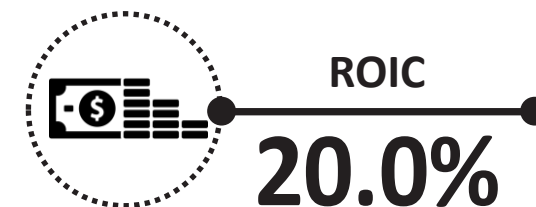
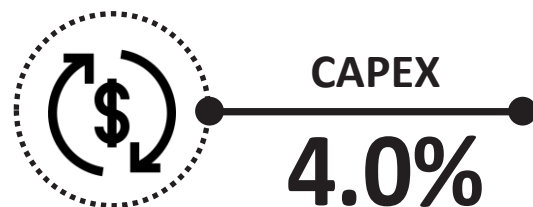
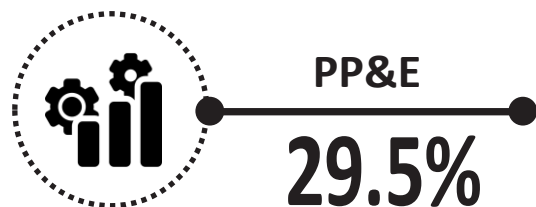
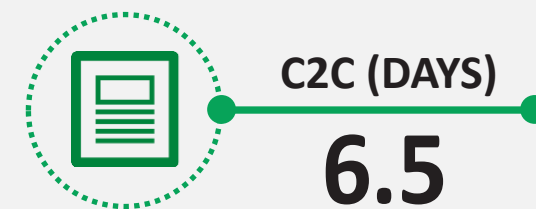
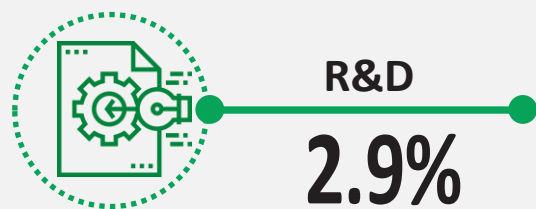


Notes:

1. All revenue and cost numbers are based on trailing twelve months (TTM) results as of the date on the cover of this report for all companies in the data set.
2. All ratios shown here are averages of the ratios of each company.

Analysis Summary

Average numbers for the top-quartile market cap¹ multiple leaders



Notes:

1. All revenue and cost numbers are based on trailing twelve months (TTM) results as of the date on the cover of this report for all companies in the top quartile of market cap multiple performance.
2. All ratios shown here are averages of the ratios of each company.

Analysis Summary

Key metric benchmarks and relationship to market cap multiple

Average metric value within the quartile and corresponding average market cap within the quartile

	n=231 METRIC	INDUSTRY BENCHMARKS			MARKET CAP MULTIPLE	
		Q4 AVG	MEDIAN	Q1 AVG	Q4 AVG	Q1 AVG
OPERATIONS	3-Year CAGR	19.7%	2.7%	-7.4%	1.8	0.5
	Gross Margin	48.7%	30.1%	12.6%	2.5	0.4
	SG&A	38.2%	23.1%	9.2%	1.8	0.9
	R&D	0.9%	5.1%		1.1	
PROFIT	Operating Margin	14.2%	5.1%	0.0%	2.3	0.4
	EBITDA Margin	18.7%	8.2%	3.2%	2.2	0.4
	Net Profit Margin	17.3%	3.1%	-3.5%	3.1	0.4
CASH	Free Cash Flow	14.7%	3.7%	-0.7%	2.8	0.6
	CAPEX % of Revenue	6.7%	2.7%	1.0%	1.8	1.4
	PP&E (net) % of Revenue	58.2%	25.2%	9.3%	1.4	1.7
ROI	ROIC % of Revenue	24.1%	8.5%	-1.7%	2.1	1.2
	ROCE % of Revenue	25.7%	10.2%	-0.2%	2.8	0.4
	ROA % of Revenue	12.9%	4.8%	-3.5%	2.8	0.4
	EP % of Revenue	6.6%	0.7%	-4.6%	2.3	1.2
	ROOA % of Revenue	38.5%	9.5%	1.0%	2.2	0.4
	ROPA % of Revenue	75.3%	12.8%	0.3%	2.5	0.4
C2C	Inventory Turns	26.2	6.3	2.7	1.7	1.2
	Payables (days)	147.1	57.9	18.5	1.2	1.7
	Receivables (days)	144.7	10.7	2.4	1.6	1.2
	Cash-to-Cash (days)	57.7	17.6	-52.6	0.9	1.2

← Gross margin is important to market performance, indicating product superiority and pricing power are paramount.

← All forms of profitability have a strong correlation to market performance.

← All forms of ROI are strong indicators of market performance.

← Inventory turns and cash-to-cash (days) correlate little or negatively with market performance. Quartile 4 inventory turns are dominated by digital marketplace business models.

Notes:

1. All metric numbers are based on trailing twelve months (TTM) results as of the date on the cover of this report. Market capitalization numbers are as of the date on the cover of this report.

2. This chart uses the averages and medians of the percentages of each company within a quartile and across the entire data set. Q4=top quartile; Q1=bottom quartile.

3. Source of all data is Calcbench and YCharts and Worldlocity analysis.

Analysis Summary

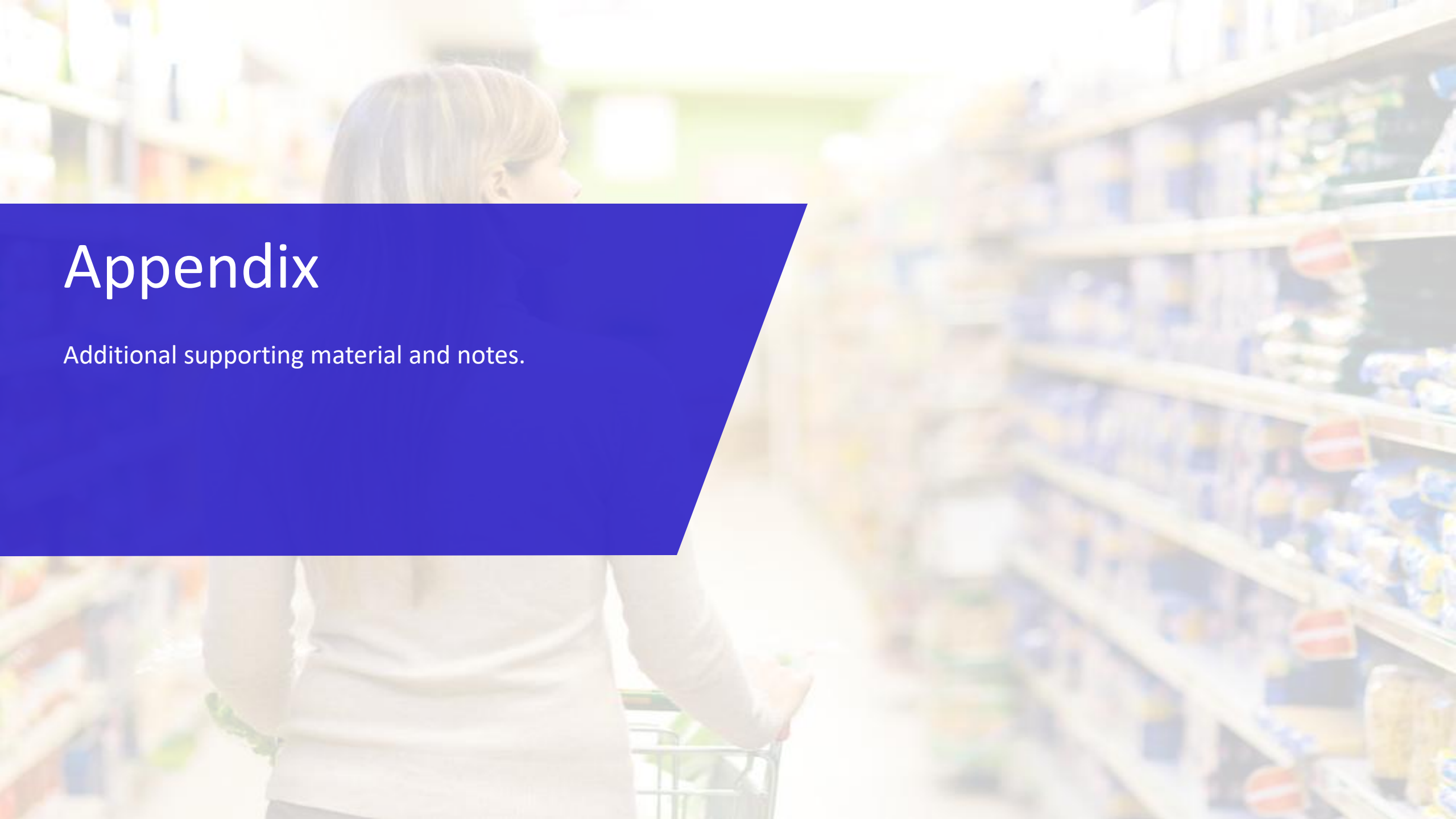
Market cap multiple quartile comparison

This chart compares the operating characteristics of each market cap multiple quartile in order to glean insights into what cap leaders do differently. It summarizes the difference between the top and bottom quartiles in order to draw contrasts.

		<i>n=231</i> METRIC	DATA SET AVG	QUARTILE (AVGS WITHIN EACH MKT CAP QUARTILE)				DIFFERENCE TOP-BOTTOM
				TOP (Q4)	Q3	Q2	BOTTOM (Q1)	
OPERATIONS		Market Cap Multiple	1.2	3.4	0.9	0.4	0.2	21.3X
		1-Year Growth	4.5%	9.5%	2.7%	4.6%	1.2%	8.3 pps
		Gross Margin	30.2%	40.4%	30.9%	28.5%	20.9%	19.5 pps
		SG&A	23.2%	25.2%	24.5%	23.1%	19.9%	5.4 pps
		R&D	0.9%	2.9%	0.3%	0.2%	0.2%	2.7 pps
PROFIT		Operating Profit	6.2%	12.3%	6.2%	4.4%	1.8%	10.5 pps
		Net Profit	5.2%	16.0%	3.5%	1.9%	-0.5%	16.5 pps
		EBITDA	9.8%	15.6%	10.6%	8.1%	4.8%	10.8 pps
CASH		Inventory Turns	10.6	11.5	10.0	10.8	10.0	1.5 Turns
		C2C Cycle (days)	23.6	6.5	32.3	24.1	31.7	-25.2 Days
		Net Cash	-17.7%	-5.0%	-23.1%	-20.6%	-22.3%	17.3 pps
		CAPEX	3.3%	4.0%	4.4%	3.0%	1.9%	2.2 pps
		Free Cash Flow	5.5%	10.9%	4.7%	3.9%	2.5%	8.4 pps
ROI		ROA	4.7%	10.8%	5.0%	3.6%	-0.4%	11.2 pps
		ROIC	10.1%	20.0%	9.7%	8.4%	2.0%	18.0 pps
		EP	0.9%	4.2%	0.5%	0.3%	-1.5%	5.7 pps
		ROOA	14.7%	34.4%	11.1%	8.8%	4.2%	30.2 pps
		ROPA	25.7%	68.8%	15.2%	11.2%	7.4%	61.4 pps

NOTES & INSIGHTS

- Leaders have market cap multiples that are 2.8X average, and 21.3X laggards.
- Leaders have significantly higher gross margins and investments in R&D. This is perhaps a chicken-and-egg question: does the higher investment in R&D result in a higher gross margin product, or does the higher gross margin product allow for a higher investment in R&D? It is likely a symbiotic and self-reinforcing relationship.
- Leaders excel in all forms of profitability, cash flow, and return on investment.
- Paradoxically, cap leaders do not lead in inventory turns. Cap laggards are more likely to lead in inventory turns than cap leaders. This is likely because cap leaders are managing their supply chains as profit centers and cap laggards are solely focused on cost.
- All financial numbers are for the trailing twelve months as of the date on the cover of this report. All market cap numbers are as of the date on the cover of this report.

A woman with blonde hair is seen from the back, pushing a shopping cart through a supermarket aisle. The shelves are stocked with various products, and the scene is brightly lit. A large blue diagonal overlay covers the left side of the image, containing the text 'Appendix' and 'Additional supporting material and notes.'

Appendix

Additional supporting material and notes.

Notes and Definitions (1 of 4)



- 1 **Primary data sources** for the analysis are YCharts and Worldlocity research using data publicly available through the Internet.
- 2 **Company data filtering** - Companies included in this analysis are filtered based on available financial, operational, and market cap data. Generally, companies must have revenue, COGS, and market cap data to be included in the analysis.
- 3 **Industry classification** - companies are classified to industries using 1) Morningstar industry classifications; 2) Global Industry Classification System (GICS); and 3) Manual adjustments in those cases where either Morningstar is incorrect, GICS is incorrect, or both are incorrect. Both Morningstar and GICS are incorrect in a small percentage of cases. An attempt has been made to correct all of these, but there are probably still a small number of companies that may misclassified.
- 4 **TTM** = trailing twelve months = last four fiscal quarters.
- 5 **Weighted Average Cost of Capital (WACC)** = represents a company's average cost of raising funds from both debt and equity, weighted by their portion of the firm's capital structure. It's essentially the company's hurdle rate for new investments. WACC for each industry and each year is as reported by Aswath Damodaran, NYU Stern Business School. This is reported annually in January using data from the previous year. For a given year, this analysis uses the values reported in January for that year and uses the data set for US companies, only. Global WACC numbers for each industry will be slightly higher.
- 6 **Tax Rates** used in any financial calculations (for example NOPAT) are global industry averages for the money-making companies in each industry, as reported each year by Aswath Damodaran, NYU Stern Business School. This is reported annually in January using data from the previous year. For a given year, this analysis uses the values reported in January for that year.
- 7 **Gross Profit** = Revenue minus Cost of Goods Sold (COGS)
- 8 **Gross Margin** = Gross profit divided by Revenue
- 9 **Operating Income** = Gross profit minus operating costs, which typically include sales and marketing, general and administrative, and research and development costs.
- 10 **EBIT** = earnings before interest and taxes
- 11 **EBITDA** = earnings before interest, taxes, and amortization. EBITDA is calculated as operating income plus depreciation and amortization.
- 12 **Adjusted EBITDA** = EBITDA plus stock compensation.
- 13 **Net Operating Profit After Taxes (NOPAT)** = Operating Income times (1 minus Tax Rate). NOPAT is used in some ROI equations to focus on the operating aspects of a company, while also recognizing the reality of taxes.
- 14 **Free Cash Flow** = operating cash flow minus CAPEX.
- 15 **Cash** = cash, cash equivalents, and marketable securities.
- 16 **Non-Operating Cash and Cash Equivalents** is calculated as Cash and Cash Equivalents minus 3.5% times Revenue. The assumption here is that 3.5% of revenue is the amount of cash needed to fund operations. The amount of operating cash for each company and industry may be different, but this rule of thumb is used for scalability across a large number of companies. In those cases where the Non-Operating Cash and Cash Equivalents results in a negative number, it is set to zero.

Notes and Definitions (2 of 4)



17	Total Debt = short-term debt, the current portion of long-term debt, long-term debt, borrowings under credit facility, capital lease obligations, convertible notes, and deferred rent.
18	Operating Assets = total receivables + inventories + deferred tax assets + Net PP&E + goodwill and intangibles. Operating assets are the assets needed to drive operations in a manufacturing, distribution, retail, transportation or other company engaged in supply chains. Deferred Tax Assets are considered part of operating assets since they were created by operating activities and represent a future tax savings. Receivables are included because they are a direct result of operations. Goodwill and Intangibles are included because they are presumably used in the producing, selling, and distributing goods and services.
19	Capital Employed = Total Assets minus Current Liabilities, or alternatively, Shareholders Equity plus Non-Current Liabilities. This is intended to capture all the long-term capital invested in the business.
20	Invested Capital = Total Debt + Total Equity minus Non-Operating Cash and Cash Equivalents. In those cases where equity is negative, equity is set to zero. Invested capital is intended to represent the amount of capital invested in a business by shareholders and debtholders. Non-operating cash is subtracted in order to arrive at the net debt invested in the business.
21	Return on Assets (ROA) = Net Income divided by Total Assets.
22	Return on Invested Capital (ROIC) = NOPAT (defined above) divided by Invested Capital (defined above). If a company's Invested Capital is negative, ROIC is meaningless and not calculated for that company.
23	Return on Capital Employed (ROCE) = EBIT (defined above) divided by capital employed (defined above). If a company's Capital Employed is negative, ROCE is meaningless and not calculated for that company.
24	Economic Profit (EP) = Net Operating Profit after Taxes (NOPAT) minus Weighted Average Cost of Capital (WACC) times Invested Capital. WACC, NOPAT, and invested Capital are defined above. EP is also known as Economic Value Added (EVA). EVA is a trademark of Stern Value Management. A company is deemed to be creating value if its EP is greater than zero. The idea is that the cost of capital represents a hurdle rate for investors and debtholders and must be exceeded by NOPAT in order for value to be created.
25	Return on Operating Assets (ROOA) = NOPAT / Operating Assets. ROOA is a measure of operational efficiency and can be used to compare the supply chain operational efficiency of different companies.
26	Return on Fixed Assets (ROFA) = Operating Profit divided by Property, Plant, and Equipment (PP&E, net of depreciation). ROFA is sometimes used as supply chain metric to show how much operating profit is being generated by a company's fixed assets.
27	Return on Physical Assets (ROPA) = Operating Profit divided by (PP&E (net) plus Inventory). ROPA is sometimes used as a supply chain metric to show how much operating profit is being generated by a company's physical assets.
28	Inventory Turns = COGS (end of period) divided by Inventory (end of period). A more precise definition is the average COGS over a period divided by average Inventory over that period. In this analysis, the end of period (typically the end of the most recent fiscal year, or trailing twelve months (TTM)) is used for ease of calculation and scalability.

Notes and Definitions (3 of 4)



- 29 **Gross Margin ROI = GMROI** = Gross Profit divided by Inventory. GMROI is typically used in the retail industry to understand how much gross profit is generated by a certain amount of inventory. Different product lines and products will have different GMROI values. In this analysis we use Gross Profit and Inventory at the end of a reporting period. A more precise calculation would use the average inventory over the reporting period.
- 30 **Turn and Earn** = Inventory Turnover times Gross Margin %. Turn and Earn is a metric that shows the tradeoff between inventory turns and gross margin. High gross margin targets with low inventory turns can result in the same results as low gross margin targets with high inventory turns. In the automotive retail business, "Earn" has a double meaning - it also means that the faster you turn inventory, the more product allocation you will "earn" from the manufacturer.
- 31 **Cash-to-Cash (C2C)** = Days in Receivables plus Days in Inventory minus Days in Payables. This is also called the Cash Conversion Cycle (CCC).
- 32 **Capital Expenditures (CAPEX)** = gross CAPEX, in other words it does not net out the sale of assets.
- 33 **Enterprise Value (EV)** = Market Capitalization plus Total Debt minus Cash.
- 34 **Mergers and Acquisitions** - In the case of companies formed from mergers, the oldest company is used to designate the resultant company founding year.
- 35 **Depreciation** is the systematic allocation of a fixed asset over its useful lifetime. The useful life of production and other machinery for accounting purposes is typically somewhere between 7 and 20 years. Enterprise software, can be a significant part of the fixed asset base of companies, typically has a useful life for depreciation purposes of 3-10 years. This does not apply to Software as a Service (SaaS) or subscription software, which are treated as an expense, not an asset that has to be depreciated.
- 36 **Amortization** is the expensing of the cost of an intangible asset over time. Intangible assets include goodwill, intellectual property, patents, and software. Amortization is a non-cash charge that shows up in various elements of a company's income statement. The costs of obtaining a contract - typically sales commissions - are also amortized under accounting standards ASC 606 and IFRS 15.
- 37 **Allocation of Depreciation and Amortization** - Most companies allocate depreciation and amortization costs to individual cost buckets, including COGS, SG&A, and R&D. This is done based on where the depreciated or amortized asset is used. For example, depreciation of manufacturing equipment, which is used in production, would be allocated to COGS, while the amortization of intellectual property used in sales and marketing would be allocated to that cost bucket. Some subset of companies explicitly show depreciation and amortization costs on the income statement after the other cost buckets. No attempt was made to reallocate these costs for this subset of companies. This has the effect of understating COGS, SG&A, and R&D for those companies.
- 38 **3-Year Compound Annual Growth Rate (CAGR)** is based on the past four years of annual financial data.
- 39 **Market Capitalization** is based on the stock prices as of the date on the cover of this report for each company. Market Cap to Revenue Ratios or Enterprise Value to Revenue ratios are market capitalization divided by trailing twelve months (TTM) revenue through the most recently reported fiscal quarter as of the date on the cover of this report.

Notes and Definitions (4 of 4)



40	Mergers and Acquisitions - Individual company YOY numbers may be distorted due to mergers and acquisitions. No attempt has been made to normalize for mergers, acquisitions, and divestitures.
41	All Financial Data is based on what has been reported as of the date on the cover of this report. Data is captured for Trailing Twelve Months (last four quarters) and for the last fiscal year that occurred on or before the calendar year end (12/31) for each year.
42	Historical data is the past eleven fiscal years for all companies. The number of companies grows for each year in the historical analysis, as more companies became public across the decade.
43	Aggregate Inventory Turns is calculated as follows: sum of all COGS for all companies in an industry divided by sum of all inventories for all companies in an industry at the end of the calendar year or for the most recent trailing twelve months (TTM). The aggregate COGS number that is used for aggregate inventory calculations is the sum of COGS for those companies that have non-zero inventory. This has been found to be more accurate due to missing inventory data for certain companies in out years (several years beyond the present).
44	Research and Development - A good percentage of companies in various industries do not report research and development separately on their income statements. In these companies, R&D is included in COGS. This has the effect of overstating COGS for those companies, which by extension understates their gross margins and overstates their inventory turns. Aerospace & Defense, Automotive, Industrials, and Hitech Electronics are the industries in which a significant number of companies do not report R&D separately, and in which R&D represents a significant percentage of revenue. R&D as a percentage of revenue in these industries can average 4%-8% of revenue. This can result in understating aggregate and average gross margins for an industry and overstating aggregate and average inventory turns. No attempt has been made to normalize for this effect (it will be studied in later reports). Other industries that have significant R&D such as Hitech Semiconductors, Pharmaceuticals, and Medical Equipment have this problem, but only for a small percentage of companies that do not report R&D.



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