



**ITEM 20. OUTLETS AND FRANCHISEE INFORMATION**

**Table No. 1  
Systemwide Outlet Summary  
For years 2023, 2024, 2025**

<b>Outlet Type</b>	<b>Year</b>	<b>Outlets at the Start of the Year</b>	<b>Outlets at the End of the Year</b>	<b>Net Change</b>
Franchised	2023	0	0	0
	2024	0	0	0
	2025	0	14	+14
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
<b>Total Outlets</b>	2023	0	0	0
	2024	0	0	0
	2025	0	14	+14

We have been registered to offer and sell FujiSan® Asian Kiosk franchises in California since 2016. We have had at least 538 franchises conducting business under the FujiSan® brand for the last 5 years.

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

<b>State</b>	<b>Year</b>	<b>Number of Transfers</b>
California	2023	0
	2024	0
	2025	0
<b>Total</b>	2023	0
	2024	0
	2025	0