

Item 18
PUBLIC FIGURES

We do not use any public figure to promote this 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 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.

This Item 19 contains certain historical data relating to the operation of certain of our franchised Stores / locations. The franchisee data included in this Item 19 was taken from the information reported to us by our franchisees through our electronic point-of-sale system. The franchisee data included in this Item 19 reflects information during the annual period from January 2, 2022 until December 31, 2023 (the “Measurement Period”). We have not audited this information, nor independently verified this information.

As of December 31, 2023, we had 295 franchised Stores operating within the United States under the Trademarks. Of those 295 Stores, 275 were open and operating for the entire Measurement Period and were not located in non-traditional locations. We have included Average Gross Sales and Median Gross Sales number for those 275 Stores because they operated during the entire Measurement Period and were in traditional locations like your Store will be in.

The Average Gross Sales numbers and the Median Gross Sales numbers reflected in this Item 19 do not reflect the cost of goods sold, operating expenses or other costs or expenses that must be deducted from revenue to obtain net income or profit. You should conduct an independent investigation of the costs and expenses you may incur in operating your Store. Franchisees and former franchisees listed in this document may be one source of this information.

Average Gross Sales	Number of Stores At or Above Average vs Number of Stores Below Average	Percentage of Stores At or Above Average vs Percentage of Stores Below Average
\$499,301	117 / 158	43% / 57%
Median Gross Sales	Number of Stores At or Above Average vs Number of Stores Below Average	Percentage of Stores At or Above Average vs Percentage of Stores Below Average
\$460,973	137 / 138	50% / 50%

Explanatory Notes

1. “Average Gross Sales” means the total revenue of all Stores included in our data set.
2. “Median Gross Sales” means the total revenue amount that is in the center of all Average Gross Sales of all Stores included in our data set.
3. “Number of Stores” means the number of stores included in our data set.

Bases and Assumptions

There are no material differences between the business conducted by the Stores represented in our data set and the Store to be operated by you under the Franchise Agreement for a traditional location. The Stores in our data set since the Stores in our data set operate under the same System and Trademarks as you will operate your Store and with similar operating requirements.

Revenues will vary from outlet to outlet due to various factors, including the demand for the goods offered by Stores, the type and number of competitive businesses in the market, advertising efforts, management experience, location and other factors.

Some outlets have sold this amount. Your individual results may differ. There is no assurance that you will sell as much.

This information is provided as reference information only for your use with other information. We urge you to consult with your financial, business, tax, accounting and legal advisors about the information contained in this Item.

Written substantiation for this financial performance representation will be made available to you upon reasonable request.

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 disregard it and report it to our management by contacting MJ Kwon at 20631 Ventura Boulevard, Suite 200, Woodland Hills, CA 91364, Telephone (818) 708-0316, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet Summary
For Years 2021–2023

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised Outlets*	2021	344	320	-24
	2022	320	317	-3
	2023	302	296	-5
Company-Owned	2021	1	1	0
	2022	1	1	0
	2023	1	1	0
Total Outlets	2021	344	320	-24
	2022	320	303	-17
	2023	303	297	-6

Table No. 2
Transfers of Outlets from Franchisees to New Owners
(Other than the Franchisor) For Years 2021-2023

State	Year	Number of Transfers
Alaska	2021	0
	2022	1
	2023	0
Arizona	2021	1
	2022	1
	2023	1
California	2021	10
	20212	7
	2023	1
Colorado	2021	1
	2022	2
	2023	1
Florida	2021	2
	2022	2
	2023	4
Georgia	2021	3
	2022	0
	2023	0
Illinois	2021	1
	2022	1
	2023	0
Iowa	2021	0