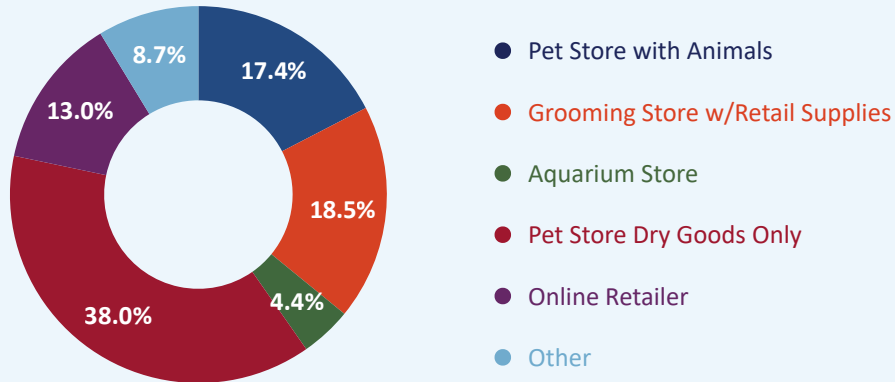


**EXECUTIVE
SUMMARY**

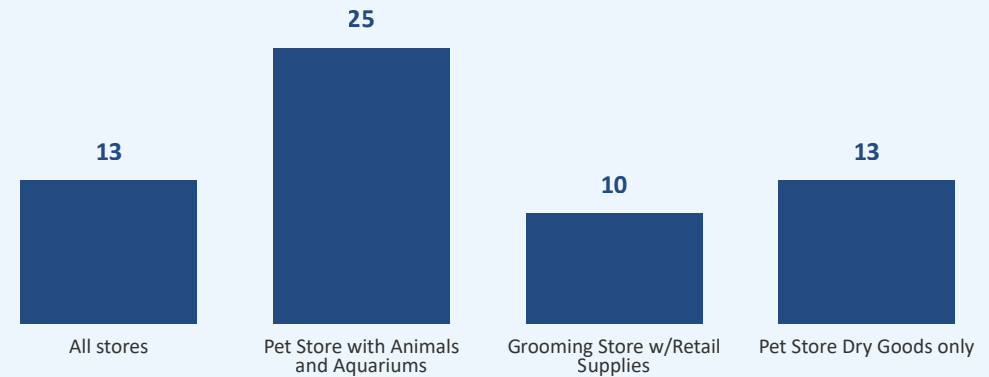


The Retail Operations Study was commissioned to assist WPA members in enhancing their business performance by providing detailed, accurate, and timely data on sales and operations across the industry. In total, 93 confidential submissions were received through early July 2025.

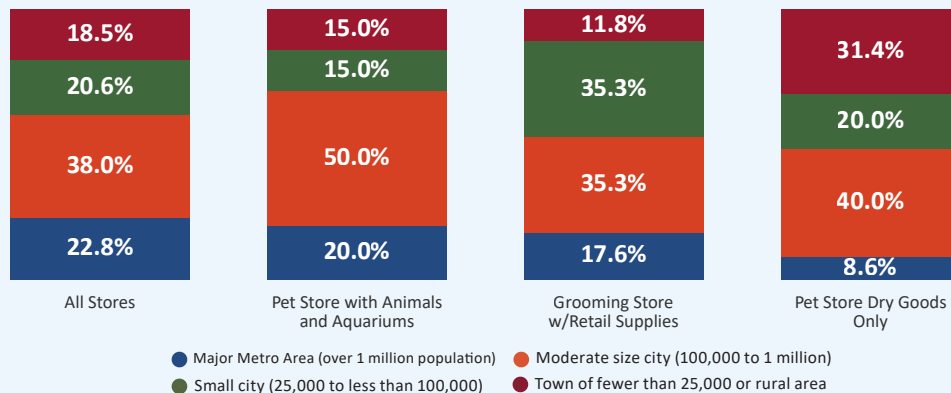
Type of Business



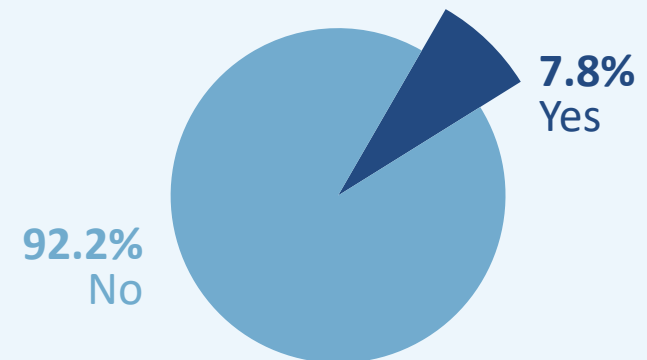
Years in Operation



Community Size Served



Is Your Store Franchised?



1,800

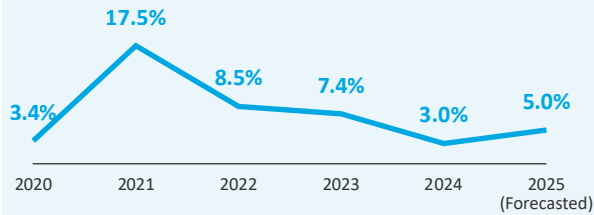
Selling Square Feet
per Store

\$480

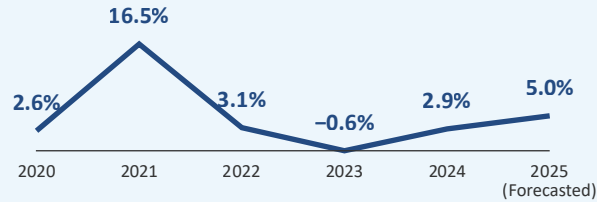
Total Revenues per
Selling Square Foot

SECTION 2: Sales Performance

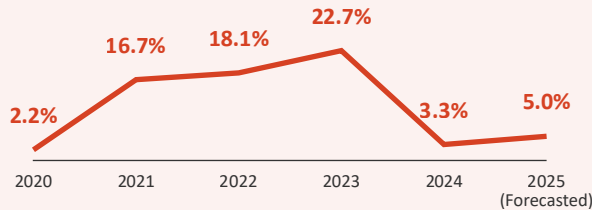
Sales Growth Trends for All Stores



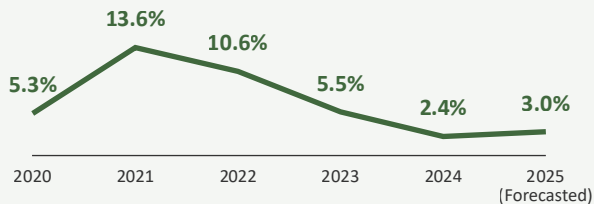
Sales Growth Trends for Pet Store with Animals and Aquariums



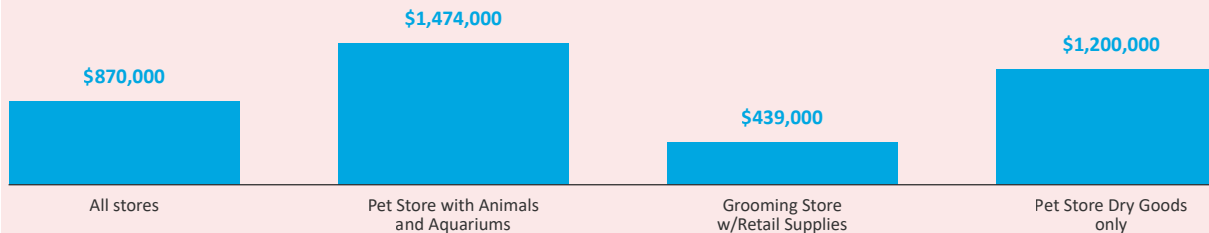
Sales Growth Trends for Grooming Store w/Retail Supplies



Sales Growth Trends for Pet Store Dry Goods Only



Median Sales by Business Type in 2024



Sale Price per Register Transaction



Sales by Location Type



ONLINE

36.2%



FREESTANDING

30.2%



STRIP CENTER

23.9%

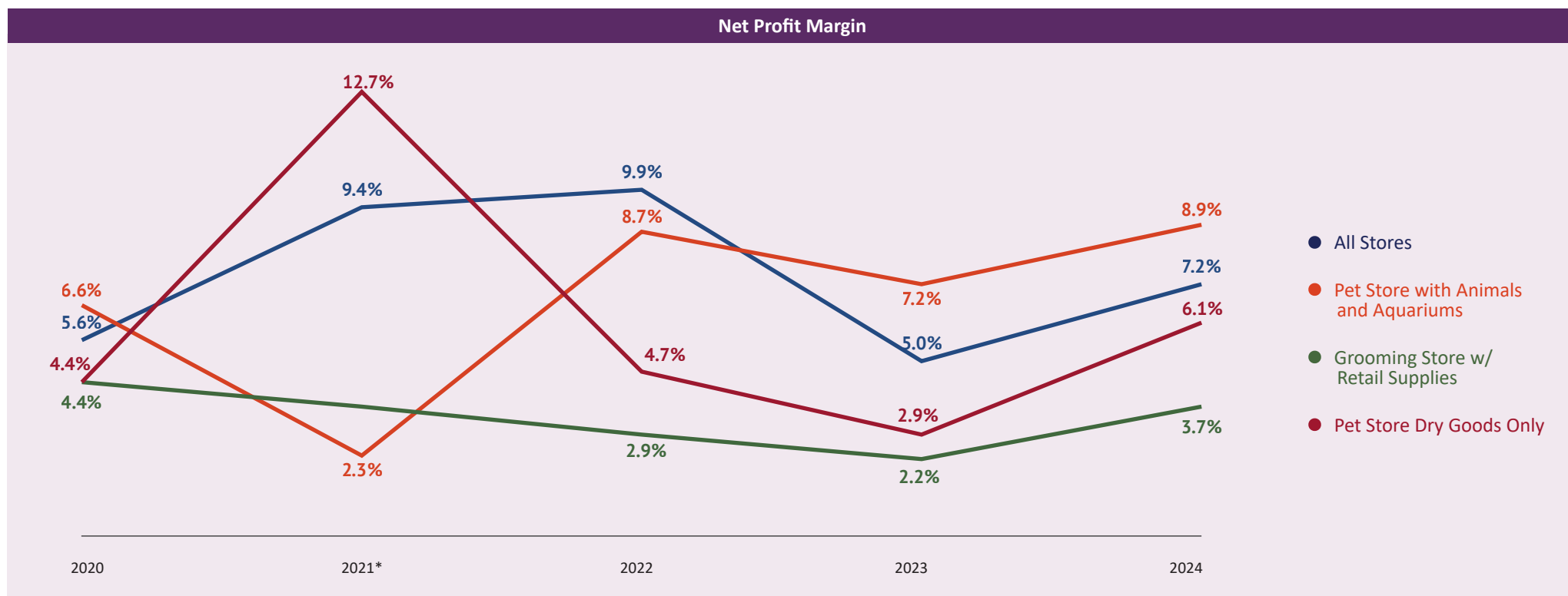


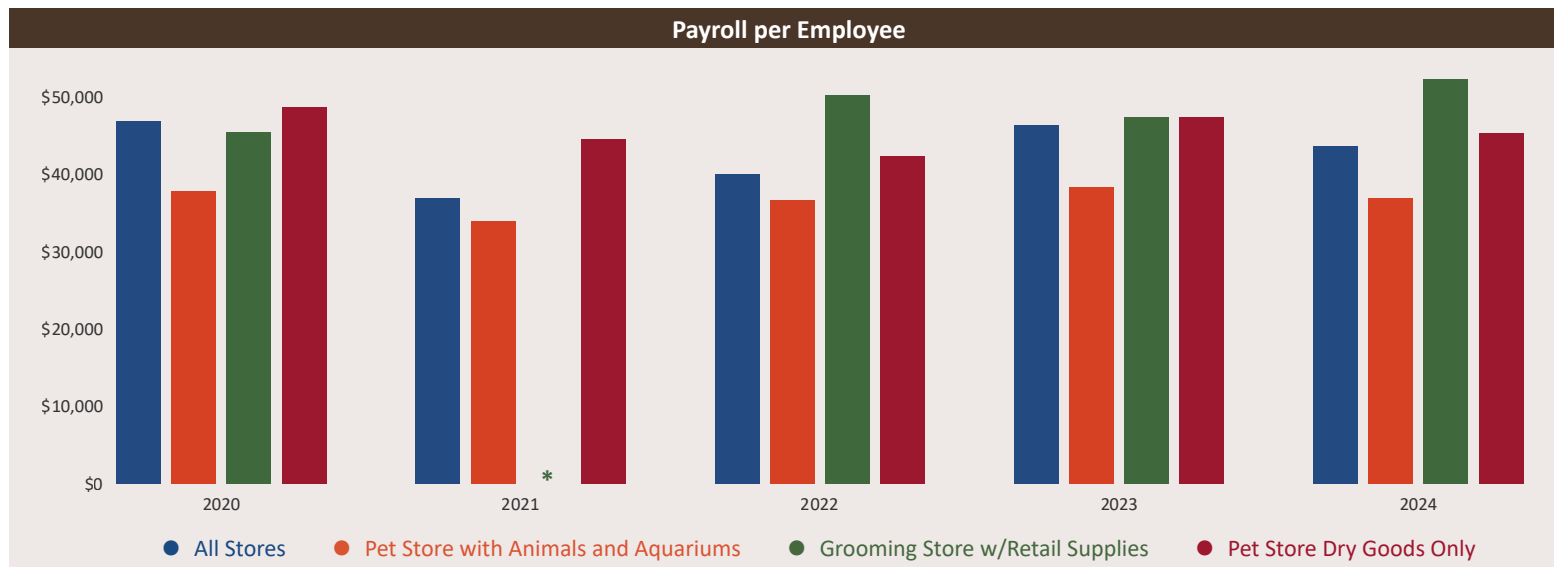
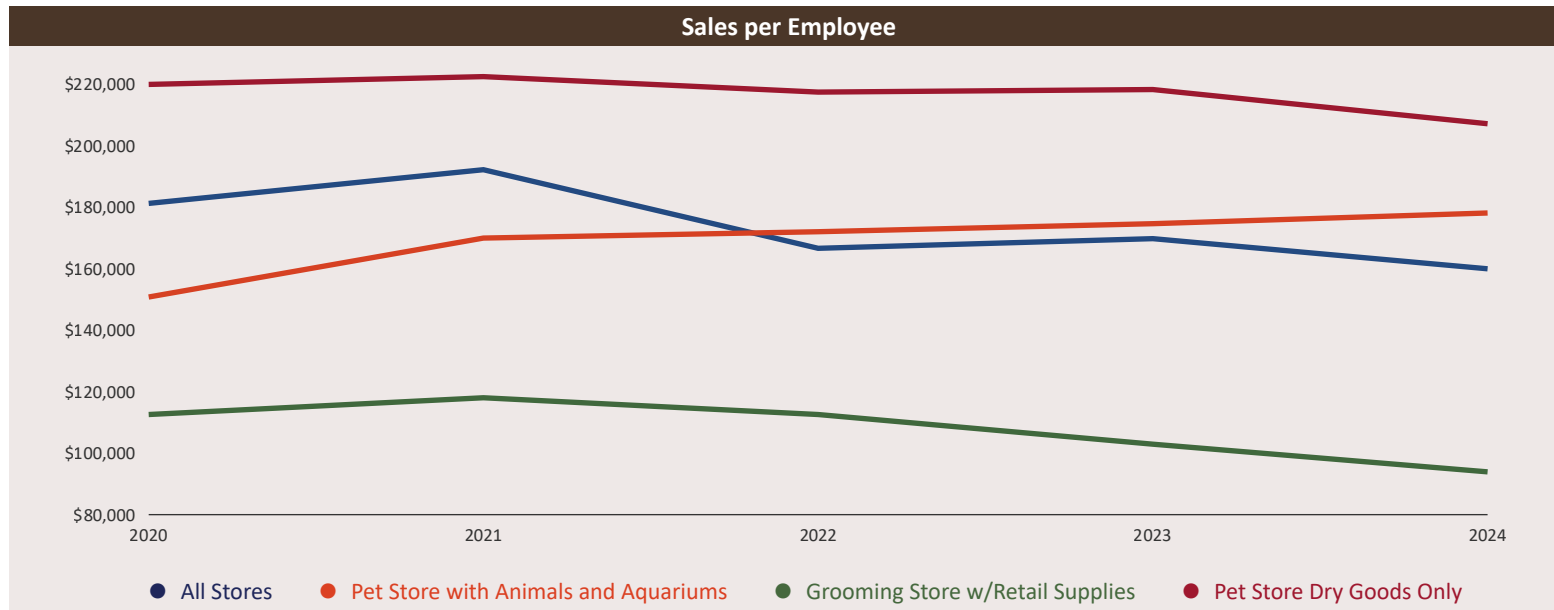
MALL SHOPPING CENTER

9.7%

Top Categories by Margin*								
 All Stores			 Pet Store with Animals and Aquarium			 Pet Store Dry Goods Only		
Services	Live Animals	Reptile	Services	Live Animals	Reptile	Dry Goods	Dogs	Pet Food
77.5%	61.0%	53.5%	80.0%	62.1%	59.0%	48.4%	38.5%	30.0%

*Insufficient data for Grooming Store w/ Retail Supplies





*Insufficient data for Grooming Store w/ Retail Supplies



TYPICAL NUMBER
OF EMPLOYEES (FTE)

7.0

Employee Turnover



ALL EMPLOYEES

22.6%



FULL-TIME
EMPLOYEES

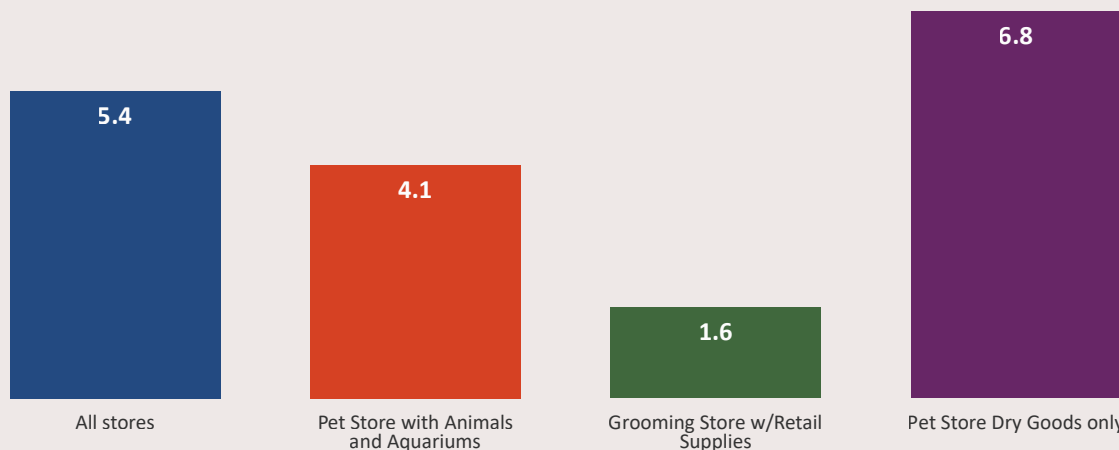
15.2%



PART-TIME
EMPLOYEES

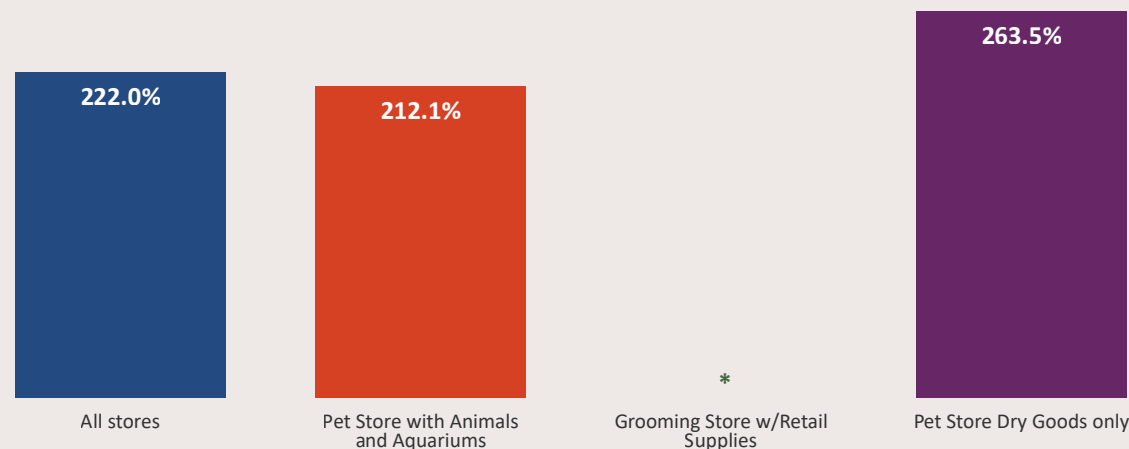
34.3%

Inventory Turnover*



*Measures how efficiently inventory is used; a higher rate indicates faster inventory movement.

Turn & Earn Profitability Index*



*Measures the effectiveness of a company's inventory management by combining gross margin and inventory turnover.

INCOME STATEMENT (as a % of Total Revenues)	All Stores	Pet Store with Animals and Aquariums	Grooming Store with Retail Supplies	Pet Stores Dry Goods only
Total Revenues	100.0%	100.0%	100.0%	100.0%
Total Cost of Goods Sold	50.6%	47.2%	14.4%	63.0%
Gross Margin	49.4%	52.8%	85.6%	37.0%
Total Payroll Expenses	26.4%	26.6%	58.0%	18.1%
Total Occupancy Expenses	8.9%	9.3%	12.0%	7.6%
Total G&A Expenses	7.5%	8.7%	12.0%	5.5%
Total Operating Expenses	42.7%	44.6%	81.9%	31.2%
Operating Profit	6.7%	8.2%	3.6%	5.8%
Net Income (or Loss) Before Tax	7.2%	8.9%	3.7%	6.1%