# High-Level Working Capital Performance

Industry Benchmark Report

SIC 4-DIGIT CODE
**5712**
Furniture Stores

BUSINESS REGION
**North America**

REPORT DATE
**June 26, 2026**
fiscal years ending Jul 2024 — Jun 2025

## Selected peer group

6 companies analysed | 5712-Furniture Stores | North America

| Peer Company | Region | Revenue | Employees |
|---|---|---|---|
| **Peer 1** | North America | $7.81B | 19,800 |
| **Peer 2** | North America | $3.00B | 6,510 |
| **Peer 3** | North America | $1.38B | 2,700 |
| **Peer 4** | North America | $759M | 2,392 |
| **Peer 5** | North America | $697M | 917 |
| **Peer 6** | North America | $337M | 981 |



### About this sample deliverable

This is a sample **Industry Benchmark** deliverable — peer names are masked and the figures are illustrative of the report format. An Industry Benchmark profiles a selected peer group within an industry, showing how working-capital efficiency (the cash conversion cycle and its DSO, DIO, and DPO drivers) is distributed across the peers (minimum, quartiles, median, maximum). It establishes the competitive field and the efficient-operator benchmarks for the industry, without comparing any single company. The companion Target Benchmark overlays one chosen company on these same distributions and sizes its specific working-capital opportunity.

# Industry overview

Scale, growth, and productivity profile | 5712-Furniture Stores | FY 2024

**MEDIAN REVENUE**
**$1.07B**
Range: $337M — $7.81B

**MEDIAN HEADCOUNT**
**2,546**
Range: 917 — 19,800

**MEDIAN 3Y REVENUE CAGR**
**-3.45%**
Top quartile ≥ 2.28%

**MEDIAN REVENUE / EMPLOYEE**
**$394K**
Top quartile ≥ $511K

## Distribution detail

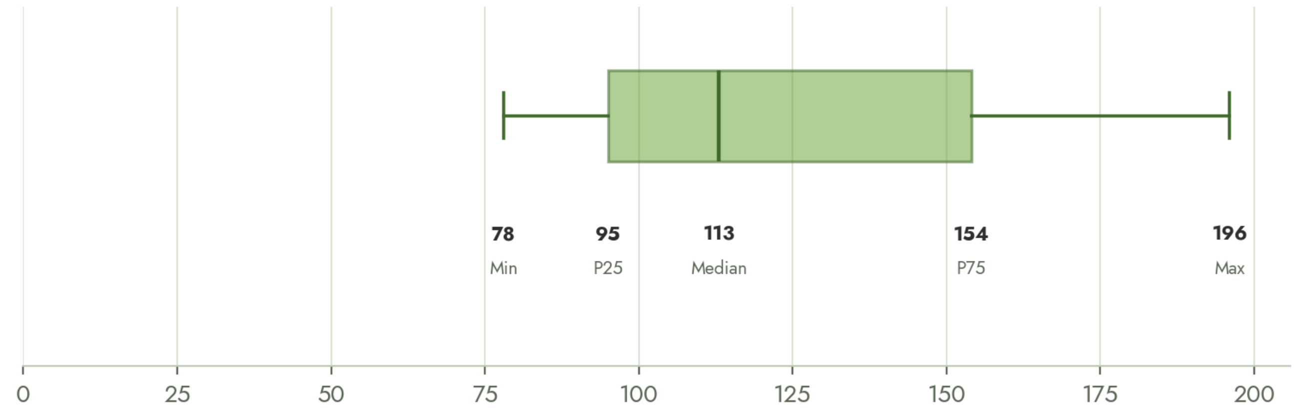
| Metric | Min | P25 | Median | P75 | Max |
|---|---|---|---|---|---|
| **Revenue** | $337M | $728M | $1.07B | $3.00B | $7.81B |
| **Total Employees** | 917 | 1,334 | 2,546 | 5,558 | 19,800 |
| **3-Year Revenue CAGR** | -10.17% | -5.15% | -3.45% | 2.28% | 3.92% |
| **Revenue per Employee** | $317K | $343K | $394K | $511K | $760K |

### Analysis

The peer group spans $337M — $7.81B in revenue (23× scale range), with the median peer at $1.07B. Working-capital intensity can vary materially across this scale band — larger peers typically have more sophisticated cash-management infrastructure and supplier-financing leverage, while smaller peers may face higher cash-conversion friction from less mature receivables and inventory practices.

# Cash conversion cycle

How long capital is tied up between cash-out and cash-in | Quartile breakpoints across the peer group




| Metric | Min | P25 | Median | P75 | Max |
|---|---|---|---|---|---|
| **Days Sales Outstanding (DSO) (low sample, n=4)** | 0 | 3 | 5 | 6 | 6 |
| **Days Inventory Outstanding (DIO) (low sample, n=5)** | 118 | 125 | 127 | 147 | 268 |
| **Days Payable Outstanding (DPO) (low sample, n=5)** | 19 | 34 | 53 | 55 | 76 |
| **Cash Conversion Cycle (CCC) (low sample, n=3)** | 78 | 95 | 113 | 154 | 196 |

### Analysis

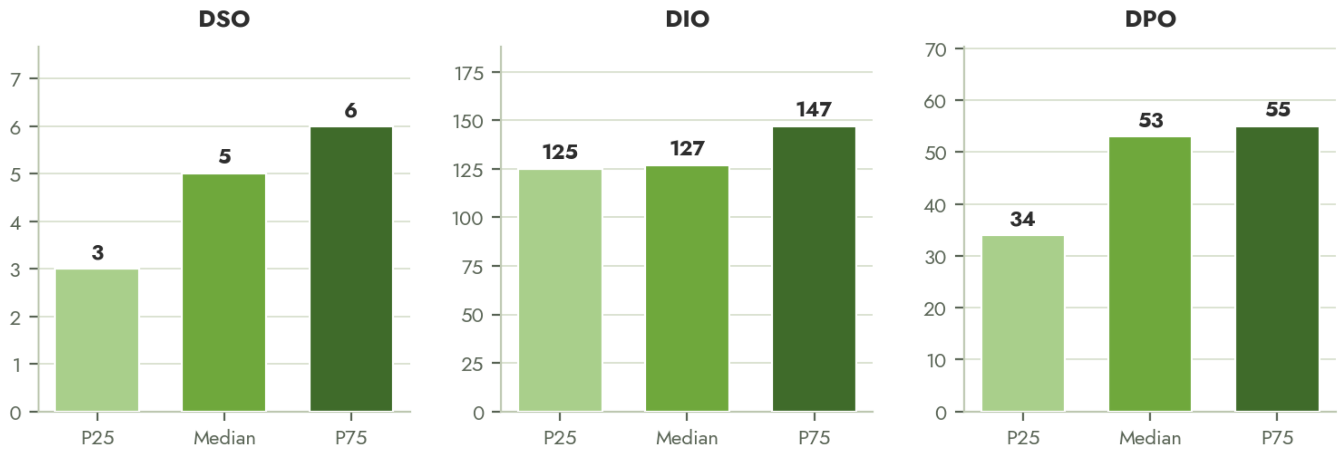
The Cash Conversion Cycle across the peers in 5712-Furniture Stores ranges from 78 days at the most cash-efficient operator to 196 days at the most capital-intensive. The interquartile spread of 59 days reflects materially different working-capital strategies within this sector. Peers in the top quartile (≤95 days) convert sales to cash faster — typically through tighter receivables management, leaner inventory, and stronger supplier-financing leverage. The 113-day median is a reasonable benchmark for businesses with established operations in this category.

### Metric definition

The Cash Conversion Cycle (CCC) measures the number of days between paying suppliers for inputs and collecting cash from customers — calculated as DSO + DIO − DPO. Lower values indicate a tighter operating cycle and less working capital tied up; values can vary significantly by sub-industry, business model, and supplier relationships. All figures sourced from SEC 10-K, 20-F, and 40-F filings.

# Working capital components

DSO, DIO, and DPO — the three drivers of the cash conversion cycle




| Metric | Min | P25 | Median | P75 | Max |
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| **Days Payable Outstanding (DPO) (low sample, n=5)** | 19 | 34 | 53 | 55 | 76 |

### Analysis

Across this peer set, the median DSO is 5 days, DIO is 127 days, and DPO is 53 days. The relative magnitudes tell the working-capital story: a high DIO with low DPO indicates inventory investment is being self-funded rather than financed by suppliers, while a high DSO suggests customer credit terms are absorbing more cash than typical. The most effective operators in this sector tend to optimise all three components in concert rather than focusing narrowly on any single lever.

# Industry insights

Outside-in observations on working-capital dynamics | Industry context

## 01 — Cash efficiency is a strategic differentiator in this sector

The interquartile spread of CCC across this peer set is 59 days — a meaningful gap that translates directly to working-capital intensity. At median peer revenue of $1.07B, every day of CCC represents roughly $2.9M in tied-up cash. Top-quartile operators (CCC ≤ 95 days) free substantial cash for reinvestment, debt reduction, or shareholder return — capital that bottom-quartile peers must finance externally. In furniture and home retail, where merchandise is bulky, slow-turning, and showroom-intensive, cash-cycle discipline becomes a primary determinant of returns on invested capital.

## 02 — Inventory-payables balance defines operating models

The ratio of DIO (127 days) to DPO (53 days) at the median peer reveals how this sector funds its inventory. When DIO materially exceeds DPO — as it does sharply here — the company is financing months of showroom and warehouse inventory from its own working capital rather than from suppliers. The most cash-efficient operators push DPO upward through scale-driven supplier leverage while compressing DIO through demand forecasting, automated replenishment, and SKU rationalisation. Smaller peers in this set face structural disadvantages on both dimensions — fewer suppliers willing to extend long terms, and less sophisticated inventory technology.

## 03 — Receivables discipline is the easiest lever to pull

DSO compression is typically the fastest of the three CCC drivers to act on, since it requires changes to credit policy, collections process, and customer terms — all internally controlled and measurable within a single fiscal quarter. The peer median DSO of 5 days is already low for the sector (most furniture sales settle quickly via card or finance partners); operators sitting materially above it should audit their aged-receivables profile and any in-house financing or trade-customer concentrations driving the gap.

# Benchmark assumptions and glossary

Definitions and methodology | Report generated June 26, 2026

All monetary figures are presented in USD. Peer financial data is sourced from publicly disclosed SEC 10-K, 20-F, and 40-F filings, normalised to USD using World Bank annual average exchange rates. The selected peer group is curated for industry comparability within the relevant SIC code; coverage may vary by metric depending on disclosure practices.

**Quartile breakpoints (Min, P25, Median, P75, Max)**
Statistical divisions of the peer group. P25 = bottom-quartile threshold; Median (P50) = midpoint; P75 = top-quartile threshold. Min and Max represent the lowest and highest values observed.

**Annual Revenue**
Total revenue from normal business operations as reported in the most recent annual filing, in USD.

**Total Employees**
Total persons on the enterprise's payroll, full-time and part-time, excluding contractors.

**Revenue 3-Year CAGR**
Compound annual growth rate of revenue over the three most recent fiscal years. Calculated as (End Revenue / Start Revenue)^(1/3) − 1.

**Revenue per Employee**
Total revenue divided by total employees — a productivity proxy. Higher values typically reflect scale efficiency or automation; sub-industry differences are significant.

**Days Sales Outstanding (DSO)**
The average number of days a company takes to collect payment after a credit sale. Calculated as (Accounts Receivable / Revenue) × 365. Lower values indicate more efficient receivables management and faster cash conversion.

**Days Inventory Outstanding (DIO)**
The average number of days a company takes to turn inventory into sales. Calculated as (Inventory / COGS) × 365. Lower values indicate leaner inventory management and reduced obsolescence risk.

**Days Payable Outstanding (DPO)**
The average number of days a company takes to pay its suppliers. Calculated as (Accounts Payable / COGS) × 365. Higher values indicate stronger supplier financing leverage — though excessively long terms can strain supplier relationships.

**Cash Conversion Cycle (CCC)**
The number of days between paying suppliers and collecting from customers. Calculated as DSO + DIO − DPO. A lower CCC indicates a tighter operating cycle, less cash tied up in working capital, and stronger operational cash flow.

**Current Ratio**
Total current assets divided by total current liabilities. A short-term liquidity measure; values above 1.0 indicate sufficient liquid assets to cover near-term obligations.

**Opportunity Sizing (Target mode)**
For target-mode reports, indicative working-capital release calculated as Target Revenue / 365 × (Target CCC − Benchmark CCC). The benchmark is either peer median or peer top quartile. Positive values indicate cash that could be freed by tightening the cash conversion cycle; negative values indicate the target is already outperforming.

# High-Level Working Capital Performance

Target Company Benchmark Report

SIC 4-DIGIT CODE
**5651**
Family Clothing Stores

BUSINESS REGION
**North America**

REPORT DATE
**June 27, 2026**
fiscal years ending Jul 2024 — Jun 2025

## Selected peer group

9 companies analysed | 5651-Family Clothing Stores | North America

| Peer Company | Region | Revenue | Employees |
|---|---|---|---|
| **Target Company** | North America | $1.31B | 5,200 |
| **Peer 1** | North America | $60.37B | 377,000 |
| **Peer 2** | North America | $22.75B | 111,000 |
| **Peer 3** | North America | $15.37B | 79,000 |
| **Peer 4** | North America | $6.17B | 11,780 |
| **Peer 5** | North America | $5.55B | 10,000 |
| **Peer 6** | North America | $5.27B | 6,600 |
| **Peer 7** | North America | $1.30B | 2,900 |
| **Peer 8** | North America | $1.21B | 2,500 |
| **Peer 9** | North America | $1.16B | 2,208 |



### About this sample deliverable

This is a sample **Target Company Benchmark** deliverable — the target and peer names are masked and the figures are illustrative of the report format. A Target Benchmark positions one chosen company against a selected peer group on the same working-capital metrics: it overlays the target on every distribution, ranks it against peers, and sizes the working-capital opportunity implied by closing the gap to the peer median or top quartile. The companion Industry Benchmark presents the peer-group view on its own, without a target company.

# Industry overview

Scale, growth, and productivity profile | 5651-Family Clothing Stores | FY 2024

**MEDIAN REVENUE**
**$5.55B**
Range: $1.16B — $60.37B

**MEDIAN HEADCOUNT**
**10,000**
Range: 2,208 — 377,000

**MEDIAN 3Y REVENUE CAGR**
**3.59%**
Top quartile ≥ 6.76%

**MEDIAN REVENUE / EMPLOYEE**
**$484K**
Top quartile ≥ $527K

## Distribution detail

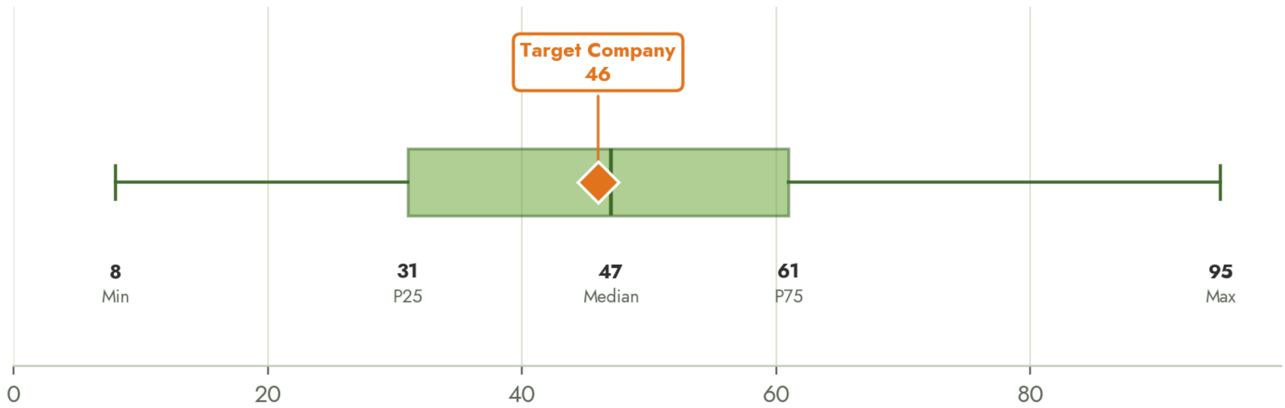
| Metric | Min | P25 | Median | P75 | Max | Target Company |
|---|---|---|---|---|---|---|
| **Revenue** | $1.16B | $1.30B | $5.55B | $15.37B | $60.37B | **$1.31B** |
| **Total Employees** | 2,208 | 2,900 | 10,000 | 79,000 | 377,000 | **5,200** |
| **3-Year Revenue CAGR** | -10.89% | -1.19% | 3.59% | 6.76% | 12.51% | **4.20%** |
| **Revenue per Employee** | $160K | $205K | $484K | $527K | $798K | **$252K** |

### Analysis

The peer group spans $1.16B — $60.37B in revenue (52× scale range), with the median peer at $5.55B. Working-capital intensity can vary materially across this scale band — larger peers typically have more sophisticated cash-management infrastructure and supplier-financing leverage, while smaller peers may face higher cash-conversion friction from less mature receivables and inventory practices.

# Cash conversion cycle

How long capital is tied up between cash-out and cash-in | Quartile breakpoints across the peer group




| Metric | Min | P25 | Median | P75 | Max | Target Company |
|---|---|---|---|---|---|---|
| **Days Sales Outstanding (DSO)** | 3 | 4 | 8 | 10 | 17 | **7** |
| **Days Inventory Outstanding (DIO) (low sample, n=6)** | 58 | 64 | 69 | 76 | 143 | **107** |
| **Days Payable Outstanding (DPO) (low sample, n=7)** | 26 | 28 | 40 | 57 | 63 | **68** |
| **Cash Conversion Cycle (CCC) (low sample, n=6)** | 8 | 31 | 47 | 61 | 95 | **46** |

### Analysis

The Cash Conversion Cycle across the peers in 5651-Family Clothing Stores ranges from 8 days at the most cash-efficient operator to 95 days at the most capital-intensive. The interquartile spread of 31 days reflects materially different working-capital strategies within this sector. Peers in the top quartile (≤31 days) convert sales to cash faster — typically through tighter receivables management, leaner inventory, and stronger supplier-financing leverage. The 47-day median is a reasonable benchmark for businesses with established operations in this category.

### Working capital opportunity

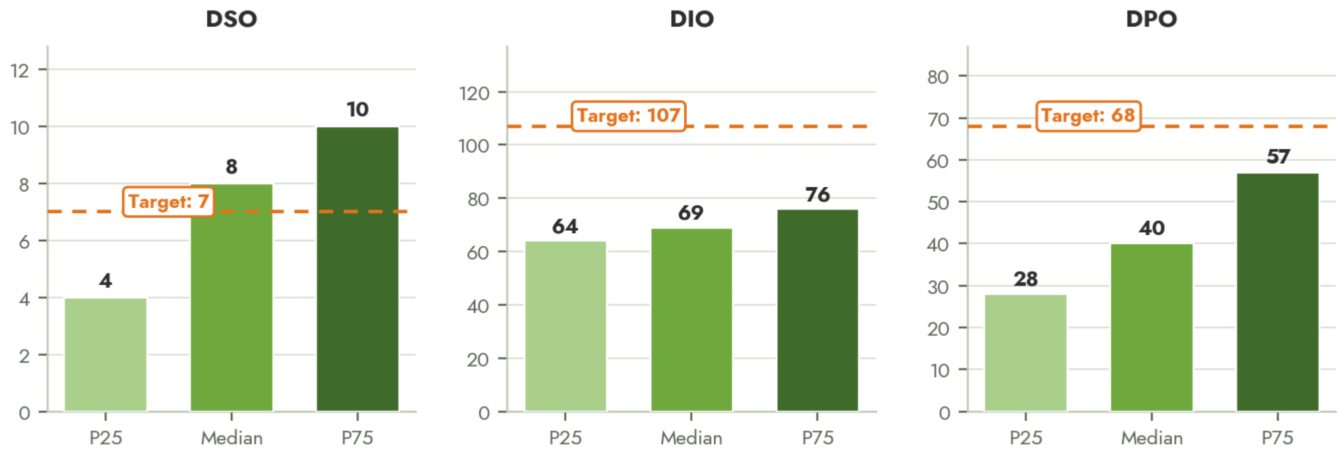
The Target Company operates at a Cash Conversion Cycle of 46.2 days on $1.31B in annual revenue. At that scale, every day of CCC ties up roughly $3.59M in working capital. Closing the gap to peer benchmarks would translate to:

· Peer median (46.9 days) → **Already operating ~$2.5M below this benchmark**
· Top quartile (30.7 days) → **~$55.7M of working capital could be freed**

*Indicative opportunity, not a forecast. Realisable working-capital reduction depends on the mix of DSO, DIO, and DPO drivers and the feasibility of changes to credit terms, inventory practices, and supplier agreements. Use as a directional anchor, not a target.*

# Working capital components

DSO, DIO, and DPO — the three drivers of the cash conversion cycle

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### Analysis

Across this peer set, the median DSO is 8 days, DIO is 69 days, and DPO is 40 days. The relative magnitudes tell the working-capital story: a high DIO with low DPO indicates inventory investment is being self-funded rather than financed by suppliers, while a high DSO suggests customer credit terms are absorbing more cash than typical. The most effective operators in this sector tend to optimise all three components in concert rather than focusing narrowly on any single lever.

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The interquartile spread of CCC across this peer set is 31 days — a meaningful gap that translates directly to working-capital intensity. At median peer revenue of $5.55B, every day of CCC represents roughly $15.2M in tied-up cash. Top-quartile operators (CCC ≤ 31 days) free substantial cash for reinvestment, debt reduction, or shareholder return — capital that bottom-quartile peers must finance externally. In apparel retail, where margins are thin and inventory is fashion-risk-exposed, cash-cycle discipline becomes a primary determinant of returns on invested capital.

## 02 — Inventory-payables balance defines operating models

The ratio of DIO (69 days) to DPO (40 days) at the median peer reveals how this sector funds its inventory. When DIO exceeds DPO, the company is financing inventory from its own working capital — capital that could otherwise be deployed for growth. The most cash-efficient operators push DPO upward through scale-driven supplier leverage while simultaneously compressing DIO through demand forecasting, automated replenishment, and SKU rationalisation. Smaller peers in this set face structural disadvantages on both dimensions — fewer suppliers willing to extend long terms, and less sophisticated inventory technology.

## 03 — Receivables discipline is the easiest lever to pull

DSO compression is typically the fastest of the three CCC drivers to act on, since it requires changes to credit policy, collections process, and customer terms — all internally controlled and measurable within a single fiscal quarter. The peer median DSO of 8 days is a reasonable initial benchmark; operators above the median should first audit their aged-receivables profile and identify customer concentrations driving the gap. Compared to inventory or payables changes, DSO improvement requires no operational restructuring and typically yields measurable working-capital release within two reporting periods.

# Benchmark assumptions and glossary

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