

Item 18.
PUBLIC FIGURES

We do not use any public figure to promote our franchises.

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.

In this Item 19, we provide the historical monthly Gross Sales for each Business included in the Data Set (defined below), beginning with the later of the full or partial month in which the Business opened for business or January 1, 2024. "Gross Sales" are calculated in the same manner you will calculate your Gross Sales under the Franchise Agreement. The Franchise Agreement defines Gross Sales as the regular advertised price of all goods and services sold at, from, or in connection with the operation of your Business, regardless of the manner in which the price was paid by the purchaser of such products or services (including payments by cash, check, credit or debit card, barter exchange, trade credit, or other credit transactions), but excluding (1) all federal, state, or municipal sales, use, or service taxes collected from customers and paid to the appropriate taxing authority, and (2) the amount of any documented refunds and credits your Business in good faith gives to customers and your employees. Revenue from the purchase or redemption of gift certificates, gift cards or similar programs is calculated as part of Gross Sales in accordance with our then-current guidelines for such programs. Gross Sales also include all insurance proceeds you receive to replace revenue that you lose from the interruption of your Business due to a casualty or other event covered by business interruption or similar insurance coverage.

As of December 31, 2024, there were 22 franchised and 15 affiliate-owned Businesses open. As of December 31, 2025, there were 66 franchised and 16 affiliate-owned Businesses open. Each of these Businesses form the data set on which this Item 19 is based (the "Data Set"). We excluded 2 franchised Businesses from the data set because they opened on December 12, 2025 and December 29, 2025, respectively, and Gross Sales information was not available for the partial month of December 2025 for these Businesses. For each franchised Business, the Gross Sales information reflects the information provided to us by the owner of the Business or that we captured from the Business' point-of-sale system. In the tables that follow, "N/A" is used to signify that the Business had not yet opened.

2024 Monthly Gross Sales
(from the later of January 2024 or the date of opening)

Calendar Year 2024 Monthly Gross Sales – Affiliate-Owned Businesses

	January	February	March	April	May	June	July	August	September	October	November	December	Total
1	\$55,064	\$59,435	\$61,397	\$68,148	\$59,858	\$55,268	\$55,839	\$49,163	\$32,605*	\$23,712*	\$25,767*	\$68,631	\$615,433
2	\$49,015	\$48,334	\$48,502	\$49,944	\$27,587*	\$30,952*	\$49,941	\$53,537	\$57,037	\$56,870	\$72,096	\$62,136	\$608,456
3	\$44,331	\$44,881	\$44,511	\$51,672	\$44,182	\$41,456	\$40,312	\$40,426	\$43,728	\$44,058	\$49,762	\$52,033	\$541,531
4	\$56,846	\$59,215	\$62,014	\$66,810	\$62,086	\$60,856	\$62,751	\$60,858	\$62,141	\$66,700	\$60,303	\$38,173*	\$718,892
5	\$36,675	\$43,800	\$42,583	\$44,837	\$43,791	\$42,880	\$44,537	\$46,899	\$46,310	\$51,290	\$56,147	\$56,478	\$556,227
6	\$42,710	\$44,822	\$39,456	\$51,575	\$42,839	\$41,700	\$37,485	\$36,585	\$35,854	\$40,995	\$46,931	\$41,956	\$502,908
7	\$48,647	\$54,952	\$51,886	\$67,193	\$47,734	\$49,035	\$51,347	\$46,350	\$45,958	\$49,972	\$67,910	\$66,662	\$647,646
8	\$32,763	\$37,273	\$38,759	\$41,590	\$38,739	\$38,987	\$42,788	\$38,756	\$39,918	\$41,755	\$46,947	\$48,604	\$486,879
9	\$41,121	\$43,695	\$45,210	\$50,091	\$40,972	\$40,937	\$37,879	\$32,768	\$36,785	\$36,362	\$49,484	\$46,627	\$501,931
10	\$32,925	\$34,486	\$35,629	\$41,258	\$37,378	\$41,078	\$40,209	\$37,374	\$34,610	\$31,777	\$37,052	\$35,047	\$438,823
11	\$50,378	\$54,403	\$52,627	\$59,185	\$54,471	\$56,373	\$55,135	\$56,471	\$53,233	\$56,817	\$57,295	\$55,033	\$662,275
12	\$42,459	\$37,213	\$45,518	\$49,789	\$45,937	\$45,191	\$44,256	\$46,758	\$43,597	\$44,328	\$48,423	\$52,539	\$546,187
13**	\$37,531	\$44,695	\$45,767	\$48,601	\$44,495	\$52,097	\$53,493	\$58,540	\$53,924	\$59,320	\$68,673	\$68,993	\$634,847
14	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$20,127	\$34,514	\$41,734	\$60,720	\$59,197	\$216,292
15	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$396	\$37,909	\$38,305

*These Businesses were remodeled during the noted months.

**This Business was repurchased by our affiliate from a franchisee in 2024.

[remainder of page intentionally left blank]

Calendar Year 2024 Monthly Gross Sales – Franchised Businesses

	January	February	March	April	May	June	July	August	September	October	November	December	Total
1	\$93,387	\$96,913	\$101,880	\$134,466	\$85,579	\$79,062	\$86,853	\$82,441	\$90,196	\$100,339	\$137,791	\$124,621	\$1,213,528
2	N/A	\$42,427	\$71,400	\$86,138	\$68,527	\$70,771	\$71,105	\$68,827	\$70,627	\$70,091	\$105,967	\$101,668	\$827,548
3	N/A	N/A	N/A	\$31,416	\$45,696	\$53,519	\$64,370	\$61,334	\$64,417	\$64,762	\$93,573	\$79,672	\$558,759
4	N/A	N/A	N/A	N/A	\$19,111	\$34,505	\$33,674	\$40,172	\$41,539	\$42,762	\$50,098	\$44,836	\$306,697
5	N/A	N/A	N/A	N/A	\$40,802	\$54,432	\$55,396	\$56,159	\$65,088	\$61,847	\$78,990	\$67,596	\$480,310
6	N/A	N/A	N/A	N/A	\$33,161	\$49,609	\$49,833	\$54,204	\$53,676	\$53,927	\$65,539	\$51,579	\$411,528
7	N/A	N/A	N/A	N/A	N/A	\$27,209	\$34,151	\$36,182	\$36,096	\$37,556	\$49,534	\$41,790	\$262,518
8	N/A	N/A	N/A	N/A	N/A	N/A	\$58,779	\$63,176	\$72,536	\$74,202	\$91,863	\$77,313	\$437,869
9	N/A	N/A	N/A	N/A	N/A	N/A	\$14,293	\$28,391	\$32,590	\$42,278	\$56,368	\$53,117	\$227,037
10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$28,816	\$36,562	\$40,527	\$49,446	\$41,506	\$196,857
11	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$829	\$43,634	\$56,399	\$87,459	\$87,967	\$276,288
12	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$11	\$63,851	\$86,138	\$118,854	\$104,040	\$372,894
13	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$57,686	\$103,705	\$97,778	\$259,169
14	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$40,900	\$59,034	\$79,362	\$71,844	\$251,140
15	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$61,401	\$157,322	\$150,975	\$369,698
16	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$37,558	\$77,190	\$71,601	\$186,349
17	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$28,243	\$54,762	\$61,210	\$144,215
18	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$93,440	\$98,318	\$191,758
19	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$39,615	\$58,502	\$98,117
20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$54,559	\$64,311	\$118,870
21	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	–	\$34,107	\$34,107
22	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$45,795	\$45,795

[remainder of page intentionally left blank]

2025 Monthly Gross Sales
(from the later of January 2025 or the date of opening)

Calendar Year 2025 Monthly Gross Sales – Affiliate-Owned Businesses

	January	February	March	April	May	June	July	August	September	October	November	December	Total
1	\$80,681	\$71,835	\$68,680	\$66,584	\$85,887	\$65,601	\$67,853	\$70,895	\$70,042	\$63,859	\$79,020	\$75,010	\$865,947
2	\$60,368	\$59,799	\$61,253	\$56,712	\$67,831	\$49,845	\$45,339	\$47,435	\$44,515	\$44,510	\$54,768	\$51,264	\$643,639
3	\$46,557	\$47,086	\$46,684	\$15,398*	\$6,009*	\$5,179*	\$5,065*	\$41,690	\$55,569	\$52,669	\$63,744	\$64,369	\$450,019
4	\$31,969*	\$65,982	\$83,934	\$82,257	\$93,944	\$67,537	\$64,795	\$66,845	\$62,960	\$57,970	\$69,088	\$64,686	\$811,967
5	\$50,339	\$52,834	\$52,654	\$50,930	\$56,108	\$46,939	\$40,114	\$41,083	\$34,312	\$33,989	\$36,955	\$40,532	\$536,789
6	\$42,153	\$45,335	\$48,673	\$42,954	\$51,846	\$43,701	\$34,159	\$36,351	\$38,601	\$35,585	\$38,444	\$35,539	\$493,341
7	\$58,892	\$55,069	\$53,671	\$48,719	\$57,149	\$40,161	\$35,000	\$38,201	\$35,213	\$37,677	\$60,663	\$63,816	\$584,231
8	\$47,328	\$48,705	\$53,012	\$48,901	\$51,516	\$43,241	\$43,043	\$41,574	\$38,004	\$35,014	\$35,850	\$36,876	\$523,064
9	\$44,875	\$47,208	\$50,281	\$46,860	\$55,425	\$47,777	\$43,756	\$33,484*	\$17,345*	\$15,141*	\$37,483	\$59,365	\$499,000
10	\$35,876	\$35,941	\$36,875	\$35,563	\$42,263	\$33,600	\$33,692	\$38,692	\$34,405	\$36,474	\$40,191	\$38,925	\$442,497
11	\$54,089	\$55,176	\$66,832	\$67,336	\$73,124	\$59,468	\$64,704	\$59,007	\$56,450	\$57,475	\$65,516	\$64,487	\$743,664
12	\$55,242	\$55,593	\$53,969	\$47,999	\$50,657	\$43,474	\$48,028	\$40,188	\$42,637	\$43,045	\$49,528	\$53,804	\$584,164
13	\$66,563	\$65,091	\$62,795	\$63,777	\$72,943	\$54,428	\$51,498	\$64,092	\$62,021	\$65,499	\$78,330	\$79,178	\$786,215
14	\$62,399	\$64,835	\$67,628	\$66,087	\$82,836	\$61,005	\$56,516	\$62,756	\$60,722	\$55,698	\$65,002	\$74,403	\$779,887
15	\$45,101	\$46,995	\$45,454	\$45,885	\$54,055	\$49,227	\$42,843	\$47,049	\$49,341	\$53,424	\$69,072	\$71,460	\$619,906
16	—	—	—	—	\$139	\$2,828	\$30,822	\$34,186	\$37,483	\$36,905	\$38,031	\$47,268	\$227,662

* These Businesses were remodeled during the noted months.

Calendar Year 2025 Monthly Gross Sales – Franchised Businesses

	January	February	March	April	May	June	July	August	September	October	November	December	Total
1	\$114,032	\$106,053	\$114,848	\$101,381	\$112,356	\$70,421	\$56,444	\$49,330	\$20,917*	\$12,445*	\$20,122*	\$17,615*	\$795,964
2	\$88,843	\$91,735	\$97,838	\$96,021	\$134,399	\$76,793	\$67,405	\$82,684	\$91,007	\$85,068	\$141,348	\$135,440	\$1,188,581
3	\$71,072	\$67,916	\$73,572	\$69,950	\$100,521	\$67,217	\$60,245	\$71,263	\$67,745	\$70,864	\$102,571	\$94,619	\$917,555
4	\$49,274	\$49,936	\$52,237	\$48,760	\$59,400	\$46,218	\$43,174	\$45,603	\$43,682	\$40,063	\$47,114	\$48,211	\$573,672
5	\$68,093	\$67,324	\$71,112	\$66,111	\$86,983	\$66,230	\$65,785	\$66,985	\$63,514	\$55,138	\$69,866	\$69,775	\$816,916
6	\$61,840	\$59,474	\$55,722	\$53,748	\$69,412	\$53,922	\$48,862	\$47,949	\$44,674	\$50,653	\$61,711	\$57,530	\$665,497
7	\$41,802	\$42,519	\$45,330	\$44,221	\$54,431	\$42,162	\$38,276	\$38,655	\$39,381	\$37,302	\$41,569	\$40,942	\$506,590
8	\$85,722	\$85,354	\$78,042	\$76,559	\$98,892	\$69,169	\$61,060	\$73,556	\$69,092	\$64,735	\$76,011	\$79,481	\$917,673
9	\$70,422	\$79,968	\$75,160	\$70,488	\$69,594	\$51,382	\$46,695	\$51,351	\$48,569	\$45,755	\$60,217	\$62,312	\$731,913
10	\$41,776	\$45,081	\$46,681	\$46,465	\$55,816	\$40,919	\$37,438	\$44,022	\$41,451	\$40,319	\$48,397	\$47,295	\$535,660
11	\$78,721	\$82,589	\$94,096	\$80,656	\$111,832	\$76,722	\$69,714	\$79,726	\$66,860	\$76,766	\$109,132	\$100,409	\$1,027,223
12	\$114,356	\$107,939	\$108,084	\$87,735	\$109,244	\$72,102	\$71,984	\$64,378	\$66,135	\$61,860	\$88,520	\$90,220	\$1,042,557
13	\$88,266	\$79,022	\$89,614	\$84,976	\$111,254	\$64,990	\$62,234	\$66,191	\$73,387	\$70,866	\$117,162	\$107,284	\$1,015,246
14	\$88,295	\$93,315	\$96,957	\$85,984	\$108,197	\$68,908	\$61,739	\$73,300	\$60,221	\$63,987	\$97,312	\$88,240	\$986,455
15	\$128,368	\$126,326	\$127,376	\$122,698	\$163,804	\$96,447	\$89,409	\$109,184	\$112,682	\$118,287	\$182,873	\$157,063	\$1,534,517
16	\$87,332	\$87,134	\$87,850	\$85,522	\$113,559	\$84,928	\$69,755	\$74,519	\$75,088	\$74,674	\$107,559	\$105,780	\$1,053,700
17	\$70,853	\$74,523	\$74,955	\$78,018	\$95,893	\$70,998	\$68,484	\$71,212	\$65,290	\$67,020	\$99,874	\$92,398	\$929,518
18	\$92,848	\$93,722	\$101,448	\$84,181	\$115,537	\$76,979	\$62,459	\$74,102	\$73,417	\$71,706	\$118,427	\$124,342	\$1,089,168
19	\$48,361	\$54,387	\$54,496	\$42,279	\$58,697	\$44,970	\$43,269	\$46,597	\$43,891	\$43,016	\$57,719	\$67,700	\$605,382
20	\$67,580	\$75,927	\$79,583	\$65,163	\$79,754	\$53,697	\$43,239	\$58,194	\$52,037	\$44,528	\$70,729	\$66,571	\$757,002
21	\$55,184	\$65,225	\$62,787	\$49,849	\$60,725	\$43,414	\$42,131	\$48,629	\$43,076	\$36,057	\$54,441	\$59,459	\$620,977
22	\$84,584	\$87,772	\$88,850	\$82,345	\$97,474	\$63,598	\$56,924	\$64,299	\$57,851	\$56,606	\$84,419	\$86,390	\$911,112
23	\$66,978	\$69,878	\$70,451	\$58,177	\$64,125	\$44,108	\$39,173	\$46,066	\$42,430	\$46,085	\$69,642	\$74,019	\$691,132
24	\$77,591	\$104,714	\$100,527	\$90,576	\$112,797	\$74,772	\$68,605	\$81,819	\$76,925	\$73,038	\$116,209	\$128,995	\$1,106,568
25	\$54,738	\$75,122	\$73,665	\$74,668	\$103,942	\$80,745	\$73,982	\$92,342	\$76,357	\$78,944	\$95,068	\$101,773	\$981,346
26	\$53,176	\$91,295	\$92,912	\$75,070	\$90,170	\$58,158	\$55,480	\$63,093	\$70,238	\$60,837	\$80,085	\$87,093	\$877,607
27	\$4,863	\$49,079	\$52,861	\$50,225	\$60,560	\$43,515	\$42,461	\$48,573	\$47,759	\$51,827	\$75,402	\$75,885	\$603,010
28	\$3,877	\$39,171	\$41,627	\$46,502	\$55,219	\$42,149	\$46,367	\$55,321	\$48,573	\$46,310	\$58,704	\$66,667	\$550,487
29	N/A	\$35,131	\$36,334	\$34,109	\$38,585	\$27,654	\$24,175	\$30,371	\$24,364	\$30,125	\$43,125	\$45,684	\$369,657
30	\$3,982	\$55,508	\$59,092	\$56,059	\$59,340	\$41,255	\$39,560	\$38,485	\$36,328	\$34,860	\$52,699	\$57,334	\$534,502
31	N/A	\$65	\$71,720	\$76,583	\$89,303	\$64,903	\$55,257	\$63,773	\$59,985	\$56,889	\$75,485	\$82,622	\$696,585
32	N/A	N/A	\$43,223	\$51,047	\$73,656	\$56,947	\$55,891	\$67,226	\$58,255	\$59,336	\$72,341	\$72,545	\$610,467
33	N/A	N/A	\$58,033	\$72,358	\$91,149	\$71,946	\$66,887	\$88,431	\$61,839	\$66,067	\$97,529	\$105,451	\$779,690
34	N/A	N/A	\$36,777	\$54,168	\$79,214	\$59,255	\$56,690	\$52,486	\$47,264	\$40,219	\$57,707	\$61,747	\$545,527
35	N/A	N/A	\$23,547	\$52,384	\$68,089	\$48,389	\$44,320	\$51,920	\$48,674	\$47,845	\$78,033	\$77,045	\$540,246
36	N/A	N/A	\$25,432	\$49,631	\$63,182	\$46,632	\$47,307	\$45,497	\$47,958	\$53,990	\$68,335	\$70,413	\$518,377

37	N/A	N/A	\$45	\$41,490	\$69,557	\$55,105	\$56,206	\$63,645	\$55,910	\$57,807	\$74,129	\$79,808	\$553,702
38	N/A	N/A	N/A	\$53,126	\$87,498	\$67,802	\$59,625	\$60,535	\$65,829	\$61,639	\$84,306	\$82,839	\$623,199
39	N/A	N/A	\$149	\$13,247	\$43,655	\$38,107	\$37,113	\$40,922	\$40,579	\$39,249	\$51,852	\$60,354	\$365,227
40	N/A	N/A	N/A	\$2,673	\$61,091	\$58,406	\$59,756	\$62,678	\$63,523	\$65,366	\$99,395	\$98,253	\$571,141
41	N/A	N/A	N/A	N/A	\$42,922	\$41,624	\$41,644	\$41,477	\$38,593	\$39,798	\$53,476	\$58,221	\$357,755
42	N/A	N/A	N/A	\$53	\$51,095	\$51,094	\$48,775	\$62,074	\$51,902	\$44,842	\$57,462	\$59,747	\$427,044
43	N/A	N/A	N/A	N/A	\$9,907	\$50,567	\$60,735	\$61,656	\$55,579	\$49,785	\$63,764	\$73,594	\$425,587
44	N/A	N/A	N/A	\$35	\$70	\$39,130	\$39,649	\$51,459	\$55,809	\$54,391	\$84,683	\$92,038	\$417,264
45	N/A	N/A	N/A	N/A	N/A	\$13,821	\$25,674	\$28,906	\$30,246	\$27,688	\$37,089	\$45,588	\$209,012
46	N/A	N/A	N/A	N/A	N/A	\$9,846	\$33,918	\$39,714	\$35,707	\$34,215	\$43,680	\$50,730	\$247,810
47	N/A	N/A	N/A	N/A	N/A	\$12,939	\$44,684	\$50,022	\$55,093	\$55,573	\$78,511	\$75,262	\$372,084
48	N/A	N/A	N/A	N/A	N/A	N/A	\$14,888	\$49,676	\$48,176	\$46,543	\$61,884	\$60,887	\$282,054
49	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$21,777	\$39,440	\$43,077	\$57,739	\$67,192	\$229,225
50	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$13,612	\$44,277	\$36,199	\$53,489	\$71,124	\$218,701
51	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$34,877	\$38,139	\$47,981	\$54,242	\$175,239
52	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$30,067	\$32,784	\$38,802	\$39,123	\$140,776
53	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$249	\$20,440	\$26,533	\$34,420	\$34,554	\$116,196
54	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$20,427	\$29,816	\$32,100	\$41,780	\$124,123
55	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$20,447	\$33,013	\$42,869	\$54,364	\$150,693
56	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$512	\$29,137	\$42,516	\$61,504	\$133,669
57	N/A	N/A	N/A	N/A	N/A	\$209	\$209	\$209	\$209	\$32,888	\$60,191	\$66,955	\$160,870
58	N/A	N/A	N/A	N/A	N/A	N/A	\$259	\$518	\$697	\$17,827	\$47,666	\$47,257	\$114,224
59	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$17,477	\$34,419	\$39,428	\$91,324
60	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$4,276	\$38,797	\$44,169	\$87,242
61	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$41,403	\$52,588	\$93,991
62	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$46,312	\$54,834	\$101,146
63	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$59,688	\$59,688
64	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$39,671	\$39,671

*This Business was remodeled during the noted months.

Written substantiation for this financial performance representation will be made available to prospective franchisees upon reasonable request.

Some Businesses have earned this amount. Your individual results may differ. There is no assurance that you will earn as much.

Other than the preceding financial performance representation, we do not make any representations about a franchisee's future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting our Chief Administrative Officer, Tracey Walsh, at 120 Interstate N. Pkwy SE, Suite 400, Atlanta, Georgia 30339 (phone: (678) 228-4435), the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20.
OUTLETS AND FRANCHISEE INFORMATION
TABLE NO. 1
SYSTEMWIDE BUSINESS SUMMARY
FOR YEARS 2023 TO 2025¹

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	0	2	+2
	2024	2	22	+20
	2025	22	66	+44
Company- Owned ²	2023	12	12	0
	2024	12	15	+3
	2025	15	16	+1
Total	2023	12	14	+2
	2024	14	37	+23
	2025	37	82	+45

1/ The numbers in this Item 20 are as of December 31 of each year.

2/ The company-owned outlets are owned by wholly owned subsidiaries of our affiliate, LS Opco.