Item 18
PUBLIC FIGURES

MSC does not use any public figure to promote its franchise. A number of franchises are owned by public figures who promote their individual stores and the Marble Slab Creamery brand in general; however, these individuals do not receive compensation from MSC for this promotion.

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 franchise 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 also be given, but only if: (1) a franchisor provide 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.

The first set of tables below list selected historical and unaudited financial and operating data for 195 (out of a total of 249) Marble Slab Creamery only and Marble Slab Creamery restaurants that are co-branded with Great American Cookies U.S. franchised Restaurants for January 1, 2024 to December 31, 2024. The following Restaurants are not included in the data: (1) 34 Restaurants which were not open for the entire 12 month period; (2) 132 international locations, including Canada, and (3) 20 franchised Restaurants that did not report their sales and cost information.

The second set of tables below list selected historical and unaudited financial and operating data for the full 2024 calendar year for 120 (out of a total of 160) franchised Great American Cookie U.S. franchised Restaurants of which "Marble Slab Creamery" co-branded operations were a part, and that were in operation for 12 full months. Great American Cookies co-branded operations are not full restaurants and represent the smaller portion of the combined operations compared to the "Marble Slab Creamery" portion. The following restaurants were not included in the data: (1) 29 Restaurants which were not open for the entire 12 month period; (2) 10 international locations, including Canada, and (3) 11 franchised Restaurants that did not report their sales and cost information.

The third set of tables below list selected historical and unaudited financial and operating data for the full 2024 calendar year for 75 (out of a total of 89) U.S. franchised Marble Slab Creamery only U.S. franchised Restaurants that were in operation for 12 full months. The following restaurants were not included in the data: (1) 5 Restaurants which were not open for the entire 12 month period; (2) 121 international locations, including Canada, and (3) 9 franchised Restaurants that did not report their sales and cost information.

Free Standing restaurants are restaurants that are free standing buildings that are not attached to any other property or space on either side and may or may not contain a drive thru or walk-up window. Free standing restaurants refer to those not located in a mall. In line and end cap restaurants are located in strip malls. End cap locations in strip malls may or may not also contain a drive thru. In line restaurants have other businesses located on either side and end cap restaurants are at the end of a strip mall. In line and end cap restaurants may also be located in open air malls and enclosed malls.

Selected Financial & Operating Data for all Marble Slab Creamery Restaurants

Table 1 - Net Sales

Description	Units	Average	#/% >=Avg	Median	Min	Max
Total	195	$480,828	91/46.67%	$457,502	$74,878	$2,210,017
Free Standing	11	$500,393	5/45.45%	$415,486	$225,199	$794,558
Other	5	$292,008	2/40.00%	$289,518	$95,207	$635,267
In-Line	167	$477,797	78/46.71%	$457,502	$74,878	$2,210,017
End-Cap	12	$583,746	5/41.67%	$517,616	$240,000	$1,030,510

Table 2 - Range of Net Sales

Range of Net Sales	Units	Min	Max
Under $249,999	28	$74,878	$247,847
$250,000 to $399,999	47	$251,693	$399,225
$400,000 to $549,999	58	$401,450	$548,611
$550,000 to $699,999	30	$550,193	$697,085
$700,000 to $849,999	21	$701,150	$842,570
Over $850,000	11	$855,754	$2,210,017

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Table 3 - Food Cost as a Percentage of Net Sales

(including beverage & paper)

Description	Units	Average	#/% <=Avg	Median	Min	Max
Total	195	26.10%	107/54.87%	25.69%	9.93%	50.85%
Free Standing	11	28.23%	4/36.36%	29.15%	22.42%	30.83%
Other	5	27.33%	3/60.00%	26.00%	21.93%	33.04%
In-Line	167	25.80%	92/55.09%	25.48%	9.93%	50.85%
End-Cap	12	27.86%	7/58.33%	26.91%	20.02%	41.24%

Table 4 - Labor Cost as a Percentage of Net Sales

(including salaries, wages, insurance, workers comp & employee meals)

Description	Units	Average	#/% <=Avg	Median	Min	Max
Total	195	28.97%	103/52.82%	28.40%	6.79%	58.14%
Free Standing	11	30.41%	6/54.55%	27.70%	16.55%	52.06%
Other	5	30.79%	3/60.00%	27.93%	21.58%	42.01%
In-Line	167	28.47%	87/52.10%	27.95%	6.79%	58.14%
End-Cap	12	33.82%	6/50.00%	34.39%	22.05%	41.56%

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Selected Financial & Operating Data for Co-branded Restaurants

Table 1 - Net Sales

Description	Units	Average	#/% >=Avg	Median	Min	Max
Total	120	$540,659	55/45.83%	$534,923	$74,878	$1,030,510
Free Standing	7	$568,885	4/57.14%	$607,239	$303,339	$794,558
Other	4	$286,346	2/50.00%	$207,455	$95,207	$635,267
In-Line	100	$537,326	46/46.00%	$534,923	$74,878	$1,020,301
End-Cap	9	$668,765	5/55.56%	$704,114	$286,559	$1,030,510

Table 2 - Range of Net Sales

Range of Net Sales	Units	Min	Max
Under $249,999	8	$74,878	$246,321
$250,000 to $399,999	20	$258,725	$399,225
$400,000 to $549,999	40	$401,450	$548,611
$550,000 to $699,999	23	$550,193	$697,085
$700,000 to $849,999	20	$701,150	$842,570
Over $850,000	9	$855,754	$1,030,510

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Table 3 - Food Cost as a Percentage of Net Sales

(including beverage & paper)

Description	Units	Average	#/% <=Avg	Median	Min	Max
Total	120	27.24%	69/57.50%	26.24%	16.67%	50.85%
Free Standing	7	28.21%	3/42.86%	28.76%	25.69%	30.83%
Other	4	28.68%	2/50.00%	28.30%	25.08%	33.04%
In-Line	100	26.96%	58/58.00%	26.13%	16.67%	50.85%
End-Cap	9	28.94%	5/55.56%	27.61%	20.02%	41.24%

Table 4 - Labor Cost as a Percentage of Net Sales

(including salaries, wages, insurance, workers comp & employee meals)

Description	Units	Average	#/% <=Avg	Median	Min	Max
Total	120	29.63%	62/51.67%	29.00%	15.05%	55.93%
Free Standing	7	36.16%	3/42.86%	38.00%	25.01%	52.06%
Other	4	27.98%	3/75.00%	26.20%	21.58%	37.95%
In-Line	100	28.75%	52/52.00%	28.58%	15.05%	55.93%
End-Cap	9	35.07%	5/55.56%	34.99%	22.05%	41.56%

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Selected Financial & Operating Data for Standalone Restaurants

Table 1 - Net Sales

Description	Units	Average	#/% >=Avg	Median	Min	Max
Total	75	$385,098	28/37.33%	$329,578	$106,861	$2,210,017
Free Standing	4	$380,532	2/50.00%	$394,981	$225,199	$506,966
Other	1	$314,655	1/100.00%	$314,655	$314,655	$314,655
In-Line	67	$388,948	25/37.31%	$328,007	$106,861	$2,210,017
End-Cap	3	$328,686	2/66.67%	$340,832	$240,000	$405,227

Table 2 - Range of Net Sales

Range of Net Sales	Units	Min	Max
Under $249,999	20	$106,861	$247,847
$250,000 to $399,999	27	$251,693	$374,475
$400,000 to $549,999	18	$405,227	$547,247
$550,000 to $699,999	7	$568,597	$662,605
$700,000 to $849,999	1	$718,681	$718,681
Over $850,000	2	$963,553	$2,210,017

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Table 3 - Food Cost as a Percentage of Net Sales

(including beverage & paper)

Description	Units	Average	#/% <=Avg	Median	Min	Max
Total	75	24.28%	42/56.00%	23.97%	9.93%	42.65%
Free Standing	4	28.26%	1/25.00%	29.97%	22.42%	30.70%
Other	1	21.93%	1/100.00%	21.93%	21.93%	21.93%
In-Line	67	24.06%	35/52.24%	23.97%	9.93%	42.65%
End-Cap	3	24.60%	2/66.67%	22.88%	22.59%	28.33%

Table 4 - Labor Cost as a Percentage of Net Sales

(including salaries, wages, insurance, workers comp & employee meals)

Description	Units	Average	#/% <=Avg	Median	Min	Max
Total	75	27.92%	41/54.67%	26.67%	6.79%	58.14%
Free Standing	4	20.35%	1/25.00%	20.99%	16.55%	22.87%
Other	1	42.01%	1/100.00%	42.01%	42.01%	42.01%
In-Line	67	28.07%	38/56.72%	27.00%	6.79%	58.14%
End-Cap	3	30.10%	2/66.67%	29.86%	23.77%	36.67%

The information presented regarding past operating results for restaurants is not a full profit and loss or income statement (or statement of cash flows), omits all operating costs and expenses related to operation of a restaurant except food, paper and restaurant level labor, and has not been audited and does not meet standards generally applicable to audited financial statements. In addition, historical costs may not apply to your operations. The costs (including transportation) of food and paper goods are likely to be higher in more remote markets where there are fewer or no pre-existing Marble Slab Creamery restaurants. Further, sales in markets in which we have no prior brand recognition are likely to be lower than markets in which we are well known. Also, it's possible that future requirements by us (e.g. upgrading of a restaurant, new operational standards and requirements, etc.) or market-driven, competitive or other changes may affect your revenues and/or increase your costs over those which applied in the past.

Some outlets have earned these amounts. Your individual results may differ. There is no assurance that you'll earn as much.

The information presented is based on unaudited internal financial statements prepared by franchisees and by us for corporate restaurants using a cash basis of accounting. With respect to information presented for franchised restaurants, we are relying upon information included in royalty reports and other unaudited financial reports provided to us by our franchisees. We have not audited this information nor have we otherwise verified its accuracy.

For many Restaurants, location can be an important factor affecting results, particularly with respect to demographics, competition and general economic conditions. It is possible that the character of existing Restaurant locations may be different than where you plan to do business. Location, competition and other factors may change over time and this could have an effect (positive or negative) on your results in the future. You should, before making any investment decision, carefully examine any location you might choose, together with the surrounding area, including an analysis of existing and potential competition, research the need in the proposed area of operation for a fast casual restaurant, as well as other characteristics of the area.

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 contacting Warren Christiansen at 9720 Wilshire Boulevard Suite 500 Beverly Hills, California 90212, (310) 319-1850, the Federal Trade Commission, and the appropriate state regulatory agencies.

Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

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Item 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
System Wide Outlet Summary
For Fiscal Years 2022 to 2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	254	250	-4
	2023	250	248	-2
	2024	248	249	+1
Company-Owned	2022	0	0	0
	2023	0	0	0
	2024	0	0	0
Total Outlets	**2022**	254	250	-4
	2023	250	248	-2
	2024	248	249	+1

Table No. 2
Transfers of Outlets from Franchisees to New Owners
For Fiscal Years 2022 to 2024

State	Year	Number of Transfers
Alabama	2022	1
	2023	0
	2024	3
Florida	2022	3
	2023	0
	2024	0
Georgia	2022	0
	2023	1
	2024	0
Tennessee	2022	2
	2023	1
	2024	3
Texas	2022	8
	2023	18
	2024	9
South Carolina	2022	2
	2023	0
	2024	0