

		representations made in the franchise disclosure document.
u. Dispute Resolution by Arbitration or Mediation	FA: Section 23.9; Schedules 2 and 3	You must mediate and arbitrate claims against us (subject to applicable state law).
v. Choice of Forum	FA: Section 23.2; Schedules 2 and 3	Any mediation, litigation or arbitration must be pursued where our headquarters are located (subject to applicable state law).
w. Choice of Law	FA: Section 23.1; Schedules 2 and 3	Except as to claims governed by federal law, the law of the state where we are headquartered applies (subject to applicable state law).

ITEM 18. PUBLIC FIGURES

We do not currently use any public figures to promote our franchise.

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 franchised location or under particular circumstances.

FPR #1- 2025 Company Store Historic Financial Performance Representation

As of December 31, 2025, we had 10 affiliate company store outlets. Eight (8) of the outlets operated for the entire 2025 calendar year and two (2) outlets opened partway through the year. Below, we set forth the 2025 Gross Revenues and operating expenses of all eight (8) affiliated company store outlets that operated for the entirety of 2025.

TABLE 1

Unit 1			Unit 2			Unit 3		
Gross Revenue	\$1,366,698		Gross Revenue	\$2,587,493		Gross Revenue	\$4,301,751	
Payroll	\$645,084	47%	Payroll	\$1,153,853	45%	Payroll	\$2,078,308	44%
Occupancy	\$149,566	11%	Occupancy	\$282,162	11%	Occupancy	\$650,778	15%
Misc. Items	\$193,314	14%	Misc. Items	\$391,789	15%	Misc. Items	\$662,621	15%
Total Expenses	\$987,963		Total Expenses	\$1,827,813		Total Expenses	\$3,759,847	
EBITDA	\$374,203	38%	EBITDA	\$750,365	41%	EBITDA	\$895,870	26%

Unit 4			Unit 5			Unit 6		
Gross Revenue	\$680,860		Gross Revenue	\$537,307		Gross Revenue	\$810,497	
Payroll	\$300,393	44%	Payroll	\$250,886	47%	Payroll	\$417,289	51%
Occupancy	\$122,394	18%	Occupancy	\$102,750	19%	Occupancy	\$161,715	20%
Misc. Items	\$117,825	17%	Misc. Items	\$85,695	16%	Misc. Items	\$131,534	16%
Total Expenses	\$540,612		Total Expenses	\$439,331		Total Expenses	\$710,538	
EBITDA	\$137,005	25%	EBITDA	\$96,713	22%	EBITDA	\$98,136	14%

Unit 7			Unit 8		
Gross Revenue	\$1,133,081		Gross Revenue	\$3,947,909	
Payroll	\$481,116	42%	Payroll	\$1,898,899	48%
Occupancy	\$124,819	11%	Occupancy	\$469,741	12%
Misc. Items	\$162,825	14%	Misc. Items	\$670,369	17%
Total Expenses	\$768,760		Total Expenses	\$3,039,010	
EBITDA	\$362,249	47%	EBITDA	\$895,552	29%

2025 ADDITIONAL EXPENSES FOR FRANCHISED SHCOOLS BASED ON THE AVERAGE NET REVENUES ABOVE	
Royalty Fees	6%
Brand Fund Contributions	0% for the first 12 months, then 2%

Notes Applicable to All Tables:

Material financial and operational differences between the affiliated company outlet and a franchised outlet: There are operational differences between the company outlets whose results are reported in the table above and a franchised outlet that you would operate.

Gross Revenue means all of your revenue from operating the franchise, but excluding taxes collected from customers and paid to taxing authority, tips collected from customers and paid to employees, and reduced by the amount of any documented refunds, credits, allowances, and chargebacks the Business in good faith gives to customers.

Occupancy means rent expenses and real estate taxes.

Total Expenses means the totals shown above, not all expenses that you may incur. In addition, there are financial differences. A franchised outlet would incur Royalties (6% of Gross Revenues), the Brand Fund (0% for the first 12 months and then 2% of Gross Revenues thereafter), and a Local Advertising spend requirement of a minimum of \$2,000 per month (which we have included in the Misc. Items expense category above. We have not included Royalties or Brand Fund contributions in our expense above since our corporate locations do not incur those costs. You may be responsible for additional expenses not identified above in addition.

The financial performance representation figures do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will

incur in operating your franchised business. Franchisees or former franchisees, listed in the Franchise Disclosure Document, may be one source of this information.

There are no material financial or operational characteristics of the company-owned outlets that are reasonably anticipated to differ materially from future franchised outlets.

Written substantiation for this financial performance representation is available to you upon reasonable written request.

Some outlets have earned these amounts. 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 financial performance representations. 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 Nicole Chaudry, 6523 California Avenue SW, Seattle, WA 98136, 206-853-2178; the Federal Trade Commission; and the appropriate state regulatory agencies.

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ITEM 20. OUTLETS AND FRANCHISEE INFORMATION

TABLE 1
SYSTEMWIDE 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	0	0	0
	2024	0	0	0
	2025	0	0	0
Company-Owned	2023	5	6	+1
	2024	6	8	+2
	2025	8	10	+2
Total Outlets	2023	5	6	+1
	2024	6	8	+2
	2025	8	10	+2

TABLE 2
TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS
(OTHER THAN THE FRANCHISOR)
FOR YEARS 2023 TO 2025

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

TABLE 3
STATUS OF FRANCHISED OUTLETS
FOR YEARS 2023 TO 2025

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations – Other Reasons	Outlets at End of Year
All States	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0
Total	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0