

Provision	Section in MSD Agreement	Summary
v. Choice of forum	Section 8.1	Omaha, Nebraska (subject to applicable state law).
w. Choice of law	Section 8.3	Nebraska law (subject to applicable state law).

ITEM 18. PUBLIC FIGURES

We currently do not use any public figure to promote our 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 possible performance at a particular location or under particular circumstances.

The Stores

This Item 19 provides historical financial performance information only for our franchised Kiosk drive-thru Stores (“Kiosk Stores”) and franchised End Cap drive-thru Stores (“End Cap Stores”) for the periods identified in Sections A through E below. This Item 19 does not provide financial information for any of our franchised Non-traditional Stores or our “Coffeehouse Stores” as we currently are not actively marketing these store types. However, we did provide the total Store count for these Stores in the table below as “Other Stores.” Additionally, this Item 19 also does not include any financial performance information for any of our affiliate-owned Stores.

All Stores as of December 31, 2025

The following table provides information on the number of total Stores in our System as of December 31, 2025, broken out by Kiosk Stores, End Cap Stores, and all other Stores:

Store Type	Franchised Stores	Affiliate-Owned Stores	Total Stores
Kiosk	768	13	781
End Cap	62	1	63
Other Stores	51	11	62
Total	881	25	906

We have included in the Affiliate-Owned Stores in the chart above one Kiosk Store owned by one of our officers disclosed in Item 2, even though this Store is operated under a Franchise Agreement.

We have excluded from the Stores identified below any Stores that did not report their financial data to us for any of the periods measured. In 2025, this resulted in the exclusion of 76 franchised Kiosk Stores and 7 franchised End Cap Stores.

Kiosk Stores

The following table provides information on the number of Kiosk Stores in our System as of December 31 of each of our last five fiscal years (each a “Measurement Period”) and information on our “Participating

Kiosk Stores,” which are those Stores that were open and operating for the entire 12-month period ended on December 31 of each Measurement Period:

Participating Kiosk Stores During Each Measurement Period

Measurement Period	Total Franchised Kiosk Stores Operating at Year End	Participating Kiosk Stores
2025	768	761
2024	717	605
2023	618	424
2022	421	275
2021	275	186

For each of the Measurement Periods we have excluded any Kiosk Stores that permanently closed during that Measurement Period. For the 2021-2025 Measurement Periods, we excluded 0, 2, 2, 14, and 22 Stores respectively that had permanently closed during the applicable Measurement Period. Of the Stores that permanently closed, all of these Stores had been operating for more than 12-months before closing except for 1 Store in the 2023 Measurement Period, 3 Stores in the 2024 Measurement Period, and 1 Store in the 2025 Measurement Period. The earliest of the Participating Kiosk Stores in the 2025 Measurement Period opened on December 1, 2001 and the latest on December 31, 2024.

End Cap Stores

The following table provides information on the total number of End Cap Stores in our System as of December 31 of each Measurement Period, and on our “Participating End Cap Stores,” which are those Stores that were open and operating for the entire 12-month period ended on December 31 of each Measurement Period:

Participating End Cap Stores During Each Measurement Period

Measurement Period	Total Franchised End Cap Stores Operating at Year End	Participating End Cap Stores
2025	62	45
2024	55	51
2023	53	52
2022	53	53
2021	53	52

For each of the Measurement Periods we have excluded any End Cap Stores that permanently closed during that Measurement Period. For the 2021-2025 Measurement Periods, we excluded 0, 0, 0, 2, and 2 Stores respectively that had permanently closed during the applicable Measurement Period. All of the Stores that permanently closed in the applicable Measurement Period were open for more than 12-months before closing. The earliest of the Participating End Cap Stores in the 2025 Measurement Period opened on December 1, 2001 and the latest on December 21, 2024.

Information Measured

This Item 19 is separated into five sections:

- **Section A** – Discloses average Gross Sales of Participating Kiosk Stores and Participating End Cap Stores for each of the 2021-2025 Measurement Periods.

- **Section B** – Discloses the average Customer Ticket Sale of the Stores in Section A for each of the 2021-2025 Measurement Periods
- **Section C** – Discloses average Sales, Expenses, and Earnings for subsets of the Participating Kiosk Stores and Participating End Cap Stores for the 2025 Measurement Period.
- **Section D** – Discloses Same Store Net Sales for the Kiosk Stores and End Cap Stores described in Section D for the periods described in Section D.
- **Section E** – Discloses average Gross Sales for first full calendar month of operation for those Kiosk Stores and End Cap Stores that opened in the 2025 Measurement Period and were open as of December 31, 2025.

Each of these Sections also includes important additional information as discussed in each Section.

A. STATEMENT OF AVERAGE GROSS SALES

This Section A discloses average Gross Sales of Participating Kiosk Stores and Participating End Cap Stores. For the purpose of this Item 19, the term Gross Sales means Net Sales (as described in Item 6) plus Discounts (as defined in the Additional Notes Applicable to Item 19 at the end of this Item).

Participating Kiosk Stores

The table below discloses the average Gross Sales for Participating Kiosk Stores for each of the past five Measurement Periods. It includes the number and percentage of stores that attained or exceeded the average, the median Gross Sales, and the low and highest Gross Sales amounts for the Participating Kiosk Stores included in each of the Measurement Periods.

Average Gross Sales – Participating Kiosk Stores

Measurement Period	Average Gross Sales	Number and Percentage that Attained or Exceeded the Average	Median Gross Sales	Low / High
2025	\$999,869	289 / 47%	\$966,739	\$337,233 / \$2,458,874
2024	\$914,719	281 / 46%	\$880,794	\$240,038 / \$2,130,325
2023	\$877,495	206 / 49%	\$869,610	\$204,124 / \$1,902,593
2022	\$876,519	131 / 48%	\$855,908	\$193,807 / \$1,763,134
2021	\$796,655	90 / 48%	\$776,635	\$209,923 / \$1,569,308

Participating End Cap Stores

The table below discloses the average Gross Sales for Participating End Cap Stores for each of the past five Measurement Periods. It includes the number and percentage of stores that attained or exceeded the average, the median Gross Sales, and the low and highest Gross Sales amounts for the Participating End Cap Stores included in each Measurement Period.

Average Gross Sales – Participating End Cap Stores

Measurement Period	Average Gross Sales	Number and Percentage that Attained or Exceeded the Average	Median Gross Sales	Low / High
2025	\$1,082,458	22 / 49%	\$1,076,758	\$339,161 / \$2,261,196
2024	\$991,552	27 / 53%	\$998,022	\$207,880 / \$2,207,609
2023	\$946,918	27 / 52%	\$978,221	\$213,614 / \$2,083,248
2022	\$951,900	24 / 45%	\$935,698	\$222,731 / \$2,022,167

Measurement Period	Average Gross Sales	Number and Percentage that Attained or Exceeded the Average	Median Gross Sales	Low / High
2021	\$877,293	26 / 50%	\$884,852	\$218,550 / \$1,808,214

B. STATEMENT OF AVERAGE CUSTOMER TICKET

This Section B discloses the Average Customer Ticket of Participating Kiosk Stores and Participating End Cap Stores for each of the five Measurement Periods. For purposes of this Section B, the term “Average Customer Ticket” means the total amount of Gross Sales during the Measurement Period, divided by the total amount of customer transactions.

Participating Kiosk Stores

The table below discloses the Average Customer Ticket for Participating Kiosk Stores over the past five Measurement Periods. It includes the number and percentage of Stores that attained or exceeded the average, and the median Customer Ticket.

Statement of Average Customer Ticket – Participating Kiosk Stores¹

Measurement Period	Average Customer Ticket	Number and Percentage that Attained or Exceeded the Average	Median
2025	\$10.21	305 / 49%	\$10.20
2024	\$9.83	287 / 47%	\$9.79
2023	\$9.32	207 / 49%	\$9.30
2022	\$9.11	127 / 46%	\$9.07
2021	\$8.56	96 / 52%	\$8.56

Participating End Cap Stores

The table below discloses the Average Customer Ticket for Participating End Cap Stores over the past five Measurement Periods. It includes the number and percentage of stores that attained or exceeded the average, and the median Customer Ticket.

Statement of Average Customer Ticket – Participating End Cap Stores¹

Measurement Period	Average Customer Ticket	Number and Percentage that Attained or Exceeded the Average	Median
2025	\$9.74	21 / 47%	\$9.66
2024	\$9.40	22 / 43%	\$9.29
2023	\$8.93	21 / 40%	\$8.80
2022	\$8.76	23 / 43%	\$8.72
2021	\$8.34	24 / 46%	\$8.31

Notes:

1. Average and median Customer Ticket were rounded to the nearest cent.

C. STATEMENT OF SALES, EXPENSES AND EARNINGS

This Section C discloses Sales, Expenses and Earnings for Reporting Kiosk Stores and Reporting End Cap Stores based upon reported results and actual and estimated expenses as defined in the Notes in this Section C. A “Reporting Kiosk Store” is any Participating Kiosk Store that was open and operating for the entire 2025 Measurement Period and provided us with the cost and expense data we requested for that Measurement Period. A “Reporting End Cap Store” is any Participating End Cap Store that was open and operating for the entire 2025 Measurement Period and provided us with complete data for that Measurement Period. We refer to Reporting Kiosk Stores and Reporting End Cap Stores together as the “Reporting Stores.”

The Gross Sales, Discounts, Cost of Goods Sold, Labor Costs and Rental Expenses are based upon the information provided by the Reporting Stores. The Card Processing and Overhead Expenses are estimated expenses as discussed in the Notes in this Section C. We imputed a 6% Royalty and a 2% Marketing and Advertising Contribution on the total Net Sales of the Reporting Stores as these are the royalty and advertising contribution obligations under the Franchise Agreement. We also imputed a monthly \$350 Technology Fee for each month in the 2025 Measurement Period as that is the monthly amount required to be paid under the Franchise Agreement.

The Reporting Kiosk Stores and the Reporting End Cap Stores were each segregated into quartiles based upon Gross Sales in descending order from highest to lowest. The average of the group of Stores in each quartile was obtained for each of the categories in the table below.

Reporting Kiosk Stores

As disclosed in the initial table to this Item 19, there were 768 franchised Kiosk Stores in our System as of December 31, 2025. Of these 768 Stores, 697 of them operated for the entire 2025 Measurement Period. We excluded 76 Kiosk Stores from the 697 Stores because these Stores did not provide us with complete cost and expense data for the 2025 Measurement Period, leaving 621 Reporting Kiosk Stores whose information was used to determine the Statements of Sales, Expenses and Earnings disclosed in the table below. The earliest of the Reporting Kiosk Store in the 2025 Measurement Period opened on December 1, 2001 and the latest on December 31, 2024.

Statement of Sales, Expenses and Earnings – Reporting Kiosk Stores

Kiosk	All Reporting Kiosk Stores (621)	Top 1/4 of Reporting Kiosk Stores (156)	Second 1/4 of Reporting Kiosk Stores (155)	Third 1/4 of Reporting Kiosk Stores (155)	Bottom 1/4 of Reporting Kiosk Stores (155)
Gross Sales ¹	998,869	1,433,875	1,076,693	866,357	615,746
Discounts ²	75,064	111,556	78,953	64,279	45,231
Net Sales ⁴	923,805	1,322,319	997,740	802,078	570,515
Cost of Goods Sold ³	322,691	459,665	343,525	281,193	205,495
Gross Profit ⁵	601,114	862,654	654,215	520,885	365,020
Labor Costs ⁶	251,388	325,443	261,561	229,661	188,410
Rental Expense ⁷	58,694	63,762	58,162	59,082	53,736
Royalty	55,428	79,339	59,864	48,125	34,231
Marketing and Advertising Contributions	18,476	26,446	19,955	16,042	11,410
Technology Fee	4,200	4,200	4,200	4,200	4,200

Kiosk	All Reporting Kiosk Stores (621)	Top 1/4 of Reporting Kiosk Stores (156)	Second 1/4 of Reporting Kiosk Stores (155)	Third 1/4 of Reporting Kiosk Stores (155)	Bottom 1/4 of Reporting Kiosk Stores (155)
Card Processing ⁸	25,971	37,281	27,994	22,525	16,009
Overhead ⁹	52,500	52,500	52,500	52,500	52,500
Total Expenses	466,657	588,972	484,236	432,134	360,496
EBITDA ¹⁰	134,457	273,683	169,979	88,750	4,524
Net Profit Margin	14.6%	20.7%	17.0%	11.1%	0.8%
Gross Sales:					
Median	966,739	1,359,071	1,067,267	867,154	635,054
High	2,458,874	2,458,874	1,199,693	966,599	763,844
Low	337,233	1,202,187	966,739	763,921	337,233
Stores/% exceeded avg.	289 / 47%	61 / 39%	73 / 47%	78 / 50%	90 / 58%
Gross Profit:					
Median	585,327	824,174	648,939	526,130	378,464
High	1,459,448	1,459,448	783,035	606,168	499,761
Low	182,030	476,473	564,718	340,318	182,030
Stores/% exceeded avg.	297 / 48%	65 / 42%	70 / 45%	85 / 55%	88 / 57%
Total Expenses					
Median	450,000	559,666	469,905	415,527	350,114
High	938,508	938,508	653,756	692,558	541,045
Low	190,303	414,721	351,434	292,365	190,303
Stores/% exceeded avg.	270 / 43%	62 / 40%	58 / 37%	59 / 38%	62 / 40%
EBITDA					
Median	138,332	277,014	181,056	103,760	19,839
High	613,869	613,869	376,623	232,078	169,580
Low	(250,144)	3,177	2,696	(195,703)	(250,144)
Stores/% exceeded avg.	318 / 51%	82 / 53%	88 / 57%	100 / 65%	90 / 58%

Reporting End Cap Stores

As disclosed in the initial table to this Item 19, there were 62 franchised End Cap Stores in our System as of December 31, 2025. Of these 62 Stores, 52 of them operated for the entire 2025 Measurement Period. We excluded 7 End Cap Stores from the 52 Stores because these Stores did not provide us with the cost and expense data we requested for the 2025 Measurement Period, leaving 45 Reporting End Cap Stores, whose information was used to determine the Statements of Sales, Expenses and Earnings disclosed in the table below. The earliest of the Reporting End Cap Stores in the 2025 Measurement Period opened on December 1, 2001 and the latest on December 21, 2024.

Statement of Sales, Expenses and Earnings – Reporting End Cap Stores

End Cap	All Reporting End Cap Stores (45)	Top 1/4 of Reporting End Cap Stores (12)	Second 1/4 of Reporting End Cap Stores (11)	Third 1/4 of Reporting End Cap Stores (11)	Bottom 1/4 of Reporting End Cap Stores (11)
Gross Sales¹	1,082,458	1,461,557	1,193,469	969,682	670,662
Discounts ²	87,803	127,983	92,528	75,681	51,366
Net Sales⁴	994,655	1,333,574	1,100,941	894,001	619,296
Cost of Goods Sold ³	339,755	447,343	374,360	312,496	215,039
Gross Profit⁵	654,900	886,231	726,581	581,505	404,257
Labor Costs ⁶	275,312	325,972	310,737	264,255	195,680
Rental Expense ⁷	59,733	52,879	66,417	70,002	50,256
Royalty	59,679	80,014	66,056	53,640	37,158
Marketing and Advertising Contributions	19,893	26,671	22,019	17,880	12,386
Technology Fee	4,200	4,200	4,200	4,200	4,200
Card Processing ⁸	28,144	38,000	31,030	25,212	17,437
Overhead ⁹	52,500	52,500	52,500	52,500	52,500
Total Expenses	499,461	580,236	552,959	487,689	369,617
EBITDA¹⁰	155,439	305,995	173,622	93,816	34,640
Net Profit Margin	15.6%	22.9%	15.8%	10.5%	5.6%
Gross Sales:					
Median	1,076,758	1,375,142	1,202,994	963,830	687,756
High	2,261,196	2,261,196	1,264,577	1,073,910	792,760
Low	339,161	1,284,748	1,076,758	814,966	339,161
Stores/% exceeded avg.	23 / 51%	3 / 25%	7 / 64%	5 / 45%	7 / 64%
Gross Profit:					
Median	661,122	828,923	739,188	591,344	421,256
High	1,364,587	1,364,587	772,346	654,939	492,493
Low	194,929	799,740	661,122	494,891	194,929
Stores/% exceeded avg.	24 / 53%	2 / 17%	6 / 55%	6 / 55%	6 / 55%
Total Expenses					
Median	496,002	549,767	547,706	469,194	375,154
High	767,218	767,218	600,093	582,260	408,050
Low	264,656	492,384	473,186	395,158	264,656
Stores/% exceeded avg.	20 / 44%	3 / 25%	5 / 45%	4 / 36%	6 / 55%
EBITDA					
Median	153,411	291,629	174,412	115,929	44,226
High	597,369	597,369	274,461	181,280	141,317
Low	(69,727)	212,287	98,571	(16,240)	(69,727)
Stores/% exceeded avg.	22 / 49%	5 / 42%	6 / 55%	7 / 64%	6 / 55%

Notes: Except as otherwise noted, the following notes only relate to this Section C.

1. The term “Gross Sales” means Net Sales (as defined in Item 6) plus Discounts.
2. The term “Discounts” includes the face value of coupons, free or reduced drink promotions, gift card promotions, mobile app promotions, refunds, and employee free drinks. In calculating the average Discount Expense, we determined the average total annual or annualized Discount Expenses for the applicable group Reporting Stores within each quartile and divided the result by average total annual or annualized Gross Sales for such Stores.
3. The term “Cost of Goods Sold” includes amounts for coffee beans, dairy, food items, syrups, tea, smoothies, cups, lids, paper products, and other direct products associated with serving food and beverage products. In calculating the average Cost of Goods Sold, we determined the average total annual or annualized Cost of Goods Sold for the applicable group of Reporting Stores within each respective quartile and divided the result by the average total annual or annualized Gross Sales for such Stores.
4. The term “Net Sales” has the meaning defined in Item 6.
5. The term “Gross Profit” means the Net Sales minus the Cost of Goods Sold.
6. The term “Labor Costs” includes wages for in-store employees including the manager and payroll taxes but does not include employee benefits. The costs of overhead employees, such as a regional manager, are not included in the labor calculations above. In calculating the average Labor Costs, we determined the average total annual Labor Costs for the Stores within each respective quartile and divided the result by average total annual or annualized Gross Sales for such Stores.
7. The term “Rental Expense” includes the total amount of payments to the franchisee’s landlord, including base rent, common area maintenance, real estate taxes and insurance. In calculating the average Rental Expense, we determined the average total annual Rental Expenses for the applicable group of Reporting Stores within each respective quartile and divided the result by average total annual or annualized Gross Sales for such Stores. During 2025, the range of annual rent paid for Kiosk was \$5,700 to \$168,000 and \$12,000 to \$180,000 for End Cap Stores.
8. The term “Card Processing” is the estimated cost of processing debit card, credit card and gift card payments on store sales, averaging 2.6% of Gross Sales. This fee is based on the use of our standard POS System from our Designated Supplier. We have used this figure in calculating the Card Processing expenses in the above tables.
9. The term “Overhead” is the estimated costs of other expenses including business insurance, licenses, accounting fees, banking fees, store supplies, service contracts, repairs, maintenance, uniforms and other miscellaneous costs. In our experience, Overhead expense is an average of \$49,800 for Kiosk Stores and End Cap Stores. We have used these figures in calculating the Estimated Overhead expenses in the above charts. These amounts do not include Technology Fees as those are stated separately. These amounts do not include the Initial Opening Support Fee as these are not new Stores. The Initial Opening Support Fee under the Franchise Agreement is \$20,000.
10. The term “EBITDA” is the estimated earnings before deductions for payments and costs of borrowing to finance the Initial Fees in Item 5, Initial Investment in Item 7 and ongoing investments in the Reporting Store and before deductions for depreciation and amortization on the Initial Fees in Item 5, initial Investment in Item 7 and ongoing investments in the Store.

D. SAME-STORE NET SALES GROWTH

This Section D discloses the historic same-store net sales growth for Comparable Kiosk Stores and Comparable End Cap Stores between 2020 and 2025. A “Comparable Period” is each two-year period beginning on January 1, 2020 and ending on December 31, 2025. Total Stores in each Comparable Period are included in the table below. To be included in any Comparable Period, the Store was required to be open for the entire 24-month period in the Comparable Period. The term “same-store net sales growth” refers to the percentage change in Net Sales from one year to the next for all of the Stores in each Comparable Period.

Comparable Kiosk Stores

The table below provides the same-store net sales growth for Comparable Kiosk Stores in each of the Comparable Periods. The growth percentage is calculated by taking the total Net Sales for the most recent year in the applicable Comparable Period, and dividing it by the difference between the total Net Sales for the most recent year in such Comparable Period and the total Net Sales of the Comparable Kiosk Stores for the prior year in the Comparable Period. The earliest of the Comparable Kiosk Stores in the 2024-2025 Comparable Period opened on December 1, 2001, and the latest on December 31, 2024.

Same-Store Net Sales Growth Over Prior Year – Comparable Kiosk Stores

Comparable Period	Comparable Kiosk Stores Same-Store Sales Growth Over Prior Year ¹	Total No. of Comparable Kiosk Stores	Total No. of Kiosk Stores Existing During Period	No. and Percentage of Comparable Kiosk Stores that Attained or Exceeded Avg.
2024-2025	+8.90%	525	768	272 / 51.81%
2023-2024	+5.22%	419	717	208 / 49.64%
2022-2023	+0.74%	272	618	131 / 48.16%
2021-2022	+5.92%	185	421	110 / 59.46%
2020-2021	+23.83%	145	275	75 / 51.72%

Comparable End Cap Stores

The table below provides the same-store net sales growth for Comparable End Cap Stores in each of the Comparable Periods. The growth percentage was calculated the same way it was calculated above for the Comparable Kiosk Stores. The earliest of the Comparable Kiosk Stores in the 2024-2025 Comparable Period opened on December 1, 2001 and the latest on December 21, 2024.

Same-Store Net Sales Growth Over Prior Year – Comparable End Cap Stores

Comparable Period	Comparable End Cap Stores Same-Store Sales Growth Over Prior Year ¹	Total No. of Comparable End Cap Stores	Total No. of End Cap Stores Existing During Period	No. and Percentage of Comparable End Cap Stores that Attained or Exceeded Avg.
2024-2025	+7.08%	43	62	20 / 46.51%
2023-2024	+3.74%	51	55	26 / 50.98%
2022-2023	-1.70%	52	53	27 / 51.92%
2021-2022	+7.29%	53	53	28 / 52.83%

Comparable Period	Comparable End Cap Stores Same-Store Sales Growth Over Prior Year ¹	Total No. of Comparable End Cap Stores	Total No. of End Cap Stores Existing During Period	No. and Percentage of Comparable End Cap Stores that Attained or Exceeded Avg.
2020-2021	+25.42	51	53	27 / 52.94%

Additional Information

1. Percentages were rounded to the nearest one-hundredth of a percent.

E. AVERAGE GROSS SALES DURING FIRST FULL CALENDAR MONTH IN OPERATION

This Section E discloses for each year in the Measurement Period the average Gross Sales for the first full calendar month of operations of all new Kiosk Stores and new End Cap Stores that opened in a Measurement Period and operated through December 31 of the Measurement Period. We did not consider Stores that reopened due to damage, which were transferred or which renewed their franchise agreements, as new stores for purposes of this Section E.

New Kiosk Stores

The following table provides the average Gross Sales during the first full calendar month of the operation for all new Kiosk Stores, the number and percentage of new Kiosk Stores that exceeded the average, and the median, high and low numbers in the range. For all Stores that opened in December of their Measurement Period, information was provided for the following month. The earliest of the new Kiosk Store in the 2025 Measurement Period opened on January 10, 2025, and the latest on December 31, 2025.

Average Gross Sales During First Full Calendar Month in Operation – Kiosk Stores

Measurement Period	Total Number of New Kiosk Stores that Opened During the Measurement Period	Average Gross Sales During the First Full Month of Operations	Number and Percentage that Attained or Exceeded the Average	Median Gross Sales During the First Full Month of Operations	Low/High Gross Sales During the First Full Month of Operations
2025	70	\$96,625	32 / 46%	\$93,425	\$33,930 / \$155,016
2024	116	\$82,233	56 / 48%	\$81,057	\$25,411 / \$153,148
2023	193	\$82,752	92 / 48%	\$80,758	\$28,388 / \$145,364
2022	146	\$88,240	72 / 49%	\$87,760	\$34,915 / \$170,286
2021	90	\$85,680	39 / 43%	\$83,110	\$35,521 / \$162,422

New End Cap Stores

The following table provides the average Gross Sales during the first full calendar month of operation for all new End Cap Stores, the number and percentage of new End Cap Stores that exceeded the average, and the median, high and low numbers in the range. The earliest of the new End Cap Store in the 2025 Measurement Period opened on March 3, 2025 and the latest on October 30, 2025.