

2017 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

In the fourth quarter of fiscal 2018, we realigned our organizational and operating segment structures in support of a newly established global coffee alliance. In August 2018, we finalized licensing and distribution agreements with Nestlé S.A. (“Nestlé”) to sell and market our consumer packaged goods and foodservice businesses. The scope of the arrangement converts the majority of our previously defined Channel Development segment operations, as well as certain smaller businesses previously reported in the Americas, EMEA and All Other segments, from company-owned to licensed operations with Nestlé. Our reportable segments have been restated as if those smaller businesses were previously within our Channel Development segment.

In addition, we combined All Other Segments and Unallocated Corporate into one non-reportable segment entitled Corporate and Other.

Further, in an effort to report operating expenses in line with the corresponding revenue generating activities, we have changed the classification of certain costs, primarily within our CAP segment and mainly from other operating expenses to general and administrative expenses. These reclassifications have been retrospectively applied and are immaterial.

Concurrent with the change in reportable segments and realignment of certain operating expenses noted above, we revised our prior period financial information to be consistent with the current period presentation. There was no impact on consolidated net revenues, total operating expenses, operating income, or net earnings as a result of these changes.

The tables below present reportable segment results, net of intersegment eliminations, as recast (*unaudited, in millions*):

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
Consolidated (GAAP)					
Net revenues:					
Company-operated stores	\$ 4,469.3	\$ 4,195.4	\$ 4,509.0	\$ 4,477.0	\$ 17,650.7
Licensed stores	602.4	546.7	588.3	617.6	2,355.0
Other	661.2	551.9	564.2	603.7	2,381.1
Total net revenues	5,732.9	5,294.0	5,661.5	5,698.3	22,386.8
Cost of sales including occupancy costs	2,294.0	2,140.2	2,248.0	2,352.1	9,034.3
Store operating expenses	1,638.2	1,586.4	1,628.9	1,639.8	6,493.3
Other operating expenses	133.3	123.1	129.4	114.4	500.3
Depreciation and amortization expenses	249.7	253.6	252.6	255.4	1,011.4
General and administrative expenses	369.5	339.4	339.2	402.7	1,450.7
Restructuring and impairments	—	—	120.2	33.3	153.5
Total operating expenses	4,684.7	4,442.7	4,718.3	4,797.7	18,643.5
Income from equity investees	84.4	84.1	101.0	121.9	391.4
Operating income	1,132.6	935.4	1,044.2	1,022.5	4,134.7

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	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
Consolidated (Non-GAAP)					
Net revenues:					
Company-operated stores	\$ 4,469.3	\$ 4,195.4	\$ 4,509.0	\$ 4,477.0	\$ 17,650.7
Licensed stores	602.4	546.7	588.3	617.6	2,355.0
Other	661.2	551.9	564.2	603.7	2,381.1
Total net revenues	5,732.9	5,294.0	5,661.5	5,698.3	22,386.8
Cost of sales including occupancy costs	2,294.0	2,140.2	2,248.0	2,340.8	9,023.0
Store operating expenses	1,637.0	1,585.0	1,627.5	1,639.6	6,489.1
Other operating expenses	133.3	123.1	129.4	114.4	500.3
Depreciation and amortization expenses	237.3	241.8	240.5	243.3	963.0
General and administrative expenses	369.1	338.8	338.7	343.8	1,390.3
Restructuring and impairments	—	—	—	—	—
Total operating expenses	4,670.7	4,428.9	4,584.1	4,681.9	18,365.7
Income from equity investees	84.4	84.1	101.0	121.9	391.4
Operating income	1,146.6	949.2	1,178.4	1,138.3	4,412.5

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
Americas (GAAP)					
Net revenues:					
Company-operated stores	\$ 3,561.0	\$ 3,334.9	\$ 3,576.4	\$ 3,524.1	\$ 13,996.4
Licensed stores	421.3	376.7	404.5	414.7	1,617.3
Other	1.5	1.4	0.9	2.5	6.3
Total net revenues	3,983.8	3,713.0	3,981.8	3,941.3	15,620.0
Cost of sales including occupancy costs	1,434.6	1,348.7	1,434.3	1,477.4	5,695.0
Store operating expenses	1,356.3	1,299.1	1,338.8	1,326.0	5,320.2
Other operating expenses	32.5	32.1	33.6	32.6	130.8
Depreciation and amortization expenses	152.4	155.4	152.8	154.3	614.9
General and administrative expenses	52.0	53.4	50.7	45.4	201.4
Restructuring and impairments	—	—	—	4.1	4.1
Total operating expenses	3,027.8	2,888.7	3,010.2	3,039.8	11,966.4
Operating income	956.0	824.3	971.6	901.5	3,653.6

2017 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
<u>Americas (Non-GAAP)</u>					
Net revenues:					
Company-operated stores	\$ 3,561.0	\$ 3,334.9	\$ 3,576.4	\$ 3,524.1	\$ 13,996.4
Licensed stores	421.3	376.7	404.5	414.7	1,617.3
Other	1.5	1.4	0.9	2.5	6.3
Total net revenues	3,983.8	3,713.0	3,981.8	3,941.3	15,620.0
Cost of sales including occupancy costs	1,434.6	1,348.7	1,434.3	1,475.4	5,693.0
Store operating expenses	1,356.3	1,299.1	1,338.8	1,326.0	5,320.2
Other operating expenses	32.5	32.1	33.6	32.6	130.8
Depreciation and amortization expenses	152.4	155.4	152.8	154.3	614.9
General and administrative expenses	52.0	53.4	50.7	45.4	201.4
Restructuring and impairments	—	—	—	—	—
Total operating expenses	3,027.8	2,888.7	3,010.2	3,033.7	11,960.3
Operating income	956.0	824.3	971.6	907.6	3,659.7

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
<u>China/Asia Pacific (GAAP)</u>					
Net revenues:					
Company-operated stores	\$ 691.5	\$ 687.8	\$ 756.8	\$ 770.0	\$ 2,906.0
Licensed stores	78.0	78.4	82.3	88.7	327.4
Other	1.3	2.7	1.5	1.2	6.8
Total net revenues	770.8	768.9	840.6	859.9	3,240.2
Cost of sales including occupancy costs	337.9	334.1	354.1	370.2	1,396.2
Store operating expenses	204.3	202.5	212.1	226.6	845.5
Other operating expenses	6.9	6.0	4.4	3.8	21.2
Depreciation and amortization expenses	48.6	49.3	51.0	53.3	202.2
General and administrative expenses	52.2	45.2	47.0	62.9	207.1
Restructuring and impairments	—	—	—	—	—
Total operating expenses	649.9	637.1	668.6	716.8	2,672.2
Income from equity investees	42.5	44.1	51.8	58.6	197.0
Operating income	163.4	175.9	223.8	201.7	765.0

2017 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
China/Asia Pacific (Non-GAAP)					
Net revenues:					
Company-operated stores	\$ 691.5	\$ 687.8	\$ 756.8	\$ 770.0	\$ 2,906.0
Licensed stores	78.0	78.4	82.3	88.7	327.4
Other	1.3	2.7	1.5	1.2	6.8
Total net revenues	770.8	768.9	840.6	859.9	3,240.2
Cost of sales including occupancy costs	337.9	334.1	354.1	370.2	1,396.2
Store operating expenses	203.1	201.1	210.7	226.4	841.3
Other operating expenses	6.9	6.0	4.4	3.8	21.2
Depreciation and amortization expenses	36.2	37.5	38.9	41.2	153.8
General and administrative expenses	51.8	44.7	46.6	57.9	200.8
Restructuring and impairments	—	—	—	—	—
Total operating expenses	635.9	623.4	654.7	699.5	2,613.3
Income from equity investees	42.5	44.1	51.8	58.6	197.0
Operating income	177.4	189.6	237.7	219.0	823.9

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
EMEA (GAAP)					
Net revenues:					
Company-operated stores	\$ 145.9	\$ 127.5	\$ 136.2	\$ 141.4	\$ 551.0
Licensed stores	102.2	90.9	100.9	113.7	407.7
Total net revenues	248.1	218.4	237.1	255.1	958.7
Cost of sales including occupancy costs	129.6	116.7	128.3	134.0	508.6
Store operating expenses	46.9	50.3	53.8	63.1	214.1
Other operating expenses	14.2	12.3	12.9	11.8	51.3
Depreciation and amortization expenses	7.5	7.4	7.5	8.2	30.6
General and administrative expenses	11.7	9.4	11.6	9.0	41.7
Restructuring and impairments	—	—	17.9	—	17.9
Total operating expenses	209.9	196.1	232.0	226.1	864.2
Operating income	38.2	22.3	5.1	29.0	94.5

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	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
EMEA (Non-GAAP)					
Net revenues:					
Company-operated stores	\$ 145.9	\$ 127.5	\$ 136.2	\$ 141.4	\$ 551.0
Licensed stores	102.2	90.9	100.9	113.7	407.7
Total net revenues	248.1	218.4	237.1	255.1	958.7
Cost of sales including occupancy costs	129.6	116.7	128.3	134.0	508.6
Store operating expenses	46.9	50.3	53.8	63.1	214.1
Other operating expenses	14.2	12.3	12.9	11.8	51.3
Depreciation and amortization expenses	7.5	7.4	7.5	8.2	30.6
General and administrative expenses	11.7	9.4	11.6	9.0	41.7
Restructuring and impairments	—	—	—	—	—
Total operating expenses	209.9	196.1	214.1	226.1	846.3
Operating income	38.2	22.3	23.0	29.0	112.4

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
Channel Development (GAAP)					
Total net revenues	\$ 620.9	\$ 518.4	\$ 540.7	\$ 576.5	\$ 2,256.6
Cost of sales including occupancy costs	324.8	286.5	286.0	311.9	1,209.3
Other operating expenses	69.9	61.4	70.3	58.9	260.4
Depreciation and amortization expenses	0.8	0.8	0.7	0.7	3.0
General and administrative expenses	3.4	2.2	2.9	2.9	11.3
Total operating expenses	398.9	350.9	359.9	374.4	1,484.0
Income from equity investees	41.9	40.0	49.2	63.3	194.4
Operating income	263.9	207.5	230.0	265.4	967.0

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
Channel Development (Non-GAAP)					
Total net revenues	\$ 620.9	\$ 518.4	\$ 540.7	\$ 576.5	\$ 2,256.6
Cost of sales including occupancy costs	324.8	286.5	286.0	311.9	1,209.3
Other operating expenses	69.9	61.4	70.3	58.9	260.4
Depreciation and amortization expenses	0.8	0.8	0.7	0.7	3.0
General and administrative expenses	3.4	2.2	2.9	2.9	11.3
Total operating expenses	398.9	350.9	359.9	374.4	1,484.0
Income from equity investees	41.9	40.0	49.2	63.3	194.4
Operating income	263.9	207.5	230.0	265.4	967.0

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	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
<u>Corporate and Other (GAAP)</u>					
Net revenues:					
Company-operated stores	\$ 70.9	\$ 45.2	\$ 39.6	\$ 41.5	\$ 197.3
Licensed stores	0.9	0.7	0.6	0.5	2.6
Other	37.5	29.4	21.1	23.5	111.4
Total net revenues	109.3	75.3	61.3	65.5	311.3
Cost of sales including occupancy costs	67.1	54.2	45.3	58.6	225.2
Store operating expenses	30.7	34.5	24.2	24.1	113.5
Other operating expenses	9.8	11.3	8.2	7.3	36.6
Depreciation and amortization expenses	40.4	40.7	40.6	38.9	160.7
General and administrative expenses	250.2	229.2	227.0	282.5	989.2
Restructuring and impairments	—	—	102.3	29.2	131.5
Total operating expenses	398.2	369.9	447.6	440.6	1,656.7
Operating loss	(288.9)	(294.6)	(386.3)	(375.1)	(1,345.4)

	Quarter Ended				Fiscal Year Ended
	Jan 1, 2017	Apr 2, 2017	Jul 2, 2017	Oct 1, 2017	Oct 1, 2017
<u>Corporate and Other (Non-GAAP)</u>					
Net revenues:					
Company-operated stores	\$ 70.9	\$ 45.2	\$ 39.6	\$ 41.5	\$ 197.3
Licensed stores	0.9	0.7	0.6	0.5	2.6
Other	37.5	29.4	21.1	23.5	111.4
Total net revenues	109.3	75.3	61.3	65.5	311.3
Cost of sales including occupancy costs	67.1	54.2	45.3	49.3	215.9
Store operating expenses	30.7	34.5	24.2	24.1	113.5
Other operating expenses	9.8	11.3	8.2	7.3	36.6
Depreciation and amortization expenses	40.4	40.7	40.6	38.9	160.7
General and administrative expenses	250.2	229.1	226.9	228.6	935.1
Restructuring and impairments	—	—	—	—	—
Total operating expenses	398.2	369.8	345.2	348.2	1,461.8
Operating loss	(288.9)	(294.5)	(283.9)	(282.7)	(1,150.5)

2018 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
Consolidated (GAAP)			
Net revenues:			
Company-operated stores	\$ 4,741.8	\$ 4,828.0	\$ 5,060.4
Licensed stores	682.4	625.6	660.6
Other	649.5	578.2	589.3
Total net revenues	6,073.7	6,031.8	6,310.3
Cost of sales including occupancy costs	2,501.7	2,514.7	2,553.4
Store operating expenses	1,737.0	1,789.6	1,825.0
Other operating expenses	129.5	120.8	132.3
Depreciation and amortization expenses	258.8	331.6	330.0
General and administrative expenses	392.4	420.6	485.9
Restructuring and impairments	27.6	134.7	16.9
Total operating expenses	5,047.0	5,312.0	5,343.5
Income from equity investees	89.4	52.7	71.4
Operating income	1,116.1	772.5	1,038.2

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
Consolidated (Non-GAAP)			
Net revenues:			
Company-operated stores	\$ 4,741.8	\$ 4,828.0	\$ 5,060.4
Licensed stores	682.4	625.6	660.6
Other	649.5	578.2	589.3
Total net revenues	6,073.7	6,031.8	6,310.3
Cost of sales including occupancy costs	2,497.3	2,517.0	2,553.9
Store operating expenses	1,735.5	1,787.6	1,823.6
Other operating expenses	129.5	118.0	127.0
Depreciation and amortization expenses	246.9	276.1	274.6
General and administrative expenses	386.4	408.7	432.7
Restructuring and impairments	—	—	—
Total operating expenses	4,995.6	5,107.4	5,211.8
Income from equity investees	89.4	52.7	71.4
Operating income	1,167.5	977.1	1,169.9

2018 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>Americas (GAAP)</u>			
Net revenues:			
Company-operated stores	\$ 3,787.0	\$ 3,564.8	\$ 3,768.5
Licensed stores	466.7	429.3	452.0
Other	3.9	2.2	3.5
Total net revenues	4,257.6	3,996.3	4,224.0
Cost of sales including occupancy costs	1,596.2	1,528.0	1,570.8
Store operating expenses	1,433.4	1,411.8	1,447.6
Other operating expenses	38.6	33.9	36.7
Depreciation and amortization expenses	158.0	160.4	159.3
General and administrative expenses	52.1	60.0	84.4
Restructuring and impairments	1.6	0.9	18.4
Total operating expenses	3,279.9	3,195.0	3,317.2
Operating income	977.7	801.3	906.8

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>Americas (Non-GAAP)</u>			
Net revenues:			
Company-operated stores	\$ 3,787.0	\$ 3,564.8	\$ 3,768.5
Licensed stores	466.7	429.3	452.0
Other	3.9	2.2	3.5
Total net revenues	4,257.6	3,996.3	4,224.0
Cost of sales including occupancy costs	1,596.2	1,528.0	1,570.8
Store operating expenses	1,433.4	1,411.3	1,447.6
Other operating expenses	38.6	33.9	36.9
Depreciation and amortization expenses	158.0	160.4	159.3
General and administrative expenses	52.1	58.9	84.4
Restructuring and impairments	—	—	—
Total operating expenses	3,278.3	3,192.5	3,299.0
Operating income	979.3	803.8	925.0

2018 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>China/Asia Pacific (GAAP)</u>			
Net revenues:			
Company-operated stores	\$ 742.5	\$ 1,098.6	\$ 1,136.5
Licensed stores	98.4	84.3	90.1
Other	2.8	3.5	2.4
Total net revenues	843.7	1,186.4	1,229.0
Cost of sales including occupancy costs	372.3	511.2	505.4
Store operating expenses	218.6	306.5	310.2
Other operating expenses	9.0	5.1	4.4
Depreciation and amortization expenses	53.7	121.6	120.7
General and administrative expenses	44.0	54.1	77.7
Total operating expenses	697.6	998.5	1,018.4
Income from equity investees	50.7	16.7	23.5
Operating income	196.8	204.6	234.1

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>China/Asia Pacific (Non-GAAP)</u>			
Net revenues:			
Company-operated stores	\$ 742.5	\$ 1,098.6	\$ 1,136.5
Licensed stores	98.4	84.3	90.1
Other	2.8	3.5	2.4
Total net revenues	843.7	1,186.4	1,229.0
Cost of sales including occupancy costs	372.3	511.2	505.4
Store operating expenses	217.1	305.0	308.8
Other operating expenses	9.0	5.1	4.4
Depreciation and amortization expenses	41.8	66.1	65.3
General and administrative expenses	42.5	47.2	59.3
Total operating expenses	682.7	934.6	943.2
Income from equity investees	50.7	16.7	23.5
Operating income	211.7	268.5	309.3

2018 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>EMEA (GAAP)</u>			
Net revenues:			
Company-operated stores	\$ 151.6	\$ 138.7	\$ 142.9
Licensed stores	116.2	112.0	118.5
Other	0.3	0.3	0.3
Total net revenues	268.1	251.0	261.7
Cost of sales including occupancy costs	145.1	138.4	137.2
Store operating expenses	54.7	57.7	58.0
Other operating expenses	14.4	18.3	14.3
Depreciation and amortization expenses	7.5	8.0	8.0
General and administrative expenses	14.0	11.0	15.0
Restructuring and impairments	—	28.5	—
Total operating expenses	235.7	261.9	232.5
Operating income	32.4	(10.9)	29.2

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>EMEA (Non-GAAP)</u>			
Net revenues:			
Company-operated stores	\$ 151.6	\$ 138.7	\$ 142.9
Licensed stores	116.2	112.0	118.5
Other	0.3	0.3	0.3
Total net revenues	268.1	251.0	261.7
Cost of sales including occupancy costs	145.1	138.4	137.2
Store operating expenses	54.7	57.7	58.0
Other operating expenses	14.4	15.5	14.5
Depreciation and amortization expenses	7.5	8.0	8.0
General and administrative expenses	14.0	11.0	10.7
Restructuring and impairments	—	—	—
Total operating expenses	235.7	230.6	228.4
Operating income	32.4	20.4	33.3

2018 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>Channel Development (GAAP)</u>			
Total net revenues	\$ 628.0	\$ 562.6	\$ 567.4
Cost of sales including occupancy costs	330.7	302.8	304.6
Other operating expenses	62.4	58.1	74.0
Depreciation and amortization expenses	0.6	0.3	0.2
General and administrative expenses	3.4	3.4	3.7
Total operating expenses	397.1	364.6	382.5
Income from equity investees	38.7	36.0	47.9
Operating income	269.6	234.0	232.8

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>Channel Development (Non-GAAP)</u>			
Total net revenues	\$ 628.0	\$ 562.6	\$ 567.4
Cost of sales including occupancy costs	330.7	302.8	304.6
Other operating expenses	62.4	58.1	68.4
Depreciation and amortization expenses	0.6	0.3	0.2
General and administrative expenses	3.4	3.4	4.7
Total operating expenses	397.1	364.6	377.9
Income from equity investees	38.7	36.0	47.9
Operating income	269.6	234.0	237.4

2018 HISTORICAL CONSOLIDATED AND SEGMENT P&L'S
(Updated for Q4 2018 Re-Segmentation)

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>Corporate and Other (GAAP)</u>			
Net revenues:			
Company-operated stores	\$ 60.7	\$ 25.9	\$ 12.5
Licensed stores	1.1	—	—
Other	14.5	9.6	15.7
Total net revenues	76.3	35.5	28.2
Cost of sales including occupancy costs	57.4	34.3	35.4
Store operating expenses	30.3	13.6	9.2
Other operating expenses	5.1	5.4	2.9
Depreciation and amortization expenses	39.0	41.3	41.8
General and administrative expenses	278.9	292.1	305.1
Restructuring and impairments	26.0	105.3	(1.5)
Total operating expenses	436.7	492.0	392.9
Operating loss	(360.4)	(456.5)	(364.7)

	Quarter Ended		
	Dec 31, 2017	Apr 1, 2018	Jul 1, 2018
<u>Corporate and Other (Non-GAAP)</u>			
Net revenues:			
Company-operated stores	\$ 60.7	\$ 25.9	\$ 12.5
Licensed stores	1.1	—	—
Other	14.5	9.6	15.7
Total net revenues	76.3	35.5	28.2
Cost of sales including occupancy costs	53.0	36.6	35.9
Store operating expenses	30.3	13.6	9.2
Other operating expenses	5.1	5.4	2.8
Depreciation and amortization expenses	39.0	41.3	41.8
General and administrative expenses	274.4	288.2	273.6
Restructuring and impairments	—	—	—
Total operating expenses	401.8	385.1	363.3
Operating loss	(325.5)	(349.6)	(335.1)