

Plunkett's INDUSTRY ANALYTICS* ANALYTICS, DEEP FINANCIAL BENCHMARKS, METRICS AND REVENUE FORECASTS

# Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.) 

Analytics, Extensive Financial Benchmarks, Metrics and Revenue Forecasts to 2030, NAIC 454111 Published August 18, 2023

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## Introduction

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The purpose of this report is to provide estimates of vital industry-specific data, within the United States.
A description of data sources can be found in the back of this report.
Video: How to Use Plunkett Analytics

## Core Benefits to Customer:

1. Comprehensive overview of an industry's financial results, ratios, vital statistics and metrics in one package
2. Comparisons of a) deep financials of the leading companies within an industry, b) all companies (public and private) to publicly-held companies, and c) one industry's ratios to all other industries.
3. Historical industry data going back several years for key figures including revenues, enterprises and sales per employee.
4. Current and projected revenues, including forecasts for several years into the future.

## The primary sources are as follows:

- Plunkett Research database of company fundamentals on 35,000 leading corporations
- Plunkett Research database of industry statistics
- Industry associations and professional societies
- Forecasts, Primary Research and Secondary Research by the Plunkett Research staff
- U.S. Government Agency databases-multiple sources.

Plunkett Research has unique capabilities for creating industry reports, due to the industry databases and research that Plunkett Research has been conducting for more than 20 years. Our access to hundreds of industry tables from our own databases, along with our databases of public and private company information, industry trends analysis and other resources, have been utilized fully in preparing this report.

## The following types of data will be found in this report:

- Revenues-current, historical and projected
- Revenues-CAGR (compound annual growth rate)
- Employee count-current and historical
- Leading companies—profiles, financial results, and operating ratios for up to 10 top corporations per industry
- Top Companies Ranked-companies ranked in order to list top 10 by revenues, net income, employees, market capitalization, return on assets, return on equity, return on invested capital, 3-year profit growth and 3-year revenues growth
- Benchmarks: Comparison of this industry to the total for all industries
- Employment and establishment counts, current and historical
- Income and Balance Sheet Ratios

Similar reports are available from Plunkett Research for nearly all U.S. industries, by subscription or by individual report. See a complete list: https://www.plunkettresearch.com/plunkett-industry-analytics/
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## Industry Description

## 454111 Online Sales, B2C Ecommerce

This U.S. industry comprises retailers engaged primarily in selling all types of merchandise using the Internet. (However, the sale of entertainment and event tickets, as well as the sale of travel services, are not included.)

Related subsectors include:

- 44-45 Retail Trade
- 454113 Mail-Order Houses
- 454112 Electronic Auctions


## Industry Summary

NAIC
454111
Title Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.)

| Revenues (2022) |  |
| :--- | ---: | ---: |
| Employees (2022) | $\$ 1,140,420,130,000$ |
| Annual Revenue Growth Rate (2022) | 336,092 |
| CAGR*, Estimated (2016 through 2022) | $9.00 \%$ |
| Revenues (2030) |  |
| CAGR*, Estimated (2023 through 2030) | $15.21 \%$ |

* Compound Annual Growth Rate


## Top U.S. Companies Operating Within This Industy Include:

| Company | Revenues (Whole Numbers) 2022 or latest year available * |
| :---: | :---: |
| Amazon.com Inc | \$513,982,988,288 |
| Wayfair LLC | \$12,218,000,384 |
| Qurate Retail Inc | \$12,106,000,384 |
| Chewy Inc (Chewy.com) | \$8,890,773,504 |
| Fanatics Inc | \$6,300,000,000 |
| Zappos.com LLC | \$4,950,000,000 |
| Etsy Inc | \$2,566,110,976 |
| Newegg Commerce Inc | \$2,376,225,024 |
| 1-800-Flowers.Com Inc | \$2,207,885,056 |
| Build.com Inc | \$2,147,800,000 |

*Note: "Summary" data above includes only activities and employees specific to this NAIC industry code, and only activities and employees within the U.S. "Leading Companies" data includes top companies headquartered in the U.S. that are designated with this NAIC as a primary industry code. Consequently, the total revenues of these Leading Companies may be significantly higher than the revenues assigned to the Industry Summary. In many industries, leading U.S.-based firms generate a significant amount of revenues outside the U.S. or outside of their primary industry code. Likewise, a significant number of their employees may be offshore and therefore not counted here. This will be especially true in manufacturing-based industries, such as electronics and apparel. CAGR and forecasted revenues are computed based on nominal GDP growth rate forecasts as published by the International Monetary Fund (IMF), as adjusted by Plunkett Research for this specific industry, based on our overall understanding of industry trends.

Industry Revenues (Whole Number)


Employees (Whole Number)


## Employment and Establishments

(Where Available)

| NAIC | 454111 |
| :--- | :--- |
| Title | Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.) |

Industry Population Analyzed, U.S.

|  | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Firms | 27,998 | 30,548 | 31,556 | 32,722 | 34,016 | 35,368 | 36,799 | 38,195 |
| Establishments (all major business units) | 28,427 | 31,112 | 32,139 | 33,326 | 34,644 | 36,021 | 37,478 | 38,900 |
| Employees | 226,290 | 256,924 | 265,406 | 275,210 | 286,087 | 297,460 | 309,496 | 321,238 |
| Growth Rate, Employees | N/A | 13.54 \% | 3.30 \% | 3.69 \% | 3.95 \% | 3.98 \% | 4.05 \% | 3.79 \% |

Industry Population (Whole Number)


Firms
Establishments (all major business units)
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Average Annual U.S. Sales (Whole Number)

| Year | Per Firm | Per Establishment (all major business units) |
| :---: | ---: | ---: |
| 2015 | $\$ 15,490,106$ |  |
| 2016 | $\$ 15,967,723$ |  |
| 2017 | $\$ 17,272,129$ | $\$ 15,256,341$ |
| 2018 | $\$ 17,855,351$ | $\$ 15,678,259$ |
| 2019 | $\$ 19,317,336$ | $\$ 16,959,019$ |
| 2020 | $\$ 25,121,836$ | $\$ 17,531,668$ |
| 2021 | $\$ 28,431,814$ | $\$ 29,917,880$ |

Average Annual Sales (Whole Number)


Sales Per Firm
Sales Per Establishment

## Annual Sales Per U.S. Employee (Whole Number)

| Year | Per Employee |
| :---: | :---: |
| 2015 |  |
| 2016 | $\$ 1,916,532$ |
| 2017 | $\$ 1,898,546$ |
| 2018 | $\$ 2,053,638$ |
| 2019 | $\$ 2,122,983$ |
| 2020 |  |
| 2021 | $\$ 2,296,811$ |

Annual Sales Per Employee (Whole Number), Employees (Whole Number)


Sales Per Employee

## Industry Financial Data, U.S. Introduction

This section of this report provides estimates and forecasts of revenues, employees and other vital statistics for an industry sector, based on NAIC industry codes.

The historical and projected total revenues stated for an industry are for U.S. business operations specific to this NAIC (but not foreign subsidiaries of U.S.-based companies). This report used Plunkett Research algorithms and analysis to estimate and forecast revenues, both historical and for the future. Factors used include GDP growth, growth trends within the specific industry, government agency reports, the latest reported results of publicly-held companies, and industry analysis.

In addition, comparisons are provided between the industry sector for total companies and for publicly-held companies that have the same NAIC code as their primary industry code.

Publicly-held company revenues: You may see much higher total revenues for the public companies as a group than for the primary industry sector itself. This is due to the fact that many companies' financial results include revenues from other industries. (That is, their revenues reflect operations in the primary sector, plus operations in other sectors.) Also, public companies' results may include revenues generated outside of the U.S., in addition to U.S. revenues.

Publicly-held companies' average operating metrics: This section provides average income statement, balance sheet and cash flow items, for several years, for publicly-held, U.S.-based companies. It includes companies that have recently reported at least $\$ 200,000$ in annual revenues. (We use this criteria to better benchmark data on companies with actual operations, while eliminating shell companies, SPACs and emerging firms with insignificant revenues but high costs.)

Notes:

1) Publicly-held corporate data: Data availability will vary according to the reporting methods and reporting consistency of the companies involved. While publicly held companies are required by regulatory authorities to file financial reports on a continual basis, many companies fail to meet their reporting obligations in a timely manner due to various circumstances, including financial difficulties or disagreements with their auditors.
2) Industry Codes: NAIC codes (2012 North American Industry Classification codes) are used as a method of categorizing and organizing data for this report. For additional information regarding NAIC codes, see https://www.census.gov/naics.
3) Scope of Details Provided: Certain data, such as number of establishments within an industry, or line-item details on expenses for an entire industrial sector, rely heavily on U.S. government agency data. The more the industry is narrowed to a small niche, the less likely it becomes that line-items will be available. Complete details are most often available for higher level NAIC codes, such as 220000 Utilities, than for niche codes, such as 222232 Electric Bulk Power Transmission. Where we believe it will best serve the end user, we have used data from the nearest related NAIC. In such cases, we have noted the NAICs covered.

Revenues, Historical and Projected

| NAIC 454111 |
| :--- |
| Title $\quad$ Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.) |
| Revenues - Historical (Millions of \$) |
| \begin{tabular}{\|l|r|r|r|r|r|r|r|r|}
\hline
\end{tabular} |
| Revenues |
| Growth Rate, Revenues |

## Revenues - Projected (Millions of \$)

|  | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Revenues | \$1,237,356 | \$1,333,251 | \$1,426,578 | \$1,482,961 | \$1,541,912 | \$1,604,303 | \$1,665,168 | \$1,729,983 |
| Growth Rate, Revenues | 8.50 \% | 7.75 \% | 7.00 \% | 3.95 \% | 3.98 \% | 4.05 \% | 3.79 \% | 3.89 \% |

## Revenues (Millions of \$)



## Average Annual Operating Ratio Estimates For the Latest 6 Years Combined (Publicly-Held Companies)

If data is not available for this specific industry sector, then calculations are made using data for the nearest related industry code.

| NAIC 454111 |
| :--- |
| Title $\quad$ Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.) |
| Revenues (\%) |
|    <br> Total Revenues This Industry  <br> Non-operating Receipts as \% of total revenues: $\mathbf{1 0 0 \%}$  <br> - Interest $0.18 \%$  <br> - -Fees and Other Revenues $-0.49 \%$ $\mathbf{1 0 0 \%}$ |

## Expenses as a \% of Total Revenues

|  | This Industry | All Industries |
| :---: | :---: | :---: |
| Cost of Revenue | 83.51 \% | 57.51 \% |
| Salaries and Wages | 7.12 \% | 17.00 \% |
| Pensions, Profit Sharing and Stock Plans | 2.99 \% | 4.70 \% |
| Income Taxes Paid | 0.95 \% | 2.41 \% |
| Selling and Marketing | 7.63 \% | 9.07 \% |
| SGA Expense | 10.93 \% | 15.91 \% |
| Bad Debts |  | 3.53 \% |
| Interest | 0.47 \% | 2.16 \% |
| Other Expenses | 0.28 \% | 10.08 \% |
| Depreciation | 23.34 \% | 3.76 \% |
| Amortization | 0.00 \% | 1.96 \% |


|  | This Industry | All Industries |
| :---: | :---: | :---: |
| EBIT (Operating Earnings Before Interest and Taxes) | 7.74 \% | 12.44 \% |
| EBITDA (Operating Earnings Before Interest, Taxes, Depreciation \& Amortization) | 14.56 \% | 18.78 \% |
| Net Income Before Income Taxes | 7.27 \% | 13.20 \% |
| Income Taxes Paid | 0.95 \% | 2.41 \% |
| Net Income After Tax | 6.35 \% | 10.67 \% |

Profits and Income Taxes as a \% of Total Revenues


Multiple benchmarking data sets are provided in the section of the report that follows this page.
I. The first three pages in this section enable you to:

1. Compare this industry to the total results of publicly-held, U.S.-based companies with the same primary NAIC code as this industry
2. Compare this industry's metrics to all industries, both in dollar amounts and as a percentage
II. The second portion of this section contains the table of companies used in creating industry averages
III. The third portion of this section is comprised of a time series containing average operating results and financial data for publicly-held, U.S.-based firms in this industry. The data includes:
3. Seven-year time series of Income Statement averages
4. Seven-year time series of Balance Sheet averages
5. Seven-year time series of Cash Flow statement averages

## This Industry Compared to All Industries and GDP

(Latest year available)

| NAIC | 454111 |
| :--- | :--- |
| Title | Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.) |

Revenues (Millions of \$)

|  | NAIC 454111 All Companies | U.S. GDP | This Industry as a Percent of U.S. GDP | Publicly-Held, U.S. <br> Based Companies with a Primary NAIC Industry Code of 454111 (Total of Domestic and International Revenues)* | All Publicly-Held <br> U.S. Based <br> Companies in All Industries (Total of Domestic and International Revenues) | This Industry as a Percent of All Publicly-Held U.S. based Companies |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total Revenues | \$1,142,711 | \$25,464,480 | 4.49 \% | \$550,688 | \$18,331,875 | 3.00 \% |

Revenues (Millions of \$), This Industry as a Percent of U.S. GDP

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## Profits and Income Taxes (Millions of \$)

|  | Publicly-Held U.S. <br> Based Companies <br> in NAIC 454111 | All Publicly-Held <br> U.S. Based <br> Companies in All <br> Industries | This Industry as a Percent of All <br> Publicly-Held U.S. based Companies |
| :--- | ---: | ---: | ---: |
| EBITDA (Operating Earnings Before Interest, <br> Taxes, Depreciation \& Amortization) | $\$ 34,968$ | $\$ 3,141,902$ |  |
| Net Income Before Income Taxes | $(\$ 11,588)$ | $\$ 2,190,422$ | $1.11 \%$ |
| Income Taxes Paid | $(\$ 3,051)$ | $\$ 456,267$ | $-0.53 \%$ |
| Net Income After Tax | $\mathbf{( \$ 8 , 6 0 0 )}$ | $\mathbf{\$ 1 , 7 2 6 , 5 5 3}$ | $-0.67 \%$ |

Net Income After Tax (Millions of \$), This Industry as a Percent of All Industries

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## Profits and Income Taxes as a Percentage of Revenue (\%)

|  | Publicly-Held U.S. <br> Based Companies <br> in NAIC 454111 | All Publicly-Held <br> U.S. Based <br> Companies in All <br> Industries |
| :--- | ---: | ---: |
| EBITDA (Operating Earnings Before Interest, Taxes, Depreciation \& Amortization) | $6.64 \%$ | $17.14 \%$ |
| Net Income Before Income Taxes | $-2.20 \%$ | $11.95 \%$ |
| Income Taxes Paid | $-0.58 \%$ | $2.49 \%$ |
| Net Income After Tax | $\mathbf{- 1 . 6 3 \%}$ | $\mathbf{9 . 4 2 \%}$ |

Revenues are estimates. Revenues, profits and income taxes for Publicly-Held companies represent the total for U.S.-based firms that Plunkett Research categorizes as having a primary industry code within this sector.

Companies Used in Creating This Study

NAIC 454111
Title Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.)

| Company | Symbol | Employees | Revenue 2022 | Revenue 2021 | City | State | Country | NAICS |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1-800-Flowers.Com Inc | NAS:FLWS | 4,700 | \$2,207,885,056 | \$2,122,244,992 | Carle Place | NY | United States | 454111 |
| 1stdibs.com Inc | NAS:DIBS | 310 | \$96,849,000 | \$102,731,000 | New York | NY | United States | 454111 |
| a.k.a. Brands Holding Corp | NYS:AKA | 1,000 | \$611,737,984 | \$562,190,976 | San <br> Francisco | CA | United States | 454111 |
| Amazon.com Inc | NAS:AMZN | 1,541,000 | \$513,982,988,288 | \$469,822,013,440 | Seattle | WA | United States | 454111 |
| Blue Apron Holdings Inc | NYS:APRN | 1,549 | \$458,467,008 | \$470,376,992 | New York | NY | United States | 454111 |
| CarParts.com Inc | NAS:PRTS | 976 | \$661,603,968 | \$582,440,000 | Torrance | CA | United States | 454111 |
| Chegg Inc | NYS:CHGG | 2,071 | \$766,897,024 | \$776,265,024 | Santa Clara | CA | United States | 454111 |
| Chewy Inc (Chewy.com) | NYS:CHWY | 21,300 | \$8,890,773,504 | \$7,146,264,064 | Dania Beach | FL | United States | 454111 |
| Design Milk Co Ltd | PINX:AHAHF | 26 | \$1,497,610 | \$1,351,993 | Brooklyn | NY | United States | 454111 |
| Etsy Inc | NAS:ETSY | 2,790 | \$2,566,110,976 | \$2,329,114,112 | Brooklyn | NY | United States | 454111 |
| Eventbrite Inc | NYS:EB | 881 | \$260,927,008 | \$187,134,000 | San <br> Francisco | CA | United States | 454111 |
| FIGS Inc | NYS:FIGS | 313 | \$505,835,008 | \$419,591,008 | Santa Monica | CA | United States | 454111 |
| Gaia Inc | NAS:GAIA | 111 | \$82,035,000 | \$79,573,000 | Louisville | CO | United States | 454111 |
| Grove Collaborative Holdings Inc | NYS:GROV | 550 | \$321,527,008 | \$383,684,992 | San <br> Francisco | CA | United States | 454111 |
| Hims \& Hers Health Inc | NYS:HIMS | 651 | \$526,916,000 | \$271,878,016 | San <br> Francisco | CA | United States | 454111 |
| iPower Inc | NAS:IPW | 87 | \$79,418,472 | \$54,075,920 | Duarte | CA | United States | 454111 |
| Kidpik Corp | NAS:PIK | 31 | \$16,477,984 | \$21,834,518 | New York | NY | United States | 454111 |
| Liberator Inc | PINX:LUVU | 201 | \$26,343,000 | \$23,105,000 | Atlanta | GA | United States | 454111 |

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| Company | Symbol | Employees | Revenue 2022 | Revenue 2021 | City | State | Country | NAICS |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Lulus Fashion Lounge Holdings Inc | NAS:LVLU | 805 | \$439,652,000 | \$375,624,992 | Chico | CA | United <br> States | 454111 |
| Newegg Commerce Inc | NAS:NEGG | 2,205 |  | \$2,376,225,024 | City of Industry | CA | United States | 454111 |
| Overstock.com Inc | NAS:OSTK | 1,050 | \$1,929,334,016 | \$2,756,445,952 | Midvale | UT | United States | 454111 |
| PetMed Express Inc | NAS:PETS | 219 | \$273,416,992 | \$309,215,008 | Delray Beach | FL | United States | 454111 |
| Polished.com Inc | ASE:POL | 482 |  | \$362,313,984 | St. Louis | MO | United States | 454111 |
| Poshmark Inc | NAS:POSH | 750 |  | \$326,008,992 | Redwood City | CA | United States | 454111 |
| Qurate Retail Inc | NAS:QRTEA | 24,600 | \$12,106,000,384 | \$14,044,000,256 | Englewood | CO | United States | 454111 |
| Rent the Runway Inc | NAS:RENT | 974 | \$203,300,000 | \$157,500,000 | New York | NY | United States | 454111 |
| Revolve Group Inc | NYS:RVLV | 1,384 | \$1,101,415,936 | \$891,390,016 | Cerritos | CA | United States | 454111 |
| Shutterstock Inc | NYS:SSTK | 1,328 | \$827,825,984 | \$773,414,976 | New York | NY | United States | 454111 |
| Solo Brands Inc | NYS:DTC | 350 | \$517,627,008 | \$403,716,992 | Southlake | TX | United States | 454111 |
| Stitch Fix Inc | NAS:SFIX | 7,920 | \$2,072,812,032 | \$2,101,257,984 | San <br> Francisco | CA | United States | 454111 |
| TheRealReal Inc | NAS:REAL | 3,468 | \$603,492,992 | \$467,692,000 | San <br> Francisco | CA | United States | 454111 |
| ThredUp Inc | NAS:TDUP | 2,416 | \$288,379,008 | \$251,792,000 | Oakland | CA | United States | 454111 |
| Wayfair LLC | NYS:W | 15,745 | \$12,218,000,384 | \$13,708,000,256 | Boston | MA | United States | 454111 |
| Wellness Center USA Inc | PINX:WCUI | 8 |  | \$239,962 | Schaumburg | IL | United States | 454111 |
| Wish.com (ContextLogic Inc) | NAS:WISH | 886 | \$571,000,000 | \$2,084,999,936 | San <br> Francisco | CA | United States | 454111 |

# Industry Results, Publicly-Held Companies (U.S.) Averages 

Average of Companies Reporting \$200,000 or More in Recent Revenues

## NAIC 454111

Title Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.)

## Income Statement (Whole \$) Note: Delays in reporting may affect latest year.

| \$USD, In whole <br> numbers, <br> except marked \% | 2016 Average <br> of 18 <br> Companies | 2017 Average <br> of 21 <br> Companies | 2018 Average of <br> 23 Companies | 2019 Average <br> of 32 <br> Companies | 2020 Average of <br> 34 Companies | 2021 Average of <br> 34 Companies | 2022 Average of <br> 31 Companies |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Total Revenue | $8,735,455,578$ | $9,600,172,658$ | $11,556,558,571$ | $9,992,559,329$ | $12,849,625,730$ | $15,482,932,305$ | $18,232,791,827$ |
| Cost Of Revenue | $7,564,137,945$ | $8,330,966,846$ | $9,702,770,453$ | $8,355,870,176$ | $11,122,389,147$ | $13,737,822,235$ | $16,514,848,184$ |
| $\%$ | 86.59 | 86.78 | 83.96 | 83.62 | 86.56 | 88.73 | 90.58 |
| Gross Profit | $1,171,317,482$ | $1,269,205,855$ | $1,853,788,236$ | $1,636,689,037$ | $2,108,834,566$ | $2,625,813,990$ | $2,869,421,598$ |
| $\%$ | 13.41 | 13.22 | 16.04 | 16.38 | 16.41 | 16.96 | 15.74 |


| Operating Expenses |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| SGA Expense | 781,460,394 | 999,639,336 | 1,252,546,052 | 1,188,553,158 | 1,338,865,209 | 1,796,654,977 | 2,372,375,535 |
| \% | 8.95 | 10.41 | 10.84 | 11.89 | 10.42 | 11.60 | 13.01 |
| R\&D Expense | 49,077,857 | 60,345,286 | 76,131,429 | 71,401,000 | 84,102,090 | 96,063,545 | 114,001,001 |
| \% | 0.56 | 0.63 | 0.66 | 0.71 | 0.65 | 0.62 | 0.63 |
| Other Operating Expenses | 118,224,353 | 51,286,167 | 57,068,848 | 1,740,877 | 4,469,158 | $(17,140,839)$ | 71,470,008 |
| \% | 1.35 | 0.53 | 0.49 | 0.02 | 0.03 | -0.11 | 0.39 |
| Restructuring and Merger/Acquisition Costs | 424,000 | 1,047,000 | 589,000 | 3,499,000 | 764,000 | 3,916,571 | $(20,229,500)$ |
| \% | 0.00 | 0.01 | 0.01 | 0.04 | 0.01 | 0.03 | -0.11 |
| Amortization | 233,811 | 193,595 | 129,419 | 22,977 | 25,000 | 25,000 | 25,000 |
| \% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Operating Expenses | 900,108,747 | 1,051,972,503 | 1,310,203,901 | 1,193,793,035 | 1,344,098,366 | 1,783,430,709 | 2,423,616,043 |
| \% | 10.30 | 10.96 | 11.34 | 11.95 | 10.46 | 11.52 | 13.29 |
| Operating Income | 271,208,708 | 217,233,370 | 543,584,367 | 442,896,032 | 710,267,526 | 769,785,752 | 359,801,698 |
| \% | 3.10 | 2.26 | 4.70 | 4.43 | 5.53 | 4.97 | 1.97 |

Misc Other Special
Charges

| $\%$ | - | - | - | - | - | - |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Interest Expense | $72,288,617$ | $94,805,364$ | $125,361,656$ | $106,517,991$ | $118,466,478$ | $104,602,626$ | $153,670,366$ |
| $\%$ | 0.83 | 0.99 | 1.08 | 1.07 | 0.92 | 0.68 | 0.84 |

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| Gain On Sale Of Security | 65,998,333 | 12,548,000 | 9,982,651 | 10,669,000 | $(24,989,883)$ | 1,641,062,473 | $(1,805,628,709)$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \% | 0.76 | 0.13 | 0.09 | 0.11 | -0.19 | 10.60 | -9.90 |
| Other Income (expense) | 40,332,926 | 34,482,095 | $(14,030,356)$ | $(49,578,570)$ | 70,678,621 | 455,401,436 | (742,683,651) |
| \% | 0.46 | 0.36 | -0.12 | -0.50 | 0.55 | 2.94 | -4.07 |
| Pre-Tax Income | 262,362,799 | 199,322,621 | 470,924,486 | 361,775,150 | 718,841,131 | 1,125,880,036 | $(373,807,018)$ |
| \% | 3.00 | 2.08 | 4.07 | 3.62 | 5.59 | 7.27 | -2.05 |
| Income Taxes | 108,312,996 | (7,727,600) | 58,194,361 | 71,187,503 | 84,558,595 | 150,791,217 | $(98,414,160)$ |
| \% | 1.24 | -0.08 | 0.50 | 0.71 | 0.66 | 0.97 | -0.54 |
| Net Income from Continuous Operations | 154,733,855 | 206,491,757 | 415,651,628 | 292,374,736 | 637,240,127 | 979,641,524 | $(275,489,626)$ |
| \% | 1.77 | 2.15 | 3.60 | 2.93 | 4.96 | 6.33 | -1.51 |
| Net Income for Common Stockholders | 141,924,027 | 165,214,053 | 393,211,333 | 286,866,001 | 634,029,489 | 977,328,540 | $(277,469,260)$ |
| \% | 1.62 | 1.72 | 3.40 | 2.87 | 4.93 | 6.31 | -1.52 |
| Earnings per Share |  |  |  |  |  |  |  |
| Basic Earnings per Share | -0.27 | -2.06 | -1.41 | -1.06 | -5.24 | -0.48 | -1.87 |
| Diluted Earnings per Share | -0.27 | -2.07 | -1.42 | -1.06 | -5.25 | -0.50 | -1.90 |
| Weighted Average Shares |  |  |  |  |  |  |  |
| Basic Average Shares | 617,047,210 | 541,938,887 | 506,960,749 | 399,533,173 | 385,886,384 | 396,370,176 | 420,109,251 |
| Diluted Average Shares | 628,988,757 | 555,169,332 | 519,223,195 | 406,162,406 | 392,677,483 | 405,040,207 | 421,755,616 |
| Common Dividend | 0.36 | 0.38 | 0.43 | 0.53 | 0.59 | 0.65 | 0.72 |
| Other |  |  |  |  |  |  |  |
| Depreciation And Amortization | 511,819,994 | 596,129,546 | 712,737,671 | 740,098,107 | 782,351,860 | 1,055,231,802 | 1,401,446,751 |
| Promotion And Advertising | - | - | - | - | - | - | - |
| Research And Development | 49,077,857 | 60,345,286 | 76,131,429 | 71,401,000 | 84,102,090 | 96,063,545 | 114,001,001 |
| Salaries And Wages | 10,087,374 | 1,539,704 | 2,601,585 | 2,225,336 | 3,774,242 | 9,148,022 | 3,541,431 |
| EBITDA | 822,485,896 | 859,170,964 | 1,263,078,974 | 1,144,680,490 | 1,575,510,950 | 2,253,921,767 | 1,127,987,341 |

$\%=$ Percentage of Total Revenues
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Other Costs and EBITDA (Whole Number \$)

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## Balance Sheet (Whole \$)

| \$USD, In whole numbers, except marked \% | 2016 Average of 17 Companies | 2017 Average of 19 Companies | 2018 Average of 22 Companies | 2019 Average of 31 Companies | 2020 Average of 34 Companies | 2021 Average of 34 Companies | 2022 Average of 31 Companies |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Assets |  |  |  |  |  |  |  |
| Current Assets |  |  |  |  |  |  |  |
| Cash | 37,520,406 | 38,032,698 | 78,960,687 | 96,246,961 | 116,885,910 | 181,281,396 | 183,498,376 |
| Cash And Cash Equivalents | 1,238,931,306 | 1,246,502,067 | 1,649,608,898 | 1,315,798,991 | 1,532,762,919 | 1,330,971,678 | 1,981,237,214 |
| Short-Term Investments | 1,374,247,813 | 1,774,052,000 | 1,281,757,032 | 2,309,822,383 | 4,912,289,430 | 6,885,167,571 | 1,777,941,437 |
| Total Cash | 2,650,699,524 | 3,058,586,765 | 3,010,326,617 | 3,721,868,335 | 6,561,938,259 | 8,397,420,645 | 3,942,677,027 |
| Receivables | 657,005,787 | 846,419,856 | 956,017,770 | 810,616,295 | 880,914,254 | 1,157,366,345 | 1,546,833,722 |
| Inventory | 1,061,303,986 | 1,274,571,509 | 1,284,815,183 | 946,977,066 | 1,012,652,707 | 1,399,348,556 | 1,648,658,040 |
| Deferred Income Taxes |  | - |  | - |  | - |  |
| Prepaid Expenses | 8,514,045 | 11,595,857 | 13,507,623 | 11,199,324 | 11,056,044 | 16,447,815 | 16,199,678 |
| Other Current Assets | 15,815,094 | 18,666,703 | 27,327,968 | 38,628,187 | 35,690,102 | 26,645,975 | 26,093,971 |
| Total Current Assets | 2,988,146,010 | 3,568,659,725 | 3,890,779,483 | 3,511,296,786 | 4,446,205,351 | 5,312,915,068 | 5,258,516,483 |
| \% | 49.86 | 42.08 | 45.14 | 42.59 | 42.14 | 39.07 | 32.81 |


| Non-Current Assets |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Gross <br> Property, Plant \& Equipment | 2,761,962,258 | 4,071,857,579 | 4,603,308,983 | 5,062,745,480 | 6,470,250,407 | 8,966,573,504 | 11,610,419,035 |
| Accumulated Depreciation | $(879,036,284)$ | (1,361,170,019) | (1,658,936,492) | $(1,851,988,482)$ | (2,218,759,493) | (2,855,917,109) | (3,617,792,428) |
| Net Property, <br>  <br> Equipment | 1,838,695,039 | 2,710,687,453 | 2,944,372,406 | 3,395,956,114 | 4,577,778,955 | 6,530,644,935 | 8,342,735,816 |
| \% | 30.68 | 31.96 | 34.16 | 41.19 | 43.39 | 48.03 | 52.06 |
| Goodwill | 455,532,222 | 1,904,099,590 | 1,842,614,807 | 1,389,514,843 | 1,270,557,264 | 1,323,250,966 | 1,448,334,337 |
| Intangible Assets | 945,461,925 | 731,405,575 | 776,183,509 | 511,083,522 | 533,529,641 | 308,713,493 | 294,630,366 |
| Other Long Term Assets | - | - | - | - | - | - | - |
| Total Non Current Assets | 3,004,891,349 | 4,911,535,908 | 4,728,782,647 | 4,733,253,951 | 6,103,819,196 | 8,285,260,059 | 10,766,345,199 |
| Total Assets | 5,993,037,359 | 8,480,195,809 | 8,619,561,780 | 8,244,551,001 | 10,550,024,785 | 13,598,175,122 | 16,024,860,607 |
| Liabilities and stockholders' equity |  |  |  |  |  |  |  |
| Current Liabilities |  |  |  |  |  |  |  |
| Short-Term <br> Debt | 8,985,750 | 170,574,647 | 239,048,154 | 144,536,703 | 112,672,308 | 86,768,177 | 73,114,774 |

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| Accounts <br> Payable | $1,577,700,231$ | $1,925,635,314$ | $2,047,196,708$ | $1,625,261,018$ | $2,268,668,722$ | $2,452,071,710$ | $2,701,877,855$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Deferred <br> Revenues | $361,701,170$ | $390,847,566$ | $434,143,529$ | $376,738,748$ | $420,277,143$ | $526,703,156$ | $605,500,388$ |
| Accrued <br> Liabilities | $22,007,499$ | $24,127,204$ | $25,846,392$ | $24,951,457$ | $32,154,660$ | $26,852,733$ | $20,561,478$ |
| Total Current <br> Liabilities | $\mathbf{2 , 7 8 0 , 8 6 0 , 1 1 9}$ | $\mathbf{3 , 3 4 1 , 9 2 8 , 5 2 4}$ | $\mathbf{3 , 4 7 9 , 1 1 2 , 1 5 1}$ | $\mathbf{3 , 1 3 9 , 2 3 4 , 6 6 8}$ | $\mathbf{4 , 0 8 3 , 5 3 6 , 7 3 7}$ | $\mathbf{4 , 5 4 0 , 6 5 6 , 3 8 6}$ | $\mathbf{5 , 3 5 5 , 5 0 0 , 9 9 5}$ |
| $\%$ | 1689.26 | 307.53 | 373.05 | 386.78 | 448.82 | 452.33 | 5514.94 |

Non-Current
Liabilities

| Long Term <br> Debt | 2,373,147,511 | 3,299,693,199 | 2,584,855,407 | 2,045,116,765 | 1,878,370,879 | 2,868,237,722 | 4,495,082,592 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Deferred Tax Liability | - | - | - | - | - | - | 5,660 |
| Minority Interest | 24,226,966 | 23,638,653 | 66,186,125 | 50,972,787 | 41,559,790 | 69,790,680 | 81,139,444 |
| Pensions \& Other Benefits | - | - | - | - | - | - |  |
| Other Non Current Liabilities | 294,153,495 | 471,366,779 | 1,197,552,189 | 656,027,890 | 783,056,345 | 1,013,169,868 | 980,894,928 |
| Total Non Current Liabilities | - | - | - | - | - | - | - |
| \% | - | - | - | - | - | - | - |


| Stockholders' Equity |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Common Stock | 3,426,610 | 3,274,162 | 3,069,085 | 4,957,377 | 12,696,491 | 5,369,064 | 5,694,886 |
| Additional Paid In Capital | 1,331,412,917 | 1,464,246,997 | 1,588,689,881 | 1,554,240,056 | 1,731,322,122 | 2,174,397,547 | 3,109,696,593 |
| Retained Earnings | 225,740,184 | 826,665,154 | 895,541,185 | 900,991,689 | 1,351,671,865 | 2,301,536,737 | 2,233,646,951 |
| Preferred Stock | 6,033,571 | 4,769,500 | 1,251,000 | 8,360,714 | 41,425,134 | 24,396,351 | 474 |
| Treasury Stock | $(341,178,823)$ | $(349,544,489)$ | $(352,063,989)$ | $(425,742,387)$ | $(428,396,787)$ | $(314,233,847)$ | $(1,203,458,313)$ |
| Total Stockholders' Equity | 1,500,586,625 | 2,076,689,095 | 2,269,448,924 | 2,160,454,264 | 2,944,771,187 | 4,320,906,982 | 4,818,265,551 |
| Total Liabilities \& Shareholders' Equity | 1,665,206,975 | 3,163,397,058 | 3,202,072,409 | 2,972,091,600 | 3,854,601,414 | 5,324,734,788 | 5,858,284,474 |

$\%=$ Percentage of Total Assests or \% of Total Liabilities

## Cash Flow (Whole \$)

| \$USD, In whole numbers, except marked \% | 2016 Average of 17 Companies | 2017 Average of 20 Companies | 2018 Average of 21 Companies | 2019 Average of 30 Companies | 2020 Average of 31 Companies | 2021 Average of 31 Companies | 2022 Average of 31 Companies |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Operating Cash Flow |  |  |  |  |  |  |  |
| Net Income | - | - | - | - | - | - | - |
| Depreciation And Amortization | 575,786,172 | 658,868,190 | 819,636,634 | 819,006,717 | 886,340,739 | 1,195,348,348 | 1,448,160,375 |
| Investment/Asset Impairment | 1,128,000 | 2,721,400 | 6,972,444 | 90,645,219 | 2,545,348 | 22,620,221 | 246,332,722 |
| Deferred Income Taxes | $(2,563,727)$ | $(98,543,328)$ | 20,155,455 | 36,482,933 | $(58,936,933)$ | $(30,305,000)$ | (524,437,485) |
| Stock Based Compensation | - | - | - | - | - | - | - |
| Accounts Receivable | $(250,636,357)$ | $(289,669,897)$ | $(246,341,003)$ | (288,753,063) | $(299,590,556)$ | $(680,535,046)$ | (813,164,523) |
| Cash From Discontinued Operating Activities | $(9,326,000)$ | - | 320,000 | $(23,346,500)$ | $(30,152,000)$ | $(8,564,000)$ | $(180,000)$ |
| Change In Inventory | $(153,494,800)$ | $(303,048,839)$ | $(111,265,571)$ | $(152,576,199)$ | $(132,614,493)$ | $(482,371,120)$ | (122,627,491) |
| Change In Account Payable | 398,903,471 | 519,204,304 | 231,769,474 | 337,361,246 | 691,866,248 | 138,021,819 | 91,951,088 |
| Prepaid Expenses | $(2,494,846)$ | $(5,335,625)$ | $(14,901,647)$ | $(5,194,731)$ | $(2,213,583)$ | $(3,069,481)$ | 5,068,998 |
| Accrued Liabilities | 182,650,800 | 25,641,385 | 49,818,133 | $(62,109,418)$ | 291,915,198 | 100,378,679 | $(84,533,130)$ |
| Income Tax Payable | $(651,500)$ | 1,433,000 | 1,765,667 | $(656,417)$ | 311,453 | 238,600 | $(1,942,000)$ |
| Other Working Capital | 258,307,004 | 14,310,263 | (27,510,201) | (73,757,760) | 508,857,388 | (700,582,953) | (727,529,173) |
| Other Non Cashltems | $(461,923)$ | $(1,067,333)$ | 34,565,188 | 8,347,451 | $(103,448,838)$ | $(591,193,564)$ | 713,626,072 |
| Operating Cash Flow | 1,189,867,210 | 1,063,788,509 | 1,609,227,812 | 1,374,056,940 | 2,372,688,024 | 1,612,484,206 | 1,560,561,382 |
| \% | 3.62 | 3.79 | 6.01 | 7.30 | 13.01 | 8.84 | 8.56 |


| Cash Flow from Investing |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Capital Expenditure | $(502,021,542)$ | (636,044,690) | (685,330,774) | $(623,087,769)$ | (1,332,303,226) | (2,012,436,880) | (2,101,502,515) |
| Acquisitions, net | $(6,796,817)$ | $(1,577,188,638)$ | $(229,824,187)$ | (201,794,995) | $(202,935,067)$ | $(320,569,796)$ | $(597,254,565)$ |
| Purchase Of Investments | (1,110,947,429) | $(1,483,540,890)$ | (926,824,364) | (3,184,472,518) | (6,265,617,129) | (4,935,565,518) | $(365,599,609)$ |
| Sales/Maturities of Investments | 793,930,500 | 1,011,983,618 | 881,167,174 | 2,203,875,992 | 5,310,255,776 | 5,722,386,327 | 3,171,064,403 |
| Net Other Investing Changes | $(7,647,833)$ | $(1,920,000)$ | (27,710,714) | 9,793,442 | $(7,434,000)$ | $(3,231,667)$ | 20,833,222 |
| Cash Flow from Investing | $(529,150,131)$ | (1,409,794,871) | $(640,131,403)$ | $(922,186,130)$ | (1,972,915,921) | (2,023,747,611) | (1,217,447,451) |

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| \% | -1.61 | -5.02 | -2.39 | -4.90 | -10.82 | -11.10 | -6.68 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Financing Cash Flow |  |  |  |  |  |  |  |
| Issuance Of Debt | 333,181,119 | 1,502,371,743 | 447,881,260 | 378,377,598 | 976,615,161 | 1,279,254,352 | 2,785,636,254 |
| Repayment Of Debt | $(823,977,455)$ | (709,497,410) | $(839,804,293)$ | (690,130,834) | $(981,646,985)$ | (986,424,989) | (2,236,141,559) |
| Common Stock Repurchased | $(65,483,892)$ | $(87,839,300)$ | $(105,863,898)$ | $(48,043,726)$ | $(46,366,202)$ | $(84,838,186)$ | (469,740,334) |
| Common Stock Issued | 2,852,503 | 47,918,110 | 42,528,582 | 26,661,893 | 73,968,766 | 138,189,167 | 26,887,053 |
| Cash Dividends Paid | $(3,686,250)$ | $(3,956,750)$ | $(30,639,000)$ | $(5,192,200)$ | (262,750,613) | $(117,900,200)$ | $(14,194,600)$ |
| Other Financing Activities | $(3,337,385)$ | $(16,945,077)$ | $(38,841,357)$ | $(29,261,229)$ | $(27,083,911)$ | $(44,541,553)$ | $(17,094,911)$ |
| Financing Cash Flow | $(312,595,171)$ | 538,907,605 | $(365,049,762)$ | $(266,857,175)$ | 12,023,860 | 256,763,686 | 283,322,956 |
| \% | -0.95 | 1.92 | -1.36 | -1.42 | 0.07 | 1.41 | 1.55 |
| Other |  |  |  |  |  |  |  |
| Effect of Changes in Currency Exchange Rates | $(40,269,667)$ | 91,957,125 | $(44,872,500)$ | 5,325,833 | 47,590,786 | $(25,199,647)$ | $(68,605,072)$ |
| Net Change in Cash | 137,543,798 | 112,587,470 | 527,290,808 | 139,120,607 | 335,216,669 | $(206,556,388)$ | 566,911,554 |
| Beginning Cash Position | 1,191,397,007 | 1,153,030,809 | 1,241,027,357 | 1,231,697,654 | 1,329,907,335 | 1,686,272,948 | 1,465,897,492 |
| End Cash Position | 1,314,727,952 | 1,302,401,175 | 1,751,223,902 | 1,372,897,579 | 1,685,545,240 | 1,465,897,492 | 1,995,186,800 |

$\%=$ Percentage of Total Revenues

## Top 10* Companies Profiled \& Ranked

This section consists of multiple data sets, designed to:

- Help the user understand the financial results of the top firms within a sector.
- Compare the results of specific top firms to their peers and to industry averages.

The data sets include:

1) A rankings page (ranks for revenues, ROE, ROA, and six additional ranks)
2) A summary listing of all U.S. companies in the Plunkett Research database that have primary NAICs for this industry sector
3) Financial results comparisons for top companies
a) This data includes an income statement, balance sheet and cash flow statement for specific companies, latest year
b) It is separated into two groups of up to 5 companies each. The companies are listed in order of revenues.
c) The user may compare companies to each other, and to industry averages.
4) A profiles section (In-depth descriptions, executive listings and summary financial results)
*Note: For some NAIC codes, there are fewer than 10 major companies reporting results that include this NAIC as their primary industry codes. In such cases, a smaller number of companies will be shown.

## Top Companies Ranked, U.S.

## (2022 or latest year available data)

This list may include private companies in the following categories: Total Revenue, Employee Count and Net Income. Also, the list may include companies in closely related sectors.

| NAIC | 454111 |
| :--- | :--- |
| Title | Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.) |


| Approximate Market Cap |  |
| :--- | ---: |
| 1. Amazon.com Inc | $965,599,300,000$ |
| 2. Chewy Inc (Chewy.com) | $17,247,900,000$ |
| 3. Etsy Inc | $15,133,640,000$ |
| 4. Wayfair LLC | $4,475,604,000$ |
| 5. Shutterstock Inc | $2,696,030,000$ |
| 6. Hims \& Hers Health Inc | $2,349,348,000$ |
| 7. Chegg Inc | $2,010,909,000$ |
| 8. Revolve Group Inc | $1,986,727,000$ |
| 9. FIGS Inc | $1,531,218,000$ |
| 10. Overstock.com Inc | $872,293,100$ |


| Total Revenue |  |
| :--- | ---: |
| 1. Amazon.com Inc | $469,822,013,440$ |
| 2. Qurate Retail Inc | $14,044,000,256$ |
| 3. Wayfair LLC | $13,708,000,256$ |
| 4. Chewy Inc (Chewy.com) | $7,146,264,064$ |
| 5. Zappos.com LLC | $4,944,447,900$ |
| 6. Fanatics Inc | $4,000,000,000$ |
| 7. Overstock.com Inc | $2,756,445,952$ |
| 8. Newegg Commerce Inc | $2,376,225,024$ |
| 9. Etsy Inc | $2,329,114,112$ |
| 10. Build.com Inc | $2,147,800,000$ |


| Net I ncome |  |
| :--- | ---: |
| 1. Chegg Inc | $266,638,000$ |
| 2. Stamps.com Inc | $178,665,000$ |
| 3. Shutterstock Inc | $76,103,000$ |
| 4. Revolve Group Inc | $58,697,000$ |
| 5. Chewy Inc (Chewy.com) | $49,232,000$ |
| 6. Newegg Commerce Inc | $36,262,000$ |
| 7. 1-800-Flowers.Com Inc | $29,610,000$ |
| 8. FIGS Inc | $21,186,000$ |
| 9. PetMed Express Inc | $21,100,000$ |
| 10. Polished.com Inc | $7,670,000$ |


| 3-Year Revenue Growth (\%) |  |
| :--- | ---: |
| 1. Solo Brands Inc | 135.07 |
| 2. Polished.com Inc | 86.00 |
| 3. Hims \& Hers Health Inc | 85.49 |
| 4. a.k.a. Brands Holding Corp | 81.43 |
| 5. FIGS Inc | 66.04 |
| 6. iPower Inc | 51.49 |
| 7. Etsy Inc | 46.37 |
| 8. Chewy Inc (Chewy.com) | 36.02 |
| 9. CarParts.com Inc | 33.09 |
| 10. TheRealReal Inc | 23.80 |


| Return on Assets (\%) |  |
| :--- | :--- |
| 1. PetMed Express Inc | 0.12 |
| 2. Revolve Group Inc | 0.11 |
| 3. Chegg Inc | 0.10 |
| 4. Shutterstock Inc | 0.09 |
| 5. Newegg Commerce Inc | 0.06 |
| 6. FIGS Inc | 0.06 |
| 7. Liberator Inc | 0.06 |
| 8. Polished.com Inc | 0.04 |
| 9. 1-800-Flowers.Com Inc | 0.03 |
| 10. iPower Inc | 0.03 |


| Return on Invested Capital (\% ) |  |
| :--- | :--- |
| 1. Revolve Group Inc | 0.16 |
| 2. Newegg Commerce Inc | 0.15 |
| 3. PetMed Express Inc | 0.15 |
| 4. Shutterstock Inc | 0.14 |
| 5. Liberator Inc | 0.13 |
| 6. Chegg Inc | 0.10 |
| 7. Polished.com Inc | 0.07 |
| 8. FIGS Inc | 0.07 |
| 9. Lulus Fashion Lounge Holdings Inc | 0.04 |
| 10. 1-800-Flowers.Com Inc | 0.04 |

# Compare Top Publicly-Held Companies to Industry Average, 2022* 

## NAIC 454111

## Title Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.)

* Note: If 2021 data is not available, we are providing the previous year instead.


## Group Number 1

Income Statement (Whole \$), \% = Percent of Total Revenues

| \$USD, In whole numbers, <br> except marked \% | Amazon.com <br> Inc | Qurate Retail <br> Inc | Wayfair LLC | Chewy Inc <br> (Chewy.com) | Overstock.com <br> Inc | Industry Average of <br> 30 Companies |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| Total Revenue | $513,982,988,288$ | $12,106,000,384$ | $12,218,000,384$ | $8,890,773,504$ | $1,929,334,016$ | $18,840,501,634$ |
| Cost Of Revenue | $446,342,987,776$ | $8,416,999,936$ | $8,801,999,872$ | $6,517,191,168$ | $1,485,990,016$ | $16,514,848,184$ |
| Gross Profit | $67,640,000,512$ | $3,688,999,936$ | $3,416,000,000$ | $2,373,582,080$ | $443,344,000$ | $2,968,315,529$ |

Operating Expenses

| General \& Administrative Costs | 11,891,000,320 | - | 3,256,999,936 | 1,826,857,984 | 79,701,000 | 759,870,319 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| SGA Expense | 54,129,000,448 | 1,944,999,936 | 4,729,999,872 | 2,445,760,000 | 295,177,984 | 2,454,101,785 |
| R\&D Expense | - | - | - | - | 121,158,000 | 114,001,001 |
| Other Operating Expenses | 1,263,001,600 | 888,000,000 | $(31,000,000)$ | 0 | 121,158,016 | 70,424,255 |
| Restructuring and Merger/Acquisition Costs | - | (92,000,000) | 31,000,000 | - | - | (20,229,500) |


| Amortization | - | - | - | - | - | - |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total Operating Expenses | 55,392,002,048 | 2,740,999,936 | 4,729,999,872 | 2,445,760,000 | 416,336,000 | 2,504,296,541 |
| Operating Income | 12,248,000,512 | 948,000,000 | (1,314,000,000) | $(72,178,000)$ | 27,008,000 | 371,851,872 |
| Misc Other Special Charges | - | - | - | - | - | - |
| Interest Expense | 2,367,000,064 | 456,000,000 | 27,000,000 | - | - | 162,206,928 |
| Gain On Sale Of Security | $(16,266,000,384)$ | 41,000,000 | - | - | $(137,000)$ | $(1,805,628,709)$ |
| Other Income (expense) | $(16,805,999,616)$ | (2,800,000,000) | 22,000,000 | - | $(63,825,000)$ | (770,154,411) |
| Pre-Tax Income | (5,936,000,000) | (2,308,000,000) | $(1,319,000,064)$ | (73,817,000) | $(33,852,000)$ | $(386,177,623)$ |
| Income Taxes | $(3,216,999,936)$ | 224,000,000 | 12,000,000 | 0 | 1,384,000 | $(101,694,632)$ |
| Net Income from Continuous Operations | (2,721,999,872) | (2,532,000,000) | $(1,331,000,064)$ | (73,817,000) | $(35,236,000)$ | (284,582,984) |

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| Net Income for Common $(2,721,999,872)$ $(2,593,999,872)$ $(1,331,000,064)$$(73,817,000)$ | $(36,933,000)$ | $(286,628,606)$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |


| Earnings per Share |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Basic Earnings per Share | -0.27 | -6.83 | -12.54 | -0.18 | -0.83 | -1.93 |
| Diluted Earnings per Share | -0.27 | -6.83 | -12.54 | -0.18 | -0.83 | -1.96 |
| Weighted Average Shares |  |  |  |  |  |  |
| Basic Average Shares | 10,188,999,680 | 380,000,000 | 106,000,000 | 417,217,984 | 44,323,000 | 432,903,133 |
| Diluted Average Shares | 10,188,999,680 | 383,000,000 | 106,000,000 | 417,217,984 | 44,323,000 | 434,604,377 |
| Common Dividend | - | - | - | - | - | 0.72 |

Balance Sheet (Whole \$), \% = Percent of Total Assets or Total Liabilities

| \$USD, In whole numbers, except marked \% | Amazon.com Inc | Qurate Retail Inc | Wayfair LLC | Chewy Inc (Chewy.com) | Overstock.com Inc | Industry Average of 34 Companies |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Assets |  |  |  |  |  |  |
| Current Assets |  |  |  |  |  |  |
| Cash | - | - | 430,000,000 | - | - | 160,565,089 |
| Cash And Cash Equivalents | 53,888,000,000 | 1,275,000,064 | 1,050,000,000 | 603,078,976 | 371,263,008 | 1,810,120,668 |
| Short-Term Investments | 16,138,000,384 | - | 228,000,000 | 0 | - | 1,777,941,437 |
| Total Cash | 70,026,000,384 | 1,275,000,064 | 1,708,000,000 | 603,078,976 | 371,263,008 | 3,748,627,194 |
| Receivables | 42,360,000,512 | 1,444,000,000 | 341,000,000 | 123,510,000 | 17,693,000 | 1,449,885,418 |
| Deferred Income Taxes | - | - | - | - | - | - |
| Prepaid Expenses | - | - | 95,000,000 | - | 13,366,000 | 15,506,676 |
| Inventory | 34,404,999,168 | 1,346,000,000 | 90,000,000 | 560,430,016 | 6,526,000 | 1,469,577,574 |
| Other Current Assets | - | 210,000,000 | 33,000,000 | 36,513,000 | 5,467,000 | 25,421,268 |
| Total Current Assets | 146,791,006,208 | 4,275,000,064 | 1,932,999,936 | 1,323,532,032 | 414,508,992 | 4,811,010,943 |
| Non-Current Assets |  |  |  |  |  |  |
| Gross Property, Plant \& Equipment | 349,852,991,488 | 2,246,000,128 | 2,840,999,936 | 894,726,016 | 362,136,000 | 10,593,422,502 |
| Accumulated Depreciation | (97,014,996,992) | $(1,091,000,064)$ | $(1,228,000,000)$ | $(154,867,008)$ | $(244,770,000)$ | $(3,379,611,399)$ |
| Net Property, Plant \& Equipment | 252,838,002,688 | 1,155,000,064 | 1,612,999,936 | 739,859,008 | 117,366,000 | 7,611,412,685 |
| Goodwill | 20,288,000,000 | 3,500,999,936 | - | 0 | 6,160,000 | 1,382,191,162 |
| Intangible Assets | - | 3,329,999,872 | - | - | - | 279,899,874 |
| Other Long Term Assets | - | - | - | - | - | - |
| Total Non Current Assets | 315,884,011,520 | 8,296,000,000 | 1,647,000,064 | 762,748,992 | 464,036,992 | 9,829,382,004 |
| Total Assets | 462,674,984,960 | 12,570,999,808 | 3,580,000,000 | 2,086,280,960 | 878,545,984 | 14,640,391,968 |
| Liabilities and stockholders' equity |  |  |  |  |  |  |
| Liabilities |  |  |  |  |  |  |
| Current Liabilities |  |  |  |  |  |  |
| Short-Term Debt | - | 828,000,000 | - | - | - | 60,445,653 |
| Accounts Payable | 79,600,001,024 | 976,000,000 | 1,204,000,000 | 883,315,968 | 89,473,000 | 2,471,199,407 |

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| Deferred Revenues | 13,226,999,808 | - | 214,000,000 | - | 44,480,000 | 559,479,117 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Accrued Liabilities | - | 162,000,000 | 98,000,000 | - | 3,508,000 | 20,561,478 |
| Total Current Liabilities | 155,392,999,424 | 3,099,000,064 | 2,072,000,000 | 1,644,878,976 | 191,142,000 | 4,896,635,597 |
| Non-Current Liabilities |  |  |  |  |  |  |
| Long Term Debt | 67,150,000,128 | 5,525,000,192 | 3,136,999,936 | - | 34,476,000 | 4,048,094,433 |
| Deferred Tax Liability | - | - | - | - | - | 5,660 |
| Minority Interest | - | 113,000,000 | - | - | 0 | 64,843,835 |
| Pensions \& Other Benefits | - | - | - | - | - | - |
| Other Non Current Liabilities | 21,120,999,424 | 198,000,000 | 28,000,000 | 16,498,000 | 3,476,000 | 938,249,627 |
| Total Non Current Liabilities | - | - | - | - | - | - |
| Total Libilities As Reported | - | - | - | - | - | - |
| Stockholders' Equity |  |  |  |  |  |  |
| Additional Paid In Capital | 75,065,999,360 | 53,000,000 | 737,000,000 | 2,021,309,952 | 982,718,016 | 2,840,558,084 |
| Common Stock | 108,000,000 | 4,000,000 | 0 | 4,201,000 | 5,000 | 5,433,952 |
| Retained Earnings | 83,193,004,032 | 337,000,000 | $(3,280,000,000)$ | (2,010,775,040) | $(173,828,992)$ | 2,034,744,996 |
| Preferred Stock | 0 | - | 0 | 0 | 0 | 450 |
| Treasury Stock | $(7,837,000,192)$ | 0 | 0 | 0 | $(162,546,000)$ | $(1,203,458,313)$ |
| Total Stockholders' Equity | 146,042,994,688 | 412,000,000 | $(2,550,000,128)$ | 14,736,000 | 645,825,984 | 4,404,444,393 |

Cash Flow (Whole \$), \% = Percent of Total Assets or Total Liabilities

| \$USD, In whole numbers, except marked \% | Amazon.com Inc | Qurate Retail Inc | Wayfair LLC | Chewy Inc (Chewy.com) | Overstock.com Inc | Industry Average of 34 Companies |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Operating Cash Flow | 46,751,997,952 | 194,000,000 | $(674,000,000)$ | 191,739,008 | $(12,535,000)$ | 1,416,494,008 |
| Net Income | - | - | - | - | - | - |
| Depreciation And Amortization | 41,920,999,424 | 481,000,000 | 371,000,000 | 55,009,000 | 16,706,000 | 1,317,036,764 |
| Investment/Asset Impairment | - | 3,080,999,936 | 39,000,000 | - | - | 233,375,631 |
| Deferred Income Taxes | (8,147,999,744) | 12,000,000 | - | - | $(1,404,000)$ | $(494,335,162)$ |
| Stock Based Compensation | - | - | - | - | - | - |
| Accounts Receivable | (21,897,000,960) | 124,000,000 | $(48,000,000)$ | (22,811,000) | 3,805,000 | (757,250,349) |
| Cash From Discontinued Operating Activities | - | - | - | - | 0 | $(180,000)$ |
| Change In Inventory | $(2,592,000,000)$ | 254,000,000 | $(21,000,000)$ | $(47,126,000)$ | $(1,389,000)$ | $(111,488,927)$ |
| Change In Account Payable | 2,944,999,936 | $(446,000,000)$ | $(177,000,000)$ | 104,951,000 | $(28,821,000)$ | 84,924,945 |
| Prepaid Expenses | - | 102,000,000 | 26,000,000 | $(18,931,000)$ | 4,076,000 | 4,320,382 |
| Accrued Liabilities | - | - | 0 | $(37,556,000)$ | $(5,354,000)$ | $(4,252,781)$ |
| Income Tax Payable | - | - | - | - | - | $(1,621,083)$ |
| Other Working Capital | (20,885,999,616) | (269,000,000) | $(219,000,000)$ | 99,222,000 | $(80,331,000)$ | $(665,918,803)$ |
| Other Non Cashltems | 16,965,999,616 | $(71,000,000)$ | 49,000,000 | 33,553,000 | 5,489,000 | 634,427,895 |
| Operating Cash Flow | 46,751,997,952 | 194,000,000 | $(674,000,000)$ | 191,739,008 | $(12,535,000)$ | 1,416,494,008 |
| Cash Flow from Investing | $(37,601,001,472)$ | 601,000,000 | 1,000,000 | $(193,272,000)$ | $(33,034,000)$ | $(1,150,289,181)$ |
| Purchase of Property, Plants \& Equipment | (63,644,999,680) | - | $(458,000,000)$ | - | - | $(2,387,730,406)$ |
| Net Investment Purchase \& Sale | 29,035,999,232 | 13,000,000 | 459,000,000 | 0 | $(18,920,000)$ | 2,008,594,149 |
| Acquisitions, net | $(8,316,000,256)$ | $(7,000,000)$ | - | 0 | - | $(538,926,675)$ |
| Purchase Of Investments | $(2,564,999,936)$ | - | $(430,000,000)$ | 0 | $(18,920,000)$ | $(365,599,609)$ |
| Sales/Maturities of Investments | 31,601,000,448 | 13,000,000 | 889,000,000 | 0 | - | 3,171,064,403 |
| Net Other Investing Changes | - | 204,000,000 | - | $(10,086,000)$ | $(439,000)$ | 20,833,222 |
| Cash Flow from Investing | (37,601,001,472) | 601,000,000 | 1,000,000 | $(193,272,000)$ | $(33,034,000)$ | (1,150,289,181) |
| Financing Cash Flow | 9,717,999,616 | $(72,000,000)$ | 16,000,000 | 41,267,000 | $(86,340,000)$ | 265,465,807 |

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| Issuance Of Debt | 62,719,000,576 | 3,028,999,936 | 678,000,000 | - | 0 | 2,478,436,891 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Repayment Of Debt | (47,001,001,984) | $(3,008,000,000)$ | $(507,000,000)$ | $(863,000)$ | $(3,447,000)$ | (2,057,683,955) |
| Common Stock Issued | - | - | - | 0 | 0 | 35,262,600 |
| Cash Dividends Paid | - | $(12,000,000)$ | - | - | - | $(14,194,600)$ |
| Other Financing Activities | - | $(81,000,000)$ | $(80,000,000)$ | 42,130,000 | $(3,700,000)$ | $(15,906,540)$ |
| Effect of Changes in Currency Exchange Rates | $(1,092,999,936)$ | $(34,000,000)$ | 1,000,000 | - | - | (64,739,679) |
| Net Change in Cash | 18,869,000,192 | 723,000,000 | $(657,000,000)$ | 39,734,000 | $(131,909,000)$ | 515,992,057 |
| Beginning Cash Position | 36,477,001,728 | 596,000,000 | 1,706,000,000 | 563,345,024 | 503,366,016 | 1,341,486,223 |
| End Cash Position | 54,252,998,656 | 1,284,999,936 | 1,050,000,000 | 603,078,976 | 371,456,992 | 1,823,204,232 |
| Free Cash Flow |  |  |  |  |  |  |
| Operating Cash Flow | 46,751,997,952 | 194,000,000 | $(674,000,000)$ | 191,739,008 | $(12,535,000)$ | 1,416,494,008 |
| Capital Expenditure | (63,644,999,680) | $(313,000,000)$ | $(458,000,000)$ | $(183,186,000)$ | $(14,899,000)$ | $(1,974,615,635)$ |
| Free Cash Flow | (16,892,999,680) | $(119,000,000)$ | $(1,132,000,000)$ | 8,553,000 | $(27,434,000)$ | $(541,747,552)$ |

## Group Number 2

Income Statement (Whole \$), \% = Percent of Total Revenues

| \$USD, In whole numbers, except marked \% | Etsy Inc | 1-800-Flowers.Com Inc | Stitch Fix Inc | Wish.com (ContextLogic Inc) | Industry Average of 30 Companies |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Total Revenue | 2,566,110,976 | 2,207,885,056 | 2,072,812,032 | 571,000,000 | 18,840,501,634 |
| Cost Of Revenue | 744,592,000 | 1,386,146,944 | 1,164,338,048 | 405,000,000 | 16,514,848,184 |
| Gross Profit | 1,821,518,976 | 821,737,984 | 908,473,984 | 166,000,000 | 2,968,315,529 |
| Operating Expenses |  |  |  |  |  |
| General \& Administrative Costs | 312,260,000 | 102,337,000 | - | 116,000,000 | 759,870,319 |
| SGA Expense | 1,022,659,008 | 673,998,016 | 1,116,519,040 | 370,000,000 | 2,454,101,785 |
| R\&D Expense | 412,398,016 | 56,561,000 | - | 194,000,000 | 114,001,001 |
| Other Operating Expenses | 412,398,016 | 105,638,976 | 0 | 194,000,000 | 70,424,255 |
| Restructuring and Merger/Acquisition Costs | - | - | - | - | $(20,229,500)$ |

Amortization

| Total Operating Expenses | 1,435,057,024 | 779,636,992 | 1,116,519,040 | 564,000,000 | 2,504,296,541 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating Income | 386,462,016 | 42,101,000 | $(208,044,992)$ | $(398,000,000)$ | 371,851,872 |
| Misc Other Special Charges | - | - | - | - | - |
| Interest Expense | 14,168,000 | 5,667,000 | - | - | 162,206,928 |
| Gain On Sale Of Security | $(206,000)$ | - | - | - | $(1,805,628,709)$ |
| Other Income (expense) | $(1,045,228,032)$ | $(5,332,000)$ | $(2,355,000)$ | - | $(770,154,411)$ |
| Pre-Tax Income | $(661,977,984)$ | 31,102,000 | $(209,470,000)$ | $(383,000,000)$ | $(386,177,623)$ |
| Income Taxes | 32,310,000 | 1,492,000 | $(2,349,000)$ | 1,000,000 | $(101,694,632)$ |
| Net Income from Continuous Operations | $(694,288,000)$ | 29,610,000 | $(207,120,992)$ | $(384,000,000)$ | $(284,582,984)$ |
| Net Income for Common Stockholders | $(694,288,000)$ | 29,610,000 | $(207,120,992)$ | $(384,000,000)$ | $(286,628,606)$ |
| Earnings per Share |  |  |  |  |  |
| Basic Earnings per Share | $-5.48$ | 0.46 | -1.90 | -17.10 | -1.93 |
| Diluted Earnings per Share | -5.48 | 0.45 | -1.90 | -17.10 | -1.96 |

Weighted Average Shares

| Basic Average Shares | 126,778,624 | 64,977,000 | 108,762,592 | 22,400,000 | 432,903,133 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Diluted Average Shares | 126,778,624 | 65,617,000 | 108,762,592 | 22,400,000 | 434,604,377 |
| Common Dividend | - | - | - | - | 0.72 |

Balance Sheet (Whole \$), \% = Percent of Total Assets or Total Liabilities

| \$USD, In whole numbers, except marked \% | Newegg <br> Commerce Inc | Etsy Inc | 1-800- <br> Flowers.Com Inc | Stitch Fix Inc | Wish.com (ContextLogic Inc) | Industry Average of 34 Companies |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Assets |  |  |  |  |  |  |
| Current Assets |  |  |  |  |  |  |
| Cash | - | 532,832,000 | - | - | - | 160,565,089 |
| Cash And Cash Equivalents | 99,993,000 | 921,278,016 | 31,465,000 | 130,935,000 | 506,000,000 | 1,810,120,668 |
| Short-Term Investments | - | 250,412,992 | - | 82,049,000 | 213,000,000 | 1,777,941,437 |
| Total Cash | 99,993,000 | 1,704,523,008 | 31,465,000 | 212,984,000 | 719,000,000 | 3,748,627,194 |
| Receivables | 63,676,000 | 261,848,992 | 23,812,000 | 27,561,000 | 14,000,000 | 1,449,885,418 |
| Deferred Income Taxes | - | - | - | - | - | - |
| Prepaid Expenses | 17,946,000 | - | - | 39,456,000 | - | 15,506,676 |
| Inventory | 245,078,000 | - | 247,563,008 | 197,251,008 | - | 1,469,577,574 |
| Other Current Assets | 7,931,000 | 80,203,000 | 45,398,000 | - | 44,000,000 | 25,421,268 |
| Total Current Assets | 438,960,992 | 1,513,742,976 | 348,238,016 | 477,252,000 | 777,000,000 | 4,811,010,943 |
| Non-Current Assets |  |  |  |  |  |  |
| Gross Property, Plant \& Equipment | 234,434,000 | 453,932,992 | 609,177,024 | 337,313,984 | 18,000,000 | 10,593,422,502 |
| Accumulated Depreciation | $(89,704,000)$ | $(204,188,992)$ | $(243,306,000)$ | $(101,760,000)$ | - | (3,379,611,399) |
| Net Property, Plant \& Equipment | 144,730,000 | 249,744,000 | 365,871,008 | 235,554,000 | 18,000,000 | 7,611,412,685 |
| Goodwill | - | 137,724,000 | 213,287,008 | - | - | 1,382,191,162 |
| Intangible Assets | - | 535,406,016 | 145,568,000 | - | - | 279,899,874 |
| Other Long Term Assets | - | - | - | - | - | - |
| Total Non Current Assets | 187,620,992 | 1,121,218,048 | 746,652,992 | 287,283,008 | 22,000,000 | 9,829,382,004 |
| Total Assets | 626,582,016 | 2,634,960,896 | 1,094,891,008 | 764,534,976 | 799,000,000 | 14,640,391,968 |
| Liabilities and stockholders' equity |  |  |  |  |  |  |
| Liabilities |  |  |  |  |  |  |
| Current Liabilities |  |  |  |  |  |  |
| Short-Term Debt | 6,475,000 | - | 20,000,000 | - | - | 60,445,653 |
| Accounts Payable | 220,776,000 | 390,508,992 | 57,386,000 | 149,748,000 | 53,000,000 | 2,471,199,407 |

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| Deferred Revenues | 39,767,000 | 14,008,000 | 33,746,000 | 14,441,000 | 18,000,000 | 559,479,117 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Accrued Liabilities | - | 19,064,000 | - | 13,765,000 | 6,000,000 | 20,561,478 |
| Total Current Liabilities | 356,310,016 | 631,755,008 | 265,696,992 | 295,569,984 | 309,000,000 | 4,896,635,597 |
| Non-Current Liabilities |  |  |  |  |  |  |
| Long Term Debt | 1,843,000 | 2,279,640,064 | 142,496,992 | - | - | 4,048,094,433 |
| Deferred Tax Liability | - | - | - | - | - | 5,660 |
| Minority Interest | - | - | - | - | - | 64,843,835 |
| Pensions \& Other Benefits | - | - | - | - | - |  |
| Other Non Current Liabilities | 53,000 | 120,406,000 | 17,884,000 | 4,980,000 | - | 938,249,627 |
| Total Non Current Liabilities | - | - | - | - | - | - |
| Total Libilities As Reported | - | - | - | - | - | - |
| Stockholders' Equity |  |  |  |  |  |  |
| Additional Paid In Capital | 197,612,992 | 815,084,992 | 379,884,992 | 522,657,984 | 3,411,000,064 | 2,840,558,084 |
| Common Stock | 8,078,000 | 125,000 | 902,000 | 2,000 | 0 | 5,433,952 |
| Retained Earnings | $(14,280,000)$ | (1,048,267,008) | 315,784,992 | $(166,440,000)$ | (2,928,999,936) | 2,034,744,996 |
| Preferred Stock | - | 0 | 0 | - | 0 | 450 |
| Treasury Stock | 0 | 0 | $(186,952,000)$ | $(30,042,000)$ | 0 | $(1,203,458,313)$ |
| Total Stockholders' Equity | 182,282,000 | $(547,273,984)$ | 509,408,992 | 322,651,008 | 477,000,000 | 4,404,444,393 |

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Cash Flow (Whole \$), \% = Percent of Total Assets or Total Liabilities

| SUSD, In whole numbers, <br> except marked \% | Newegg <br> Commerce Inc | Etsy Inc | 1-800- <br> Flowers.Com <br> Inc | Stitch Fix <br> Inc | Wish.com <br> (ContextLogic Inc) | Industry Average of <br> 34 Companies |
| :--- | ---: | :---: | ---: | ---: | ---: | ---: |
| Operating Cash Flow | $(53,286,000)$ | $683,612,032$ | $5,189,000$ | $55,395,000$ | $(422,000,000)$ | $1,416,494,008$ |
| Net Income | - | - |  | - | - | - |


| Depreciation And Amortization | 10,838,000 | 96,702,000 | 49,078,000 | 37,185,000 | 6,000,000 | 1,317,036,764 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Investment/Asset Impairment | - | 1,045,022,016 | $(411,000)$ | 6,154,000 | 14,000,000 | 233,375,631 |
| Deferred Income Taxes | $(12,698,000)$ | $(55,303,000)$ | 1,579,000 | $(535,000)$ | - | $(494,335,162)$ |
| Stock Based Compensation | - | - | - | - | - | - |
| Accounts Receivable | 785,000 | $(34,626,000)$ | $(2,452,000)$ | 1,069,000 | 3,000,000 | (757,250,349) |

Cash From Discontinued

| Operating | - | - | - | - | $(180,000)$ |
| :--- | :--- | :--- | :--- | :--- | :--- |

Activities

| Change In Inventory | $(70,830,000)$ | - | $(85,047,000)$ | $(2,594,000)$ | - | $(111,488,927)$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Change In Account Payable | $(20,072,000)$ | 21,102,000 | - | 71,349,000 | $(13,000,000)$ | 84,924,945 |
| Prepaid Expenses | $(2,152,000)$ | 23,840,000 | 6,731,000 | 8,110,000 | $(1,000,000)$ | 4,320,382 |
| Accrued Liabilities | - | 14,416,000 | - | $(1,540,000)$ | $(11,000,000)$ | $(4,252,781)$ |
| Income Tax Payable | - | - | - | - | - | $(1,621,083)$ |
| Other Working Capital | $(109,084,000)$ | 40,466,000 | $(87,077,000)$ | 74,375,000 | $(136,000,000)$ | $(665,918,803)$ |
| Other Non Cashltems | $(335,000)$ | 6,423,000 | 4,463,000 | 300,000 | 6,000,000 | 634,427,895 |
| Operating Cash Flow | $(53,286,000)$ | 683,612,032 | 5,189,000 | 55,395,000 | $(422,000,000)$ | 1,416,494,008 |
| Cash Flow from Investing | $(13,838,000)$ | $(30,024,000)$ | $(89,688,000)$ | 10,233,000 | $(47,000,000)$ | (1,150,289,181) |
| Purchase of Property, Plants \& Equipment | $(13,839,000)$ | $(10,237,000)$ | - | $(46,351,000)$ | $(2,000,000)$ | (2,387,730,406) |


| Net Investment Purchase \& Sale | - | 7,175,000 | - | 56,584,000 | $(47,000,000)$ | 2,008,594,149 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Acquisitions, net | 0 | 0 | $(23,280,000)$ | - | - | $(538,926,675)$ |
| Purchase Of Investments | - | $(270,344,992)$ | - | (94,420,000) | $(368,000,000)$ | $(365,599,609)$ |
| Sales/Maturities of Investments | - | 277,520,000 | - | 151,004,000 | 321,000,000 | 3,171,064,403 |
| Net Other Investing Changes | - | $(6,456,000)$ | - | - | 2,000,000 | 20,833,222 |
| Cash Flow from Investing | $(13,838,000)$ | $(30,024,000)$ | $(89,688,000)$ | 10,233,000 | $(47,000,000)$ | (1,150,289,181) |
| Financing Cash Flow | 12,736,000 | $(506,484,000)$ | $(57,609,000)$ | $(60,250,000)$ | $(22,000,000)$ | 265,465,807 |

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| Issuance Of Debt | 787,000 | 0 | 125,000,000 | - | - | 2,478,436,891 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Repayment Of Debt | $(285,000)$ | $(6,351,000)$ | $(145,000,000)$ | - | - | $(2,057,683,955)$ |
| Common Stock Issued | - | - | - | - | 0 | 35,262,600 |
| Cash Dividends Paid | - | - | - | - | - | $(14,194,600)$ |
| Other Financing Activities | 11,426,000 | $(89,430,000)$ | $(284,000)$ | (31,742,000) | $(23,000,000)$ | $(15,906,540)$ |
| Effect of Changes in Currency Exchange Rates | 972,000 | $(6,022,000)$ | - | $(4,228,000)$ | $(14,000,000)$ | $(64,739,679)$ |
| Net Change in Cash | $(54,388,000)$ | 147,104,000 | $(142,108,000)$ | 5,378,000 | $(491,000,000)$ | 515,992,057 |
| Beginning Cash Position | 157,746,000 | 785,537,024 | 173,572,992 | 129,785,000 | 1,018,000,000 | 1,341,486,223 |
| End Cash Position | 104,330,000 | 926,619,008 | 31,465,000 | 130,935,000 | 513,000,000 | 1,823,204,232 |
| Free Cash Flow |  |  |  |  |  |  |
| Operating Cash Flow | $(53,286,000)$ | 683,612,032 | 5,189,000 | 55,395,000 | $(422,000,000)$ | 1,416,494,008 |
| Capital Expenditure | $(13,839,000)$ | $(30,743,000)$ | $(66,408,000)$ | $(46,351,000)$ | $(2,000,000)$ | $(1,974,615,635)$ |
| Free Cash Flow | $(67,125,000)$ | 652,868,992 | (61,219,000) | 9,044,000 | $(424,000,000)$ | (541,747,552) |

Top Companies, Profiles and Financials

| NAIC |  |
| :--- | :---: |
| Title |  |
| Online Sales, B2C Ecommerce, Sharing Economy Platforms Industry (U.S.) |  |
| Top Companies I nclude: |  |
| Rank Company Ticker ExchangelD Revenues (Whole Numbers) 2022 or latest year available <br> 1 Amazon.com Inc AMZN NAS $\$ 513,982,988,288$ <br> 2 Wayfair LLC W NYS $\$ 12,218,000,384$ <br> 3 Qurate Retail Inc QRTEA NAS $\$ 12,106,000,384$ <br> 4 Chewy Inc (Chewy.com) CHWY NYS $\$ 8,890,773,504$ <br> 5 Fanatics Inc Private  $\$ 6,300,000,000$ <br> 6 Zappos.com LLC Subsidiary  $\$ 4,950,000,000$ <br> 7 Etsy Inc ETSY NAS $\$ 2,566,110,976$ <br> 8 Newegg Commerce Inc NEGG NAS $\$ 2,376,225,024$ <br> 9 $1-800-$ Flowers.Com Inc FLWS NAS $\$ 2,207,885,056$ <br> 10 Build.com Inc Subsidiary  $\$ 2,147,800,000$ |  |

Top Companies Ranked (Whole Number \$)


## Company Profile

## AMAZON.COM I NC (HTTPS:/ / WWW.AMAZON.COM)

Ticker: AMZN
Exchange: NAS
Year Established: 1994
Employees: 1,541,000
Fiscal Year Ends in December

Phone: 206 266-1000
Fax:
Address: 410 Terry Avenue North
Seattle, WA 98109-5210 United States

| Types of Business | Industry Rank for Total Revenue |  |
| :---: | :---: | :---: |
| Industry NAICS code: 454111 | 1. Amazon.com Inc | 469,822,013,440 |
|  | 2. Qurate Retail Inc | 14,044,000,256 |
|  | 3. Wayfair LLC | 13,708,000,256 |
| Online Retailing and Related Services | 4. Chewy Inc (Chewy.com) | 7,146,264,064 |
| Robotics and Automation | 5. Zappos.com LLC | 4,944,447,900 |
| Cloud Computing Services | 6. Fanatics Inc | 4,000,000,000 |
| Logistics Services | 7. Overstock.com Inc | 2,756,445,952 |
| Retail Supermarkets \& Grocery Delivery | 8. Newegg Commerce Inc | 2,376,225,024 |
| Department Stores | 9. Etsy Inc | 2,329,114,112 |
| Convenience Stores | 10. Build.com Inc | 2,147,800,000 |


| Contacts |  | Description |
| :---: | :---: | :---: |
| Douglas Herrington | CEO, Divisional | Amazon is a leading online retailer and one of the highest-grossing e-commerce aggregators, with $\$ 386$ billion in net sales and |
| Adam Selipsky | CEO, Subsidiary | approximately $\$ 578$ billion in estimated physical/digital online gross |
| Andrew Jassy | CEO/Director/President | merchandise volume in 2021. Retail-related revenue represents |
| Brian Olsavsky | CFO/Senior VP | approximately $80 \%$ of the total, followed by Amazon Web Services' |
| J effrey Bezos | Chairman of the Board/Director/Founder | cloud computing, storage, database, and other offerings ( $10 \%-15 \%$ ), |
| Shelley Reynolds | Chief Accounting Officer/Vice President, Divisional | advertising services ( $5 \%$ ), and other. International segments constitute 25\%-30\% of Amazon's non-AWS sales, led by Germany, the United |
| Wendell Weeks Jamie Gorelick | Director | Kingdom, and Japan. |
| Jamie Gorelick Jonathan Rubinstein | Director Director |  |
| Edith Cooper | Director |  |
| Patricia Stonesifer | Director |  |
| Indra Nooyi | Director |  |
| Daniel Huttenlocher | Director |  |
| Keith Alexander | Director |  |
| Judith McGrath | Director |  |
| David Zapolsky | General Counsel/ Secretary/Senior VP |  |

Auditor: EY
Legal Advisor:

| Financials |  |  |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |

## Echo

Whole Foods Market
Amazon Go
Amazon Fresh
Kindle Direct Publishing

| Andrew Jassy | CEO/President | 175,000 |
| :--- | :--- | :--- |
| David Clark | CEO, Divisional | 175,000 |
| Brian Olsavsky | CFO/Senior VP | 160,000 |
| David Zapolsky | General | 160,000 |
|  | Counsel/Secretary/Senior |  |
|  | VP |  |
| Adam Selipsky | CEO/President | 109,722 |

Corporate Culture

Qualified employees receive generous medical and drugs coverage, dental and vision benefits. A $401(\mathrm{k})$ savings plan, stock incentives, disability insurance, flexible spending accounts, legal services, family care benefits and a 10\% Amazon merchandise discount.
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Revenues vs Net Income (Whole Number \$)


- Net Income


## Company Profile

## WAYFAI R LLC (HTTPS:/ / WWW.WAYFAI R.COM)

Ticker: w
Exchange: NYS
Year Established: 2014
Employees: 15,745
Fiscal Year Ends in December

Phone: 866-263-8325
Fax:
Address: 4 Copley Place
Boston, MA 02116 United States

| Types of Business | I ndustry Rank for Total Revenue |  |
| :---: | :---: | :---: |
| Industry NAICS code: 454111 1. Amazon.com Inc 469,822,013,440 |  |  |
| Online Furniture Store | 2. Qurate Retail Inc | 14,044,000,256 |
|  | 3. Wayfair LLC | 13,708,000,256 |
|  | 4. Chewy Inc (Chewy.com) | 7,146,264,064 |
|  | 5. Zappos.com LLC | 4,944,447,900 |
|  | 6 . Fanatics Inc | 4,000,000,000 |
|  | 7. Overstock.com Inc | 2,756,445,952 |
|  | 8. Newegg Commerce Inc | 2,376,225,024 |
|  | 9. Etsy Inc | 2,329,114,112 |
|  | 10. Build.com Inc | 2,147,800,000 |


| Contacts |  | Description |
| :---: | :---: | :---: |
| Niraj Shah | CEO/Co-Chairman of the Board/Co-Founder /Director/President | Wayfair engages in e-commerce in the United States and Europe. At the end of 2021, the firm offered more than 33 million products from |
| Kate Gulliver | CFO/Chief Accounting Officer/Chief Administrative Officer | Joss \& Main, AllModern, DwellStudio, Birch Lane, and Perigold. This includes a selection of furniture, decor, decorative accent, housewares, |
| Fiona Tan | Chief Technology Officer | seasonal decor, and other home goods. Wayfair was founded in 2002 |
| Steven Conine | Co-Chairman of the Board/Co-Founder /Director | and is focused on helping people find the perfect product at the right price. |
| Thomas Netzer | COO |  |
| J eremy King | Director |  |
| Anke Schaferkordt | Director |  |
| Michael Sneed | Director |  |
| J effrey Naylor | Director |  |
| Michael Kumin | Director |  |
| Andrea Jung | Director |  |
| Michael Choe | Director |  |
| Steve Oblak | Other Executive Officer |  |

Auditor: EY
Legal Advisor:

## Financials

| \$USD, In whole numbers, except marked * or \% | 20222021 |  | 2020 | 2019 | 82017 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Financials |  |  |  |  |  |  |
| Revenue | 12,218,000,000 | 13,708,000,000 | 14,145,000,000 | 9,127,000,000 | 6,779,174,000 | 4,720,895,000 |
| Cost of Revenue | 8,802,000,000 | 9,813,000,000 | 10,033,000,000 | 6,980,000,000 | 5,192,451,000 | 3,602,072,000 |
| Gross Margin \% | 27.96 | 28.41 | 29.07 | 23.52 | 23.41 | 23.70 |
| R\&D Expense | - | - | - |  |  |  |
| Operating Income | $(1,314,000,000)$ | $(82,000,000)$ | 360,000,000 | (930,000,000) | $(473,279,000)$ | $(235,453,000)$ |
| Operating Margin \% | -10.75 | -0.60 | 2.55 | -10.19 | -6.98 | -4.99 |
| SGA Expense | 4,730,000,000 | 3,977,000,000 | 3,752,000,000 | 3,077,000,000 | 2,060,002,000 | 1,354,276,000 |
| Net Income | (1,331,000,000) | $(131,000,000)$ | 185,000,000 | (985,000,000) | (504,080,000) | (244,614,000) |
| Earnings Per Share | -12.54 | -1.26 | 1.93 | -10.68 | -5.63 | -2.81 |
| Dividends | - | - | - | - | - |  |
| Book Value Per Share | - | - | - | -7.29 | -3.44 | 0.03 |
| Operating Cash Flow | $(674,000,000)$ | 410,000,000 | 1,417,000,000 | $(197,000,000)$ | 84,861,000 | 33,634,000 |
| Capital Expenditure | 458,000,000 | 280,000,000 | 335,000,000 | 401,000,000 | 221,955,000 | 146,879,000 |
| Free Cash Flow | $(1,132,000,000)$ | 130,000,000 | 1,082,000,000 | $(598,000,000)$ | $(137,094,000)$ | $(113,245,000)$ |
| Profitability |  |  |  |  |  |  |
| EBITDA | $(921,000,000)$ | 224,000,000 | 637,000,000 | (735,000,000) | $(349,941,000)$ | (148,433,000) |
| Return on Assets \% | - | - | - | - | - |  |
| Return on Equity \% | - | - | - | - | - |  |
| Net Margin \% | -10.89 | -0.96 | 1.31 | -10.79 | -7.44 | -5.18 |
| Assets Turnover | 3.00 | 3.00 | 3.76 | 3.77 | 4.37 | 4.78 |
| Financial Leverage | - | - | - | - | - |  |


| Brands | Top Salaries |  |
| :--- | :--- | :--- |
| CastleGate <br> Wayfair <br> Joss \& Main | Name | Title |

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| AllModern | Fiona Tan | Chief Technology Officer | 236,539 | 13,462 |
| :---: | :---: | :---: | :---: | :---: |
| Perigold | Kate Gulliver | CFO/Chief Administrative | 236,539 | 13,462 |
| Birch Lane |  | Officer |  |  |
|  | Michael Fleisher | Former CFO | 236,539 | 13,462 |
|  | Steve Oblak | Other Executive Officer | 236,539 | 13,462 |
|  | Thomas Netzer | COO | 236,539 | 13,462 |

## Other Thoughts

Corporate Culture
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Revenues vs Net Income (Whole Number \$)


- Revenue


## Company Profile

## QURATE RETAIL I NC (HTTPS:/ / WWW.QURATERETAI L.COM)

Ticker: QRTEA
Exchange: NAS
Year Established: 2006
Employees: 24,600
Fiscal Year Ends in December

Phone: 720 875-5300
Fax:
Address: 12300 Liberty Boulevard
Englewood, CO 80112 United States

| Types of Business | I ndustry Rank for Total Revenue |  |
| :---: | :---: | :---: |
| Industry NAICS code: 454111 | 1. Amazon.com Inc | 469,822,013,440 |
|  | 2. Qurate Retail Inc | 14,044,000,256 |
|  | 3. Wayfair LLC | 13,708,000,256 |
| Online and Internet Businesses | 4. Chewy Inc (Chewy.com) | 7,146,264,064 |
| Ecommerce | 5. Zappos.com LLC | 4,944,447,900 |
| Interactive Shopping | 6. Fanatics Inc | 4,000,000,000 |
| Live Broadcasts | 7. Overstock.com Inc | 2,756,445,952 |
| Pre-Recorded Programming | 8. Newegg Commerce Inc | 2,376,225,024 |
| Catalog Shopping | 9. Etsy Inc | 2,329,114,112 |
| Retail and Outlet Stores Merchandise | 10. Build.com Inc | 2,147,800,000 |



| Ballard Designs | Michael George | Former CEO/Former | 1,500,000 |
| :---: | :---: | :---: | :---: |
| Grandin Road |  | President |  |
| Garnet Hill | Gregory Maffei | Chairman of the | 510,000 |
|  |  | Board/Director |  |
|  | Renee Wilm | Chief Administrative | 220,238 |
|  |  | Officer/Chief Legal Officer |  |
|  | Albert | Other Executive Officer | 209,226 |
|  | Rosenthaler |  |  |

## Other Thoughts

 Corporate Culture© Plunkett Research, Ltd. All Rights Reserved. www.plunkettresearch.com
Revenues vs Net Income (Whole Number \$)


Revenue

## Company Profile

## CHEWY I NC (CHEWY.COM) ( HTTPS:/ / WWW.CHEWY.COM)

Ticker: CHWY
Exchange: NYS
Year Established: 2011
Employees: 21,300
Fiscal Year Ends in J anuary

Phone: 954-793-4144
Fax:
Address: 1855 Griffin Road
Suite B-428
Dania Beach, FL 33004 United States


Auditor: Deloitte \& Touche LLP
Legal Advisor:

## Financials

| \$USD, In whole numbers, except marked * or \% | 20232022 |  | 2021 | 02019 |  | 2018 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Financials |  |  |  |  |  |  |
| Revenue | 10,098,940,000 | 8,890,774,000 | 7,146,264,000 | 4,846,743,000 | 3,532,837,000 | 2,104,287,000 |
| Cost of Revenue | 7,268,034,000 | 6,517,191,000 | 5,325,457,000 | 3,702,683,000 | 2,818,032,000 | 1,736,737,000 |
| Gross Margin \% | - | 26.70 | 25.48 | 23.60 | 20.23 | 17.47 |
| R\&D Expense | - | - | - |  |  |  |
| Operating Income | 55,753,000 | $(72,178,000)$ | $(90,464,000)$ | $(252,726,000)$ | $(267,766,000)$ | $(337,851,000)$ |
| Operating Margin \% | - | -0.81 | -1.27 | -5.21 | -7.58 | -16.06 |
| SGA Expense | 2,775,152,000 | 2,445,760,000 | 1,911,271,000 | 1,396,786,000 | 982,571,000 | 705,401,000 |
| Net Income | 49,232,000 | $(73,817,000)$ | $(92,486,000)$ | (252,370,000) | $(267,890,000)$ | $(338,057,000)$ |
| Earnings Per Share | 0.12 | -0.18 | -0.23 | -0.63 | -0.68 | -1.77 |
| Dividends |  | - | - |  | - |  |
| Book Value Per Share | - | - | - | - | -0.98 | - |
| Operating Cash Flow | 349,572,000 | 191,739,000 | 132,755,000 | 46,581,000 | $(13,415,000)$ | $(79,747,000)$ |
| Capital Expenditure | 230,290,000 | 183,186,000 | 130,743,000 | 48,636,000 | 44,160,000 | 40,282,000 |
| Free Cash Flow | 119,282,000 | 8,553,000 | 2,012,000 | $(2,055,000)$ | $(57,575,000)$ | $(120,029,000)$ |
| Profitability |  |  |  |  |  |  |
| EBITDA | 139,060,000 | $(17,169,000)$ | $(54,800,000)$ | $(222,081,000)$ | $(244,556,000)$ | $(325,315,000)$ |
| Return on Assets \% | - | - | - | - | - |  |
| Return on Equity \% | - | - | - | - | - | - |
| Net Margin \% | - | -0.83 | -1.29 | -5.21 | -7.58 | -33.25 |
| Assets Turnover | - | 4.65 | 5.35 | 6.58 | 6.76 | 4.18 |
| Financial Leverage |  | 141.58 | - | - | - |  |


| Brands | Top Salaries |  |  |
| :--- | :--- | :--- | :--- |
| PetSmart Inc <br> Chewy.com <br> Chewy.com Rescue and Shelter Network | Name | Title | Salary (US\$) |


| Sumit Singh | CEO | $1,200,000$ |
| :--- | :--- | :--- |
| Mario Marte | CFO | 595,000 |
| Satish Mehta | Chief Technology Officer | 475,000 |
| Susan Helfrick | General | 450,000 |

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Revenues vs Net Income (Whole Number \$)


- Net Income


## Company Profile

## FANATI CS INC (HTTP:/ / WWW.FANATI CSI NC.COM)

Ticker: Private Phone: 904-421-1897
Exchange:
Employees: 18,000
Fiscal Year Ends in N/A
Fax:
Address: 8100 Nations Way
Jacksonville, FL 32256 United States

| Types of Business | Industry Rank for Total Revenue |  |
| :--- | :--- | ---: |
|  |  |  |
| Industry NAICS code: 454111 |  | $469,822,013,440$ |
|  | 1. Amazon.com Inc |  |
| Electronic Shopping of Licensed Sports Merchandise | 2. Qurate Retail Inc | $14,044,000,256$ |
| Ecommerce | 3. Wayfair LLC | $13,708,000,256$ |
| Vertical Commerce | 4. Chewy Inc (Chewy.com) | $7,146,264,064$ |
| Licensed Sports Merchandise | 5. Zappos.com LLC | $4,944,447,900$ |
| Digital Sports Platform | 6. Fanatics Inc | $4,000,000,000$ |
| Sports Product Design and Manufacturing | 7. Overstock.com Inc | $2,756,445,952$ |
| Ecommerce Supply Chain and Logistics | 8. Newegg Commerce Inc | $2,376,225,024$ |
| Betting and Gaming Databases | 9. Etsy Inc | $2,329,114,112$ |


| Contacts | Description |  |
| :--- | :--- | :--- |
|  |  | Fanatics, Inc. is an online retailer of licensed sports merchandise. The <br> firm's global digital sports platform also features NFTs/digital |
| Michael Rubin | CEO | collectibles, sports betting and iGaming, trading cards and more. |
| Jamie Davis | Fres. | Fanatics has relationships with over 900 properties and includes many |
| Glenn H. Schiffman | CFO/Exec. VP | innovative verands. Subsidiary Fanatics Commerce comprises an |
| Meier Raivich | Exec. VP-Global Communications | to swiftly design, manufacture business strategy that allows the company |
| Robin Eletto | Chief People Officer | jerseys, lifestyle and streetwear products, high-quality fan gear, |
| Larry Dolan | Chief Information Security Officer | hardgoods. This division offers a broad assortment of first and and |
| Jack Boyle | Pres., Merch. | third-party fan merchandise and memorabilia, whether manufactured |
| Mitch Trager | Chief Strategy Officer | Fanatics Collectibles implements a vertical commerce model, an |
| Meier Raivich | VP-Branding | innovative technology platform and an agile supply chain to offer a |
| Gary Gertzog | Exec. VP-Bus. Affairs | mobile-first consumer brand. Its operations encompass technology, |
| Tucker Kain | Chief Strategy Officer | on-demand manufacturing and logistics. Fanatics Betting \& Gaming |
| Orlando Ashford | Chmn. | combines global databases of sports fans, creative marketing, social |
|  |  | strategies, technology and brand recognition. Fanatics, Inc. is |

## Financials

| \$USD, In whole numbers | $\mathbf{2 0 2 1}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 1 9}$ | $\mathbf{2 0 1 8}$ | $\mathbf{2 0 1 7}$ |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Sales | $4,000,000,000$ | $2,887,500,000$ | $2,500,000,000$ | $2,475,375,000$ | $2,415,000,000$ | $2,000,000,000$ |

Profits

| Brands | Top Salaries |
| :--- | :--- |

Fanatics Commerce
Fanatics Collectibles
Fanatics Betting \& Gaming
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Revenue vs Net Income (Whole Number \$)


- Net Income


## Company Profile

## ZAPPOS.COM LLC (HTTP:/ / WWW.ZAPPOS.COM)

Ticker: Subsidiary Phone: 702-943-7777
Exchange:
Fax: 702-943-7778
Employees: 1,500
Fiscal Year Ends in N/A
Address: 400 E. Stewart Ave.

| Types of Business |  |  | I ndustry Rank for Total Revenue |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Industry NAICS code: 454111 |  |  | 1. Amazon | Inc |  | 469,822,013,440 |
| Parent Company: Amazon.com Inc |  |  | 2. Qurate | I Inc |  | $\begin{aligned} & 14,044,000,256 \\ & 13,708,000,256 \end{aligned}$ |
|  |  |  | 4. Chewy | Chewy.com) |  | 7,146,264,064 |
| Online Shoes Retailing |  |  | 5. Zappos. | LLC |  | 4,944,447,900 |
| Ecommerce Retailing |  |  | 6. Fanatics |  |  | 4,000,000,000 |
| Software Development Payment Solutions |  |  | 7. Oversto | m Inc |  | 2,756,445,952 |
|  |  |  | 8. Newegg | merce Inc |  | 2,376,225,024 |
| Technology <br> Apparel |  |  | 9. Etsy Inc | 促 |  | 2,329,114,112 |
| Housewares 10. Build.com Inc 2,147,800,000 |  |  |  |  |  |  |
| Merchandising Strategies |  |  |  |  |  |  |
| Contacts |  |  | Description |  |  |  |
| Scott Schaefer CEO |  |  | Zappos.com, LLC, a subsidiary of Amazon.com, Inc., is an online and mobile app retailer of shoes, handbags and other accessories, offering millions of products from a wide variety of footwear and apparel brands. The platform's inventory includes shoes, bags and handbags, clothing, beauty products, eyewear, sporting goods, housewares and watches. Due to massive growth, the firm operates through several divisions and companies under the Zappos family umbrella, including solutions such as finance, accounting, help desk, human resources, information technology, legal and training. The Pipeline team provides a training class on Zappos and teaches classes in management, Microsoft Office and more. The IP division provides website software development, project management, marketing and content services and creative services to the Zappos family of companies and follows customer experience trends. Zappos Gift Cards, Inc. sells gift cards and gift certificates for use on the company's websites. Zappos Insights, Inc. provides business consulting and corporate culture advisory services to third-party companies and individuals. Zappos Merchandising, Inc. focuses on product purchasing, brand acquisition and vendor relationship management. 6 pm .com LLC operates an ecommerce site that sells discount branded shoes, clothing, bags and accessories for men, women and children. |  |  |  |
| Financials |  |  |  |  |  |  |
| \$USD, In whole numbers | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
| Sales | 4,944,447,900 | 4,120,373,250 | 3,098,025,000 | 2,950,500,000 | 2,810,000,000 | 2,512,000,000 |
| Profits |  |  |  |  |  |  |
| Brands |  |  | Top Sala |  |  |  |

Amazon.com Inc
Zappos Gift Cards Inc
Zappos Insights inc
Zappos Merchandising Inc
6pm.com LLC

## Other Thoughts

Zappos.com offers its employees comprehensive health and retirement benefits.
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Revenues vs Net Income (Whole Number \$)


## Company Profile

## ETSY I NC (HTTPS:/ / WWW.ETSY.COM)

Ticker: ETSY
Exchange: NAS
Year Established: 2006
Employees: 2,790
Fiscal Year Ends in December

Phone: 718-880-3660
Fax:
Address: 117 Adams Street
Brooklyn, NY 11201 United States

| Types of Business | I ndustry Rank for Total Revenue |  |
| :---: | :---: | :---: |
| Industry NAICS code: 454111 | 1. Amazon.com Inc | 469,822,013,440 |
|  | 2. Qurate Retail Inc | 14,044,000,256 |
|  | 3. Wayfair LLC | 13,708,000,256 |
| Online Craft Marketplace | 4. Chewy Inc (Chewy.com) | 7,146,264,064 |
| Handmade Arts \& Crafts | 5. Zappos.com LLC | 4,944,447,900 |
| Crafting Supplies | 6. Fanatics Inc | 4,000,000,000 |
| Vintage Clothing \& Goods | 7. Overstock.com Inc | 2,756,445,952 |
|  | 8. Newegg Commerce Inc | 2,376,225,024 |
|  | 9. Etsy Inc | 2,329,114,112 |
|  | 10. Build.com Inc | 2,147,800,000 |


| Contacts |  | Description |
| :---: | :---: | :---: |
| Kruti Goyal Josh Silverman Rachel Glaser Frederick Wilson Merilee Buckley Jill Simeone Ryan Scott Rachana Kumar Raina Moskowitz J onathan Klein Gary Briggs <br> M. Burns <br> Margaret Smyth <br> C. Andrew Ballard <br> Melissa Reiff <br> Marla Blow <br> Kimaria Seymour <br> Nicholas Daniel | CEO, Divisional <br> CEO/Director/President <br> CFO <br> Chairman of the Board/Director <br> Chief Accounting Officer <br> Chief Legal Officer/Secretary <br> Chief Marketing Officer <br> Chief Technology Officer <br> COO <br> Director <br> Director <br> Director <br> Director <br> Director <br> Director <br> Director <br> Other Executive Officer <br> Other Executive Officer | Etsy operates a top-10 e-commerce marketplace operator in the U.S. and the U.K., with sizable operations in Germany, France, Australia, and Canada. The firm dominates an interesting niche, connecting buyers and sellers through its online market to exchange vintage and craft goods. With $\$ 13.5$ billion in 2021 consolidated gross merchandise volume, the firm has cemented itself as one of the largest players in a quickly growing space, generating revenue from listing fees, commissions on sold items, advertising services, payment processing, and shipping labels. As of the end of 2021, the firm connected more than 96 million buyers and more than 7.5 million sellers on its marketplace properties: Etsy, Reverb (musical equipment), Elo7 (crafts in Brazil), and Depop (clothing resale). |

Auditor: PricewaterhouseCoopers LLP.

| Financials |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$USD, In whole numbers, except marked * or \% | 2022 | 2021 | 2020 | 2019 | 2018 | 2017 |
| Financials |  |  |  |  |  |  |
| Revenue | 2,566,111,000 | 2,329,114,000 | 1,725,625,000 | 818,379,000 | 603,693,000 | 441,231,000 |
| Cost of Revenue | 744,592,000 | 654,512,000 | 464,745,000 | 271,036,000 | 190,762,000 | 150,986,000 |
| Gross Margin \% | 70.98 | 71.90 | 73.07 | 66.88 | 68.40 | 65.78 |
| R\&D Expense | 412,398,000 | 271,535,000 | 180,080,000 | 121,878,000 | 97,249,000 | 74,616,000 |
| Operating Income | 386,462,000 | 465,732,000 | 424,009,000 | 88,761,000 | 74,786,000 | 15,058,000 |
| Operating Margin \% | 15.06 | 20.00 | 24.57 | 10.85 | 12.39 | 3.41 |
| SGA Expense | 1,022,659,000 | 937,335,000 | 656,791,000 | 336,704,000 | 240,896,000 | 200,571,000 |
| Net Income | $(694,288,000)$ | 493,507,000 | 349,246,000 | 95,894,000 | 77,491,000 | 81,800,000 |
| Earnings Per Share | -5.48 | 3.88 | 2.88 | 0.80 | 0.64 | 0.69 |
| Dividends | - | - | - - | - | - | - |
| Book Value Per Share | - | - | - | 3.29 | 3.29 | 2.86 |
| Operating Cash Flow | 683,612,000 | 651,551,000 | 678,956,000 | 206,920,000 | 198,925,000 | 69,101,000 |
| Capital Expenditure | 30,743,000 | 28,170,000 | 7,110,000 | 15,278,000 | 20,556,000 | 13,156,000 |
| Free Cash Flow | 652,869,000 | 623,381,000 | 671,846,000 | 191,642,000 | 178,369,000 | 55,945,000 |
| Profitability |  |  |  |  |  |  |
| EBITDA | $(551,108,000)$ | 555,806,000 | 465,923,000 | 152,997,000 | 103,998,000 | 70,592,000 |
| Return on Assets \% | - | - | - | - | - | - |
| Return on Equity \% | - | - | - - | - | - | - |
| Net Margin \% | -27.06 | 21.19 | 20.24 | 11.72 | 12.83 | 18.52 |
| Assets Turnover | 0.79 | 0.75 | 0.87 | 0.67 | 0.80 | 0.74 |
| Financial Leverage | - | 6.10 | 3.24 | 3.79 | 2.25 | 1.53 |

## Brands

Etsy.com
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| Name | Title | Salary (US\$) | Bonus <br> (US\$) |
| :--- | :--- | :--- | :--- |
| J osh Silverman | CEO/President | 600,000 | - |
| Michael Fisher | Chief Technology Officer | 443,750 | - |
| Rachel Glaser | CFO | 443,750 | - |
| Kruti Goyal | Other Executive Officer | 395,000 | - |
| Ryan Scott | Chief Marketing Officer | 392,500 | - |

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Revenues vs Net Income (Whole Number \$)


## Company Profile

## NEWEGG COMMERCE I NC (HTTPS:/ / WWW.NEWEGG.COM)

Ticker: NEGG
Exchange: NAS
Year Established: 2001
Employees: 2,205
Fiscal Year Ends in December

Phone: 626-271-9700
Fax: 626-271-9403
Address: 17560 Rowland Street
City of Industry, CA 91748 United States

| Types of Business | Industry Rank for Total Revenue |
| :--- | :--- |
|  |  |
| Industry NAICS code: 454111 |  |
|  | 1. Amazon.com Inc |
| Online Retail-Computers \& Electronics | 2. Qurate Retail Inc |
| Ecommerce | 3. Wayfair LLC |
| Retail | 4. Chewy Inc (Chewy.com) |
| Logistics | 5. Zappos.com LLC |
| Computer Products | 6. Fanatics Inc |
| Distribution | 7. Overstock.com Inc |
|  | 8. Newegg Commerce Inc |
|  | 9. Etsy Inc |
|  | 10. Build.com Inc |


| Contacts |  | Description |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Anthony Chow <br> Robert Chang <br> Zhitao He <br> Montaque Hou <br> Jamie Spannos <br> Gregory Moore <br> Poi Wu <br> Yingmei Yang <br> Fuya Zheng <br> Fred Chang | CFO <br> Chairman of the Board/Director Chief Technology Officer COO <br> Director <br> Director <br> Director <br> Director <br> Director/Vice Chairman of the Board | Newegg Commerce Inc is an e-commerce company offering direct sales and an online marketplace platform for IT computer components, consumer electronics, entertainment, smart home and gaming products and provides certain third-party logistics services globally. |  |  |
| Auditor: BDO USA, LLP Legal Advisor: |  |  |  |  |
| Financials |  |  |  |  |
| \$USD, In whole numbers, except marked * or \% | 2021 | 2020 |  |  |
| Financials |  |  |  |  |
| Revenue |  | 2,376,225,000 | 2,114,872,000 | 1,533,928,000 |
| Cost of Revenue |  | 2,050,249,000 | 1,841,243,000 | 1,369,054,000 |
| Gross Margin \% |  | 13.72 | 12.94 | - |
| R\&D Expense |  | - | - | - |
| Operating Income |  | 33,512,000 | 23,390,000 | $(36,004,000)$ |
| Operating Margin \% |  | 1.41 | 1.11 | - |
| SGA Expense |  | 292,464,000 | 250,239,000 | 229,192,000 |
| Net Income |  | 36,262,000 | 30,426,000 | $(16,991,000)$ |
| Earnings Per Share |  | 0.10 | 0.08 | -0.05 |
| Dividends |  | - | - | - |
| Book Value Per Share |  | - | - | - |
| Operating Cash Flow |  | $(53,286,000)$ | 84,512,000 | $(10,077,000)$ |
| Capital Expenditure |  | 13,839,000 | 6,156,000 | 10,283,000 |
| Free Cash Flow |  | $(67,125,000)$ | 78,356,000 | $(20,360,000)$ |
| Profitability |  |  |  |  |
| EBITDA |  | 41,917,000 | 42,122,000 | 1,251,000 |
| Return on Assets \% |  | - | - | - |
| Return on Equity \% |  | - | - | - |
| Net Margin \% |  | 1.53 | 1.44 | - |
| Assets Turnover |  | 4.01 | 3.79 | - |
| Financial Leverage |  | 3.44 | 4.37 | - |


| Brands | Top Salaries |
| :--- | :--- |

Newegg.com
newegg.ca
newegg.com.cn
NeweggBusiness.com
Rosewill Inc
GameCrate.com
Newegg Logistics
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Revenues vs Net Income (Whole Number \$)


## Company Profile

## 1-800-FLOWERS.COM I NC (HTTPS:/ / WWW.1800FLOWERS.COM)

Ticker: FLWS
Exchange: NAS
Year Established: 1992
Employees: 4,700
Fiscal Year Ends in June

Phone: 516 237-6000
Fax:
Address: Two Jericho Plaza
Suite 200
Jericho, NY 11753 United States

| Types of Business | Industry Rank for Total Revenue |  |
| :--- | :--- | ---: |
|  |  |  |
| Industry NAICS code: 454111 |  | $469,822,013,440$ |
|  | 1. Amazon.com Inc |  |
| Direct Selling-Flowers | 2. Qurate Retail Inc | $14,044,000,256$ |
| Online \& Catalog Sales | 3. Wayfair LLC | $7,708,000,256$ |
| Wine Distribution | 4. Chewy Inc (Chewy.com) | $4,946,264,064$ |
| Gardening Accessories | 5. Zappos.com LLC | $4,000,000,000$ |
| Gourmet Foods | 6. Fanatics Inc | $2,756,445,952$ |
| Gifts | 7. Overstock.com Inc | $2,376,225,024$ |
| Retail Stores | 8. Newegg Commerce Inc | $2,329,114,112$ |
|  | 9. Etsy Inc | $2,147,00,000$ |
|  | 10. Build.com Inc | $2,122,244,992$ |



## Brands

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| BloomNet   <br> Fruit Bouquet Name Title | Salary (US\$) | Bonus <br> (US |
| :--- | :--- | :--- | :--- |
| Cheryl's \& Co |  |  |


| Other Thoughts | Corporate Culture |
| :--- | :--- |
|  | $1-800-$ Flowers.com offers its employees a $401(k)$ plan, a profit-sharing <br> plan and health coverage. | plan and health coverage.

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Revenues vs Net Income (Whole Number \$)


## Company Profile

## BUI LD.COM INC (HTTP:/ / WWW.BUILD.COM)

Ticker: Subsidiary Phone: 530 566-1893
Exchange:
Employees: 700
Fiscal Year Ends in N/A

Fax:
Address: 402 Otterson Dr., Ste. 100
Chico, CA 95928 United States

| Types of Business |  | I ndustry Rank for Total Revenue |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Industry NAICS code: 454111 |  | 1. Amazon.com Inc |  |  | 22,013,440 |
| Parent Company: Ferguson plc |  | 2. Qurate Retail Inc <br> 3. Wayfair LLC |  |  | $\begin{aligned} & 44,000,256 \\ & 08,000,256 \end{aligned}$ |
| Electronic Shopping |  | 4. Chewy Inc (Chewy.com) |  |  | 46,264,064 |
| Online Hardware Store |  | 4. Chewy Inc (Chewy.com) <br> 5. Zappos.com LLC |  |  | 44,447,900 |
| Ecommerce |  |  |  |  | 56,445,952 |
| Online Home Improvement Products |  | 8. Newegg Commerce Inc |  |  | 76,225,024 |
| Home Appliances |  | 9. Etsy Inc |  |  | 29,114,112 |
| Flooring |  | 10. Build.com Inc |  |  | 47,800,000 |
| Kitchen and Bath <br> HVAC |  |  |  |  |  |
| Contacts |  | Description |  |  |  |
| Nicole Creech Pres. |  | Build.com, Inc. is an online and mobile home improvement retailer offering over 1 million home improvement products. The firm's website offers products in a variety of categories, including bathroom, which features faucets, sinks, bathtubs, bathroom hardware and accessories; kitchen, which includes kitchen appliances, garbage disposals, kitchen sinks and faucet and cabinet hardware; lighting, which includes chandeliers, pendant lighting, ceiling lights and outdoor lighting; fans, including indoor and outdoor ceiling fans, air circulators and related accessories; hardware, including door knobs, deadbolts, door levers and door entry sets; decors, including area rugs, decorative mirrors, clocks, home accents and decorative pillows; appliances, including dishwashers, refrigeration, range hoods and laundry; heating \& air, including stoves and fireplaces, chimney pipes, thermostats and tankless water heaters; outdoor, which includes patio furniture, barbecue grills, firepits and outdoor kitchens; and flooring, which includes wood, laminate, cork and bamboo flooring and tile. In addition, the company offers smart home products, such as hubs and controllers, security solutions, smart locks and smart lighting among others. Build.com partners with vendors to offer end-to-end solutions to its customers. Through its website, customers can explore do-it-yourself (DIY) project ideas, seek help and lookup contact information for professional contractors. Build.com operates as a subsidiary of Ferguson plc. |  |  |  |
| Financials |  |  |  |  |  |
| \$USD, In whole numbers 2021 | 2020 | 2019 | 2018 | 2017 | 2016 |
| Sales 2,147,800,000 | 1,508,560,000 | 1,468,640,000 | 847,980,000 | 807,600,000 | 615,000,000 |
| Profits |  |  |  |  |  |
| Brands |  | Top Salar |  |  |  |

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Revenues vs Net Income (Whole Number \$)


- Net Income


## Appendix: Assumptions

## U.S. GDP Growth Forecasts

(In Bil. Current US\$)

| Year | Amount | \% Change |
| :---: | :---: | :---: |
| 2016 | $\$ 18,695.10$ | $2.69 \%$ |
| 2017 | $\$ 19,479.63$ | $4.20 \%$ |
| 2018 | $\$ 20,527.15$ | $5.38 \%$ |
| 2019 | $\$ 21,372.60$ | $4.12 \%$ |
| 2020 | $\$ 20,893.75$ | $-2.24 \%$ |
| 2021 | $\$ 22,997.50$ | $10.07 \%$ |
| 2022 | $\$ 25,346.81$ | $10.22 \%$ |
| 2023 | $\$ 26,695.15$ | $5.32 \%$ |
| 2024 | $\$ 27,745.53$ | $3.93 \%$ |
| 2025 | $\$ 28,790.40$ | $3.77 \%$ |
| 2026 | $\$ 29,855.87$ | $3.70 \%$ |
| 2027 | $\$ 30,966.06$ | $3.72 \%$ |
| 2028 | $\$ 32,231.93$ | $4.09 \%$ |
| 2029 | $\$ 33,470.14$ | $3.84 \%$ |

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