

Operating Cost Analysis
Fiscal Year Ended June 30, 2021

Board Name	# of Stores	Gross Sales	Gross Profit On Sales	Op Exp Less Depr	Cost Ratio	Daily Cost Per Store
Alamance Municipal	5	20,792,323	5,167,891	2,618,581	0.51	1,706
Albemarle	1	4,981,056	1,257,801	566,218	0.45	1,844
Alexander County	1	1,032,727	253,502	197,633	0.78	644
Andrews	1	1,195,107	291,857	216,835	0.74	706
Angier	1	4,118,891	986,116	441,394	0.45	1,438
Asheboro	1	5,120,802	1,317,412	565,311	0.43	1,841
Asheville	9	44,512,926	11,367,061	5,359,634	0.47	1,940
Beaufort County	6	7,571,712	1,858,932	1,343,519	0.72	729
Belmont	1	4,345,825	1,093,524	656,550	0.60	2,139
Belville	2	6,239,181	1,552,376	672,661	0.43	1,096
Bertie County	1	1,231,750	292,505	225,355	0.77	734
Bessemer City	1	831,663	204,361	146,859	0.72	478
Black Mountain	1	3,785,679	969,441	416,268	0.43	1,356
Blowing Rock	1	2,837,414	723,489	345,705	0.48	1,126
Boiling Spring Lakes	1	1,271,305	345,295	288,730	0.84	940
Boone	1	7,892,482	1,986,882	975,048	0.49	3,176
Brevard	2	5,737,527	1,425,304	828,981	0.58	1,350
Brunswick	1	587,375	138,513	94,575	0.68	308
Brunswick County	2	4,873,663	1,232,159	651,525	0.53	1,061
Bryson City	1	3,269,762	801,779	357,201	0.45	1,164
Bunn	1	1,212,521	292,048	176,429	0.60	575
Burnsville	1	1,965,428	485,731	267,414	0.55	871
Calabash	1	2,556,941	599,735	293,819	0.49	957
Camden County	2	2,567,589	622,399	345,202	0.55	562
Canton	1	2,110,832	515,899	414,456	0.80	1,350
Carteret County	6	21,973,508	5,610,148	2,282,932	0.41	1,239
Caswell County	4	2,988,130	730,139	486,007	0.67	396
Catawba County	12	27,647,868	6,942,595	3,552,084	0.51	964
Chatham County	4	6,862,365	1,706,373	1,258,966	0.74	1,025
Cherryville	1	1,527,247	371,550	284,829	0.77	928
Chowan County	1	2,115,300	518,214	324,254	0.63	1,056
Clay County	1	3,631,906	903,770	481,579	0.53	1,569
Clinton	1	3,257,925	795,742	301,454	0.38	982
Columbus	1	906,227	251,576	167,552	0.67	546
Concord	7	29,529,077	7,446,650	3,050,202	0.41	1,419
Cramerton	2	4,349,084	1,054,215	594,846	0.56	969
Craven County	5	14,704,776	3,597,906	1,855,079	0.52	1,209
Cumberland County	10	53,335,481	13,235,683	5,824,482	0.44	1,897
Currituck County	3	8,185,430	2,054,208	900,782	0.44	978
Dare County	5	23,215,486	5,851,729	2,216,242	0.38	1,444
Davidson County	1	5,012,970	1,221,738	395,986	0.32	1,290
Dobson	1	1,053,567	251,291	198,267	0.79	646
Dunn	2	3,443,437	829,991	474,952	0.57	774

Operating Cost Analysis
Fiscal Year Ended June 30, 2021

Board Name	# of Stores	Gross Sales	Gross Profit On Sales	Op Exp Less Depr	Cost Ratio	Daily Cost Per Store
Durham County	8	49,234,979	12,336,207	6,349,389	0.51	2,585
Eden	1	2,617,246	636,023	372,101	0.59	1,212
Edgecombe County	5	7,168,879	1,749,364	1,031,535	0.59	672
Elizabethtown	1	2,328,907	557,009	230,168	0.41	750
Fairmont	1	1,127,638	272,820	221,816	0.81	723
Fletcher	1	3,889,908	957,705	525,658	0.55	1,712
Forest City	1	3,275,708	806,748	501,488	0.62	1,634
Franklin	1	3,733,665	918,308	702,546	0.77	2,288
Franklinton	1	1,980,798	472,210	263,900	0.56	860
Gastonia	5	16,089,457	3,955,127	1,989,188	0.50	1,296
Gates County	2	1,169,458	284,696	198,513	0.70	323
Gibsonville	1	2,559,184	617,046	247,464	0.40	806
Granite Falls	1	1,870,264	478,682	229,468	0.48	747
Granville County	2	6,042,790	1,463,004	782,389	0.53	1,274
Greene County	2	1,466,572	362,457	228,825	0.63	373
Greensboro	15	66,701,162	16,798,714	7,667,792	0.46	1,665
Halifax County	5	7,910,669	1,929,427	1,136,929	0.59	741
Hamlet	1	2,001,630	473,802	276,492	0.58	901
Hendersonville	3	9,993,515	2,535,982	1,591,652	0.63	1,728
Hertford	1	1,549,746	370,134	240,505	0.65	783
Hertford County	3	3,440,923	812,402	551,892	0.68	599
High Country	1	4,934,745	1,217,184	520,293	0.43	1,695
High Point	7	26,432,020	6,722,345	3,411,726	0.51	1,588
Highlands	1	3,069,500	786,686	399,440	0.51	1,301
Hoke County	2	4,529,755	1,108,184	520,834	0.47	848
Hyde County	2	1,050,604	270,066	189,620	0.70	309
Indian Trail	1	6,349,592	1,566,097	795,316	0.51	2,591
Jackson County	2	6,573,306	1,490,527	785,620	0.53	1,280
Johnston County	9	25,719,336	6,252,638	3,711,383	0.59	1,343
Jones County	2	1,238,871	295,525	197,573	0.67	322
Kenansville	1	722,986	172,644	129,648	0.75	422
Kings Mountain	1	2,377,239	583,572	316,909	0.54	1,032
Lake Lure	1	1,210,088	297,574	267,445	0.90	871
Lake Waccamaw	1	784,847	205,931	106,315	0.52	346
Laurel Park	1	1,878,817	465,628	285,561	0.61	930
Lenoir City	2	4,895,459	1,196,483	573,691	0.48	934
Lenoir County	3	6,271,110	1,537,899	773,047	0.50	839
Lexington	2	6,300,696	1,511,632	670,490	0.44	1,092
Liberty	1	1,388,766	339,187	168,881	0.50	550
Lillington	1	2,960,185	766,960	360,687	0.47	1,175
Lincoln County	3	7,673,345	1,953,084	798,228	0.41	867
Lincolnton	2	3,690,712	891,139	581,257	0.65	947
Locust	1	3,389,486	836,018	486,296	0.58	1,584

Operating Cost Analysis
Fiscal Year Ended June 30, 2021

Board Name	# of Stores	Gross Sales	Gross Profit On Sales	Op Exp Less Depr	Cost Ratio	Daily Cost Per Store
Louisburg	1	2,500,293	616,333	332,911	0.54	1,084
Lumberton	2	6,163,745	1,585,101	782,138	0.49	1,274
Madison	1	2,359,074	585,176	335,404	0.57	1,093
Maggie Valley	2	3,829,190	943,011	518,150	0.55	844
Marion	2	4,148,405	1,016,742	535,388	0.53	872
Marshville	1	1,436,245	341,824	222,075	0.65	723
Martin County	2	3,377,965	842,124	540,191	0.64	880
Maxton	1	1,272,691	321,718	264,579	0.82	862
Mecklenburg County	28	205,033,367	52,048,114	20,495,369	0.39	2,384
Mocksville Cooleemee	2	3,500,222	861,419	555,730	0.65	905
Monroe	1	6,066,644	1,514,400	808,116	0.53	2,632
Montgomery	2	2,515,263	628,591	420,437	0.67	685
Moore County	4	17,318,851	4,408,930	1,414,047	0.32	1,152
Mooresville	3	17,611,740	4,358,784	1,523,210	0.35	1,654
Morganton	1	4,693,945	1,150,984	517,695	0.45	1,686
Mount Airy	1	3,531,113	897,810	483,002	0.54	1,573
Mount Holly	1	3,027,252	763,014	383,089	0.50	1,248
Mount Pleasant	1	1,173,519	289,345	243,846	0.84	794
Murphy	1	4,826,398	1,187,182	659,309	0.56	2,148
Nash County	8	16,852,452	4,262,120	1,794,348	0.42	731
New Hanover County	8	59,203,586	15,390,134	5,702,701	0.37	2,322
Newton Grove	1	859,027	203,557	140,806	0.69	459
North Wilkesboro	1	1,888,018	453,241	410,309	0.91	1,337
Northampton County	4	1,644,766	400,754	260,196	0.65	212
Norwood	1	988,732	244,772	151,412	0.62	493
Oak Island	1	4,447,899	1,104,010	519,106	0.47	1,691
Ocean Isle Beach	1	3,678,205	936,268	438,587	0.47	1,429
Onslow County	6	26,955,869	6,798,439	3,741,025	0.55	2,031
Orange County	8	27,158,053	6,727,406	4,257,710	0.63	1,734
Pamlico County	2	2,233,816	476,553	372,164	0.78	606
Pasquotank County	1	4,402,881	1,087,200	453,727	0.42	1,478
Pembroke	1	1,806,182	448,752	261,817	0.58	853
Pender County	4	10,631,467	2,615,087	1,495,158	0.57	1,218
Person County	2	5,491,123	1,348,135	613,611	0.46	999
Pilot Mountain	1	2,090,840	523,845	258,359	0.49	842
Pitt County	7	28,274,261	7,190,501	3,368,876	0.47	1,568
Pittsboro	1	2,015,088	498,156	222,103	0.45	723
Ramseur	1	1,188,372	291,035	161,203	0.55	525
Randleman	1	2,778,760	697,907	325,186	0.47	1,059
Red Springs	1	1,423,966	342,669	214,578	0.63	699
Reidsville	1	3,568,249	870,466	494,595	0.57	1,611
Rockingham	2	3,530,841	839,993	464,831	0.55	757
Roseboro	1	1,404,660	359,862	189,794	0.53	618

Operating Cost Analysis
Fiscal Year Ended June 30, 2021

Board Name	# of Stores	Gross Sales	Gross Profit On Sales	Op Exp Less Depr	Cost Ratio	Daily Cost Per Store
Rowan/Kannapolis	6	19,583,926	4,792,045	3,472,470	0.72	1,885
Rowland	1	423,557	103,591	68,694	0.66	224
Rutherfordton	1	2,018,521	497,908	318,182	0.64	1,036
Saint Pauls	1	1,880,943	462,823	272,011	0.59	886
Sanford	2	9,268,554	2,265,500	1,451,870	0.64	2,365
Scotland County	1	2,780,294	667,408	463,936	0.70	1,511
Shalotte	1	2,918,552	717,619	378,803	0.53	1,234
Shelby	2	5,888,603	1,450,329	967,693	0.67	1,576
Siler City	1	2,253,731	559,392	296,742	0.53	967
Southport	1	4,873,955	1,221,579	576,400	0.47	1,878
Sparta	1	1,218,292	302,017	155,689	0.52	507
Spruce Pine	1	1,838,704	452,611	262,563	0.58	855
Statesville	2	8,515,671	2,147,323	1,181,947	0.55	1,925
Sunset Beach	1	2,354,086	570,530	333,095	0.58	1,085
Tabor City	1	1,214,468	313,524	166,157	0.53	541
Thomasville	1	5,468,681	1,335,064	626,131	0.47	2,040
Triad Municipal	14	60,689,621	15,081,816	6,777,498	0.45	1,577
Troutman	1	2,533,081	564,141	287,149	0.51	935
Tryon	1	569,288	142,263	123,462	0.87	402
Tyrrell County	1	762,173	165,193	90,329	0.55	294
Valdese	1	1,658,238	429,099	236,037	0.55	769
Vance County	1	5,755,197	1,345,116	850,593	0.63	2,771
Wadesboro	1	1,964,122	473,948	307,384	0.65	1,001
Wake County	25	190,376,554	47,048,178	17,870,000	0.38	2,328
Wallace	1	2,510,709	623,535	270,775	0.43	882
Walnut Cove	1	1,663,246	401,787	203,923	0.51	664
Warren County	2	3,957,337	934,768	505,983	0.54	824
Warsaw	1	1,194,735	283,323	177,507	0.63	578
Washington County	1	1,488,737	357,675	225,416	0.63	734
Waxhaw	1	5,114,070	1,257,775	634,915	0.50	2,068
Wayne County	5	14,446,320	3,568,607	1,816,844	0.51	1,184
Waynesville	1	4,058,907	1,012,781	425,522	0.42	1,386
Weaverville	1	4,337,302	1,068,203	578,683	0.54	1,885
West Columbus	1	1,112,328	278,603	166,893	0.60	544
West Jefferson	1	2,955,073	719,366	405,183	0.56	1,320
Whiteville	1	2,144,692	530,018	241,944	0.46	788
Wilkesboro	2	3,698,522	890,518	791,438	0.89	1,289
Wilson County	5	13,290,025	3,297,585	1,976,906	0.60	1,288
Wingate	1	2,004,106	489,321	270,570	0.55	881
Woodfin	1	2,810,790	682,964	457,625	0.67	1,491
Yadkin Valley	1	2,975,129	734,785	322,642	0.44	1,051
Youngsville	1	2,335,162	559,695	332,163	0.59	1,082
TOTALS	440	1,593,785,865	397,682,190	189,193,023	0.48	1,401