

be found in the disclosure addenda and contractual amendments appended to this Disclosure Document.

4. If any of the provisions in the Franchise Agreement, including those summarized above, are inconsistent with, or contrary to, applicable state law, the requirements of the applicable law or laws will be substituted for the inconsistent or contrary provisions in the agreements.

ITEM 18 PUBLIC FIGURES

We currently do not use any public figure to promote the sale of 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.

Presented below are: (1) the Gross Sales and non-real estate related operating costs for all OTB Restaurants operated by OTB during 2021, 2022, and 2023; and (2) the Gross Sales for all domestic OTB Restaurants operated by franchisees during 2021, 2022, and 2023. The financial performance representations for OTB Restaurants operated by OTB are based upon actual sales and costs incurred by all operating outlets and exclude real estate costs as well as fees relating to the business' operation, including royalty obligations, advertising expenses, and third-party fees such as credit card and delivery fees.

“Gross Sales” includes all revenue resulting from all sales which include the sale of food, beverages, goods, and merchandise or services in, from, occurring, or arising from the operation of all business from an OTB Restaurant’s premises, including the operation of an OTB Restaurant. This includes the sale of all services, goods, and products, as well as all other income of every kind and nature related to the OTB Restaurant, including, on-premises sales, off-premises sales, catering sales, internet sales, and any other type of sale relating to the OTB Restaurant, whether or not such sales have been approved or authorized by us, and whether for cash, credit, gift, or barter and with no deductions or exclusions whatsoever (including for any third-party delivery services or processing fees); provided, however, that Gross Sales shall not include any of the following: (i) service personnel tips; and (ii) any sales taxes or other taxes collected by you for transmittal to the appropriate taxing authority. We reserve the right to modify the definition of “Gross Sales” including those items exempted from the definition in our sole and absolute discretion.

The financial performance representations for OTB Restaurants operated by franchisees are based upon the Gross Sales reported to OTB. This financial performance representation was prepared without an audit. No certified public accountant conducted an audit of these financial performance representations or provided an opinion regarding their content or form.

Please read all of the information in this Item 19 carefully, and all of the notes following the charts, in conjunction with your review of the historical data. **A new franchisee's individual financial results will differ from the results stated in this Item 19. There is no assurance that you will do as well. If you rely upon our figures, you must accept the risk of not doing as well.** OTB will provide written substantiation for the financial performance representations set forth below upon reasonable request.

California residents and those operating their OTB Restaurant in California should review the State Specific Addenda for additional information about this Item 19.

A. OTB Owned and Operated Locations for Fiscal Years 2021 through 2023

1. 2021 Fiscal Year

OTB owned and operated 113 locations that were open during OTB's entire fiscal year which spans December 30, 2020 through December 28, 2021. The 113 locations represent restaurants operating for various lengths of time with an average operating history of 19.4 years in communities with disparate demographics and income levels across the United States.

The first table sets forth the annual Gross Sales for OTB's 113 restaurants operating for the entire 2021 fiscal year. The first table sets forth the highest level of Gross Sales achieved, as well as the lowest, among the 113 OTB owned and operated locations. It also sets forth the average Gross Sales achieved at the 113 OTB owned and operated locations in fiscal year 2021, as well as the number of restaurants meeting or exceeding the average Gross Sales achieved. It further sets forth the median Gross Sales achieved at the 113 OTB owned and operated locations in fiscal year 2021, as well as the number of restaurants meeting or exceeding the median Gross Sales achieved.

In the second table relating to the 113 OTB Restaurants OTB owned and operated for the entire fiscal year of 2021, we separated the 113 OTB Restaurants into three tiers based on average Gross Sales achieved during that time period. The first tier contains financial information for the 28 OTB Restaurants with the top twenty-five percent (25%) of Gross Sales achieved for the 2021 fiscal year. The OTB Restaurants in this tier have operated for an average of 18.8 years. The second tier contains financial information for the 57 OTB Restaurants achieving Gross Sales in the middle fifty percent (50%) of the 113 OTB Restaurants in fiscal year 2021. The OTB Restaurants in this tier have operated for an average of 19.9 years. The third tier contains financial information for the 28 OTB Restaurants with the lowest twenty-five percent (25%) of Gross Sales achieved for the 2021 fiscal year. The OTB Restaurants in this tier have operated for an average of 19.4 years.

The second table sets forth four categories of information. The first category of information sets forth the average, median, high, and low Gross Sales achieved the number of restaurants identified in the relevant tier. The second category of information sets forth the average, median, high, and low for the "Cost of Goods Sold" incurred for the number of restaurants identified in the relevant tier. "Cost of Goods Sold" reflects delivered food and beverage costs including liquor, beer, wines, and other bar costs, non-alcoholic beverages, meat, seafood, poultry, produce, dairy, bakery, and other foods such as sauces, desserts, shortening, salsa, rice, beans, and other miscellaneous foods, and any rebates received from our suppliers. Your cost may be different due to limited buying power and delivered cost fluctuations based on the geographic location of your

restaurant and are susceptible to fluctuations in underlying cost of commodities. The third category of information sets forth the average, median, high, and low for the “Labor” costs incurred for the number of restaurants identified in the relevant tier. “Labor” reflects manager salaries, total hourly employee wages, bonus, payroll taxes, other employee benefits, and workers compensation. It does not include the cost of training our managers, including their salary while in training. Your cost may differ based on minimum wage requirements depending upon the City or State in which your restaurant is located. Your costs may also differ due to the wages and level of benefits you provide, as well as your cost of statutory expenses such as workers compensation and unemployment taxes. You should expect your level of Gross Sales, as well as your specific Cost of Goods Sold, and Labor to differ from ours because, among other reasons, we have significant economies of scale and experience in operating these types of restaurants. We did not include occupancy costs in the following table because, among other reasons, of the variance in costs based upon geographic location, prevailing occupancy rates, and the different options and financial structures for possessory interests.

2021 GROSS SALES FOR OTB OWNED AND OPERATED RESTAURANTS

Fiscal Year	Total Restaurants	113
2021		
Gross Sales		
High		\$4,461,217
Low		\$767,804
Average		\$2,253,969
Number of Restaurants Meeting or Exceeding the Average	45 of 113	39.8%
Median		\$2,134,108
Number of Restaurants Meeting or Exceeding the Median	57 of 13	50.4%

2021 FINANCIAL INFORMATION BY TIERS OF GROSS SALES ACHIEVED

		2021 FY (December 30, 2020 through December 28, 2021)				
Gross Sales		Tier 1		Tier 2		Tier 3
	Average	\$3,259,864		\$2,138,390		\$1,483,359
	Median	\$3,123,500		\$2,134,108		\$1,545,459
	High	\$4,461,217		\$2,757,094		\$1,734,261
	Low	\$2,766,246		\$1,753,063		\$767,804
Cost of Goods Sold						
	Average	\$760,905	23.3%	\$497,938	23.3%	\$348,125
	Median	\$737,993	23.6%	\$497,283	23.3%	\$344,946

Labor							
	Average	\$645,180	19.8%	\$507,919	23.8%	\$420,044	28.3%
	Median	\$645,915	20.7%	\$482,192	22.6%	\$408,434	26.4%

2. 2022 Fiscal Year

OTB owned and operated 108 locations that were open during OTB's entire fiscal year which spans December 29, 2021 through December 27, 2022. The 108 locations represent restaurants operating for various lengths of time with an average operating history of 20.4 years in communities with disparate demographics and income levels across the United States.

The first table sets forth the annual Gross Sales for OTB's 108 restaurants operating for the entire 2022 fiscal year. The first table sets forth the highest level of Gross Sales achieved, as well as the lowest, among the 113 OTB owned and operated locations. It also sets forth the average Gross Sales achieved at the 108 OTB owned and operated locations in fiscal year 2022, as well as the number of restaurants meeting or exceeding the average Gross Sales achieved. It further sets forth the median Gross Sales achieved at the 108 OTB owned and operated locations in fiscal year 2022, as well as the number of restaurants meeting or exceeding the median Gross Sales achieved.

In the second table relating to the 108 OTB Restaurants OTB owned and operated for the entire fiscal year of 2022, we separated the 108 OTB Restaurants into three tiers based on average Gross Sales achieved during that time period. The first tier contains financial information for the 27 OTB Restaurants with the top twenty-five percent (25%) of Gross Sales achieved for the 2022 fiscal year. The OTB Restaurants in this tier have operated for an average of 20.6 years. The second tier contains financial information for the 54 OTB Restaurants achieving Gross Sales in the middle fifty percent (50%) of the 108 OTB Restaurants in fiscal year 2021. The OTB Restaurants in this tier have operated for an average of 20.5 years. The third tier contains financial information for the 27 OTB Restaurants with the lowest twenty-five percent (25%) of Gross Sales achieved for the 2022 fiscal year. The OTB Restaurants in this tier have operated for an average of 20.1 years.

The second table sets forth four categories of information. The first category of information sets forth the average, median, high, and low Gross Sales achieved the number of restaurants identified in the relevant tier. The second category of information sets forth the average, median, high, and low for the "Cost of Goods Sold" incurred for the number of restaurants identified in the relevant tier. "Cost of Goods Sold" reflects delivered food and beverage costs including liquor, beer, wines, and other bar costs, non-alcoholic beverages, meat, seafood, poultry, produce, dairy, bakery, and other foods such as sauces, desserts, shortening, salsa, rice, beans, and other miscellaneous foods, and any rebates received from our suppliers. Your cost may be different due to limited buying power and delivered cost fluctuations based on the geographic location of your restaurant and are susceptible to fluctuations in underlying cost of commodities. The third category of information sets forth the average, median, high, and low for the "Labor" costs incurred for the number of restaurants identified in the relevant tier. "Labor" reflects manager salaries, total hourly employee wages, bonus, payroll taxes, other employee benefits, and workers compensation. It does not include the cost of training our managers, including their salary while in training. Your cost may differ based on minimum wage requirements depending upon the City or State in which your restaurant is located. Your costs may also differ due to the wages and level of benefits you provide, as well as your cost of statutory expenses such as workers compensation and unemployment taxes. You should expect your level of Gross Sales, as well as your specific Cost of Goods Sold, and

Labor to differ from ours because, among other reasons, we have significant economies of scale and experience in operating these types of restaurants. We did not include occupancy costs in the following table because, among other reasons, of the variance in costs based upon geographic location, prevailing occupancy rates, and the different options and financial structures for possessory interests.

2022 GROSS SALES FOR OTB OWNED AND OPERATED RESTAURANTS

Fiscal Year 2022 Gross Sales	Total Restaurants	108
	High	\$5,108,551
	Low	\$1,073,892
	Average	\$2,511,516
	Number of Restaurants Meeting or Exceeding the Average	41 of 108 38.0%
	Median	\$2,357,820
	Number of Restaurants Meeting or Exceeding the Median	54 of 108 50.0%

2022 FINANCIAL INFORMATION BY TIERS OF GROSS SALES ACHIEVED

		2022 FY (December 29, 2021 through December 27, 2022)					
Gross Sales		Tier 1		Tier 2		Tier 3	
	Average	\$3,651,096		\$2,381,159		\$1,632,648	
	Median	\$3,587,379		\$2,357,820		\$1,744,644	
	High	\$5,108,551		\$2,994,444		\$1,970,680	
	Low	\$3,012,380		\$1,983,726		\$1,073,892	
Cost of Goods Sold							
	Average	\$817,768	22.4%	\$543,432	22.8%	\$374,864	23.0%
	Median	\$811,248	22.6%	\$534,346	22.7%	\$382,067	21.9%
Labor							
	Average	\$863,202	23.6%	\$653,182	27.4%	\$496,860	30.4%
	Median	\$829,179	23.1%	\$620,283	26.3%	\$471,416	27.0%

3. 2023 Fiscal Year

OTB owned and operated 109 locations that were open during OTB's entire fiscal year which spans December 28, 2022 through December 26, 2023. The 109 locations represent restaurants operating for various lengths of time with an average operating history of 21 years in

communities with disparate demographics and income levels across the United States.

The first table sets forth the annual Gross Sales for OTB's 109 restaurants operating for the entire 2023 fiscal year. The first table sets forth the highest level of Gross Sales achieved, as well as the lowest, among the 109 OTB owned and operated locations. It also sets forth the average Gross Sales achieved at the 109 OTB owned and operated locations in fiscal year 2023, as well as the number of restaurants meeting or exceeding the average Gross Sales achieved. It further sets forth the median Gross Sales achieved at the 109 OTB owned and operated locations in fiscal year 2023, as well as the number of restaurants meeting or exceeding the median Gross Sales achieved.

In the second table relating to the 109 OTB Restaurants OTB owned and operated for the entire fiscal year of 2023, we separated the 109 OTB Restaurants into three tiers based on average Gross Sales achieved during that time period. The first tier contains financial information for the 36 OTB Restaurants with the top thirty-three percent (33%) of Gross Sales achieved for the 2023 fiscal year. The OTB Restaurants in this tier have operated for an average of 20.5 years. The second tier contains financial information for the 36 OTB Restaurants achieving Gross Sales in the middle fifty percent (50%) of the 109 OTB Restaurants in fiscal year 2023. The OTB Restaurants in this tier have operated for an average of 20 years. The third tier contains financial information for the 27 OTB Restaurants with the lowest twenty-five percent (25%) of Gross Sales achieved for the 2023 fiscal year. The OTB Restaurants in this tier have operated for an average of 22.5 years.

The second table sets forth four categories of information. The first category of information sets forth the average, median, high, and low Gross Sales achieved the number of restaurants identified in the relevant tier. The second category of information sets forth the average, median, high, and low for the "Cost of Goods Sold" incurred for the number of restaurants identified in the relevant tier. "Cost of Goods Sold" reflects delivered food and beverage costs including liquor, beer, wines, and other bar costs, non-alcoholic beverages, meat, seafood, poultry, produce, dairy, bakery, and other foods such as sauces, desserts, shortening, salsa, rice, beans, and other miscellaneous foods, and any rebates received from our suppliers. Your cost may be different due to limited buying power and delivered cost fluctuations based on the geographic location of your restaurant and are susceptible to fluctuations in underlying cost of commodities. The third category of information sets forth the average, median, high, and low for the "Labor" costs incurred for the number of restaurants identified in the relevant tier. "Labor" reflects manager salaries, total hourly employee wages, bonus, payroll taxes, other employee benefits, and workers compensation. It does not include the cost of training our managers, including their salary while in training. Your cost may differ based on minimum wage requirements depending upon the City or State in which your restaurant is located. Your costs may also differ due to the wages and level of benefits you provide, as well as your cost of statutory expenses such as workers compensation and unemployment taxes. You should expect your level of Gross Sales, as well as your specific Cost of Goods Sold, and Labor to differ from ours because, among other reasons, we have significant economies of scale and experience in operating these types of restaurants. We did not include occupancy costs in the following table because, among other reasons, of the variance in costs based upon geographic location, prevailing occupancy rates, and the different options and financial structures for possessory interests.

2023 GROSS SALES FOR OTB OWNED AND OPERATED RESTAURANTS

Fiscal Year	Total Restaurants	109
2023		
Gross Sales		
High		\$4,720,254
Low		\$934,397
Average		\$2,322,207
Number of Restaurants Meeting or Exceeding the Average	41 of 109	37.6%
Median		\$2,172,348
Number of Restaurants Meeting or Exceeding the Median	54 of 109	49.5%

2023 FINANCIAL INFORMATION BY TIERS OF GROSS SALES ACHIEVED

	2023 FY (December 28, 2022 through December 26, 2023)						
		Tier 1		Tier 2		Tier 3	
Gross Sales	Average	\$3,218,971		\$2,184,336		\$1,583,825	
	Median	\$2,983,590		\$2,184,984		\$1,625,692	
	High	\$4,720,254		\$2,482,444		\$1,948,279	
	Low	\$2,499,661		\$1,953,883		\$934,397	
Cost of Goods Sold							
	Average	\$748,166	23.2%	\$512,568	23.5%	\$375,718	23.7%
	Median	\$699,348	23.4%	\$517,269	23.7%	\$379,876	23.4%
Labor							
	Average	\$920,790	28.6%	\$722,742	33.1%	\$560,918	35.4%
	Median	\$913,149	30.6%	\$690,581	31.6%	\$552,034	33.9%

B. Franchisee Owned and Operated Locations for Fiscal Years 2021 through 2023

The below tables and information for domestic OTB Restaurants operated by franchisees during the years 2021 through 2023. Our management team prepared this financial performance representation based upon the sales reports provided to OTB by its franchisees. We only included information regarding Gross Sales because our franchisees do not currently report information regarding the costs and expenses relating to operating their franchise locations. We have not audited the information provided by the franchisees. In addition, this financial performance representation was prepared without an audit. No certified public accountant conducted an audit of these financial performance representations or provided an opinion regarding their content or form.

1. U.S. Franchisee Owned and Operated Locations

The following two table sets forth the Gross Sales for OTB's franchisees reporting Gross Sales to OTB and operating conventional dine-in OTB Restaurants in the United States for the years 2021, 2022, and 2023. OTB excluded its international franchise and non-traditional locations from these two tables. As used in these tables, "Gross Sales" means the total amount of revenue collected or consideration received for the sales of all goods and services regardless of nature at or from the restaurant location less sales or equivalent taxes, discounts, coupons, and refunds. The table set forth the total number of franchise locations reporting Gross Sales achieved, as well as the highest and lowest Gross Sales reported by the reporting locations. It also sets forth the average Gross Sales reported, as well as the number of restaurants meeting or exceeding the average Gross Sales reported, among those locations reporting. It further sets forth the median Gross Sales reported, as well as the number of restaurants meeting or exceeding the median Gross Sales reported, among those locations reporting.

2021 Reported Gross Sales	
Total Restaurants Reporting	5
Highest Gross Sales	\$2,873,006
Lowest Gross Sales	\$2,101,931
Average Gross Sales	\$2,540,889
Restaurants Meeting or Exceeding the Average	3 of 5 60%
Median Gross Sales	\$2,652,512
Restaurants Meeting or Exceeding the Median	3 of 5 60%

2022 Reported Gross Sales	
Total Restaurants Reporting	6
Highest Gross Sales	\$3,684,168
Lowest Gross Sales	\$1,920,403
Average Gross Sales	\$2,161,033

Restaurants Meeting or Exceeding the Average	5 of 6 83%
Median Gross Sales	\$2,317,899
Restaurants Meeting or Exceeding the Median	4 of 6 66%

2023 Reported Gross Sales	
Total Restaurants Reporting	7
Highest Gross Sales	\$3,761,708
Lowest Gross Sales	\$1,390,361
Average Gross Sales	\$2,536,791
Restaurants Meeting or Exceeding the Average	3 of 7 43%
Median Gross Sales	\$2,307,242
Restaurants Meeting or Exceeding the Median	3 of 7 43%
* one location opened July 12, 2023	

2. U.S. Non-Traditional Location Owned and Operated by Franchisee

The following table sets forth the “Gross Sales” for OTB’s non-traditional locations in the United States for the years 2021, 2022, and 2023. As used in this table, “Gross Sales” means the total amount of revenue collected or consideration received for the sales of all goods and services regardless of nature at or from the restaurant location less sales or equivalent taxes and discounts. The table set forth the actual Gross Sales reported for each year.

Reported Gross Sales	
2021 (3 locations*)	\$7,632,020
* one location opened June 28, 2021, and another opened September 20, 2021	
2022 (3 locations)	\$12,823,754
2023(4 locations)	\$14,086,608
* one location opened June 5, 2023	

Notes

1. OTB did not include the financial performance for the 14 franchised locations currently operating in South Korea in any of these financial performance representations.
2. **SOME OUTLETS HAVE EARNED THESE AMOUNTS. YOUR INDIVIDUAL RESULTS MAY DIFFER. THERE IS NO ASSURANCE THAT YOU WILL SELL AS MUCH. WE ARE NOT REPRESENTING THAT YOUR FRANCHISE WILL MEET OR EXCEED THE AVERAGE GROSS SALES IN THE ABOVE TABLES. IF YOU RELY UPON OUR FIGURES, YOU MUST ACCEPT THE RISK OF NOT DOING AS WELL. PLEASE CAREFULLY READ ALL OF THE INFORMATION IN THESE FINANCIAL PERFORMANCE REPRESENTATIONS AND THE NOTES IN CONJUNCTION WITH YOUR REVIEW OF THE HISTORICAL DATA.**
3. You should conduct an independent investigation of the costs and expenses you will or may incur in operating your franchised OTB Restaurant. Franchisees or former franchisees listed in this disclosure document may be one source of this information. Franchised OTB Restaurants operate under the same System and with similar operating procedures and requirements as the company-owned OTB Restaurants above. However, a franchised OTB Restaurant will incur certain types of additional franchise-specific expenses (for example, royalty payments and other fees and costs noted above) that company-owned restaurants do not pay. We advise you to do your own research with professionals of your choosing to determine whether the franchise may be profitable. You should consult with attorneys, accountants, and other professionals of your choosing before entering into a Franchise Agreement. You should use this information only as a reference to conduct your own analysis of the franchise opportunity. Among other things, you should construct your own pro forma cash flow statement, balance sheet, and statement of operations, and make your own financial projections regarding sales, revenues, costs, customer base, and business development for your OTB Restaurant before deciding to purchase an OTB franchise.