ITEM 18
PUBLIC FIGURES

We do not use any public figure to promote this franchise.

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about the possible performance at a particular location or under particular circumstances.

The data presented below in this Item 19 with respect to company-operated stores relates to Circle K-branded convenience store and motor fuel businesses operated by affiliates of TMC. The company-operated Circle K branded stores are substantially similar to the Franchised Business offered under this Disclosure Document, they operate under the Marks and under a substantially similar business system, and they offer and sell substantially similar products and services (including Circle K branded fuel) to the products and services offered and sold by the Franchised Business. The definition of Merchandise Sales used in the calculation of Merchandise Sales for the company-operated Circle K-branded stores (as set forth below in this Item 19) is the same as the definition of Gross Sales used with respect to Gross Sales of the Franchised Business (as set forth in Item 6), except that the definition of Merchandise Sales excludes revenue from the operation of a car wash, whereas the definition of Gross Sales (as set forth in Item 6) includes revenue from the operation of a car wash, if any. Therefore, TMC believes that it has a reasonable basis for inclusion of Merchandise Sales and other data with respect to the company-operated Circle K-branded stores in this Item 19.

"Merchandise Sales" means the total dollar income from the sale of all goods, wares, merchandise, and services sold, whether sold for cash, for payment by check, on credit, on barter or otherwise, without reserve or deduction for the inability or failure to collect from customers, and all other items of value received by a franchisee as payment in the course of such operations (including, without limitation, handling and placement fees and fees for the operation of coin-operated and other machines), excluding the following:

(i) motor fuel sales, car wash revenues (provided the car wash is not using the Marks), money orders, lottery, pay phones, ATMs, postage stamps, pre-paid phone card, gift cards, and gaming machines;

(ii) sales from other approved royalty-based franchises that require separate point-of-sale equipment as part of their business system (excluding any approved Additional Business which is subject to the separate Co-Branded Royalty Fee (as defined in Item 6));

(iii) authorized cash or credit refunds made upon transactions that were previously included in Merchandise Sales, not exceeding the selling price of merchandise returned by the purchaser and accepted, which refunds may be deducted from Merchandise Sales in the accounting period made;

(iv) the amount of any separated, collected, and stated city, county, state, or federal sales, luxury, or excise tax on such sales, which you pay directly to the taxing authorities rather than to suppliers; provided, however, that no franchise or capital-stock tax or any other similar tax based upon income, profits, or gross sales shall be deducted from Merchandise Sales; and

(v) other products or services we may from time to time approve in writing for calculation of Merchandise Sales on the basis of earnings as opposed to sales proceeds.

I. Reporting Company Stores' Merchandise Sales Data.

As of April 26, 2026, there were a total of 4,601 company-operated Circle K convenience store and motor fuel businesses that were open and operating during the entire fiscal year ended April 26, 2026 (i.e., the 52-week period ended April 26, 2026). The information provided in this Section I represents the unaudited Merchandise Sales data for the fiscal year ended April 26, 2026 (i.e., the 52-week period ended April 26, 2026) for 4,481 of the company-operated Circle K businesses (the "Reporting Company Stores"). We have separated the Reporting Company Stores' data by quartile based on the Merchandise Sales achieved. We have excluded the following from this Item 19: (i) 79 company-operated Circle K businesses because they opened during the fiscal year ended April 26, 2026, and therefore did not report full 52 weeks of data for the fiscal year; (ii) 41 company-operated Circle K businesses that did not report full 52 weeks of date for the fiscal year ended April 26, 2026, due to temporary closures; (iii) 103 company-operated Circle K businesses that closed during the 52-week period ended April 26, 2026; and (iv) 6 company-operated Circle K businesses that were sold to franchisees during the fiscal year ended April 26, 2026. Of the 103 company-operated Circle K businesses that closed during the 52-week period, none of the businesses closed after being open for less than 12 months. Please be advised that we have included 54 company-operated Circle K businesses that are listed as "opened" in Item 20 during the fiscal year ended April 26, 2026, because they rebranded as Circle K businesses but were operating, and provided information for, the fiscal year ended April 26, 2026.

The Reporting Company Stores contained in this Section I have been open on average for approximately 20 years.

Reporting Company Stores:

Reporting Company Stores	Percentage (and No.) of Stores at or Above Average	Average Gross Sales for 52-week Period Ending 4/26/2026	Median Gross Sales for the Year Ending on 4/26/2026	Lowest Gross Sales for the Year Ending on 4/26/2026	Highest Gross Sales for the Year Ending on 4/26/2026
Top Quartile	38% (430 of 1,121)	$3,210,122	$3,024,785	$2,515,637	$8,792,654
2nd Quartile	46% (515 of 1,120)	$2,226,309	$2,207,657	$1,994,895	$2,512,065
3rd Quartile	49% (550 of 1,120)	$1,793,286	$1,790,350	$1,596,199	$1,994,871