

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATION

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.

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 Joseph Riley, 850 NW 13th Avenue, Portland, OR 97209, (877) 525-0999, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
System-wide Outlet Summary
For Years 2023 to 2025

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised*	2023	13	30	+17
	2024	30	37	+7
	2025	37	125	+88
Company-Owned or Affiliate-Owned**	2023	6	6	0
	2024	6	6	0
	2025	6	4	-2
Total Outlets***	2023	19	36	+17
	2024	36	43	+7
	2025	43	129	+86

* Certain outlets included in this Item 20 and the related exhibits operate under license arrangements rather than franchise agreements.

** Company-owned outlets include those outlets controlled, directly or indirectly, by us or one of our affiliates, or by any person required to be identified in Item 2 of this Franchise Disclosure Document.

*** Totals and tables do not include outlets operated outside of the US. As of the date of this disclosure document, there are five foreign franchised outlets and seven foreign affiliate-owned outlets.