

ITEM 20. OUTLETS AND FRANCHISEE INFORMATION

**Table No. 1
Systemwide Outlet Summary
FujiSan Fresh Harvest Kiosks
For years 2023, 2024, 2025**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	0	0	0
	2024	0	0	0
	2025	0	0	0

We have offered and sold FujiSan® Asian Kiosk franchises since 2016 and Omari Sushi Kiosks since 2024. We have had at least 584 franchises conducting business under the FujiSan® brand for the last 5 years. We have had 14 franchisees conducting business under the Omari™ brand since its inception.

**Table No. 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
FujiSan Fresh Harvest Kiosks
For years 2023, 2024, 2025**

State	Year	Number of Transfers
Total	2023	0
	2024	0
	2025	0