

		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- 2024 Company Store Historic Financial Performance Representation

As of December 31, 2024, we had 8 affiliate company store outlets. Six (6) of the outlets operated for the entire 2024 calendar year and two (2) outlets opened part way through the year. The Fremont outlet opened in March 2024 and the Everett outlet opened in September 2024. Below, we set forth the 2024 Gross Revenues of all eight (8) affiliated company store outlets that operated for any portion of 2024.

Georgetown/SODO, WA- 2024	
Student Count - 164	
Square Footage – 12,765 sq. feet	
Date Opened – June 2018	
Gross Revenue	\$3,983,011
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$238,981)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$59,745)
Total Franchisee Expenses	(\$298,726)

Adjusted Gross Revenues as if a Franchised Outlet	\$3,684,285
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Upper Fauntleroy, WA- 2024	
Student Count - 93	
Square Footage – 6,451 sq. feet	
Date Opened – September 2023	
Gross Revenue	\$2,304,398
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$138,264)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$34,566)
Total Franchisee Expenses	(\$172,830)

Adjusted Gross Revenues as if a Franchised Outlet	\$2,131,568
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Burien, WA- 2024	
Student Count - 180	
Square Footage – 13,156 sq. feet	
Date Opened – June 2019	
Gross Revenue	\$3,810,017
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$228, 601)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$57,150)
Total Franchisee Expenses	(\$285,751)

Adjusted Gross Revenues as if a Franchised Outlet	\$3,524,266
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Admiral, WA- 2024	
Student Count - 43	
Square Footage – 2,721 sq. feet	
Date Opened – July 2015	
Gross Revenue	\$1,144,680
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$68,681)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$24,000)
Total Franchisee Expenses	(\$92,681)

Adjusted Gross Revenues as if a Franchised Outlet	\$1,051,999
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Fremont, WA- 2024	
Student Count - 37	
Square Footage – 2,460 sq. feet	
Date Opened – March 2024	
Gross Revenue	\$838,057
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$50,283)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)- Used \$20,000 for 10 months of operation</i>	(\$20,000)
Total Franchisee Expenses	(\$70,283)

Adjusted Gross Revenues as if a Franchised Outlet	\$767,774
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Delridge, WA- 2024	
Student Count - 26	
Square Footage – 1,345 sq. feet	
Date Opened – December 2016	
Gross Revenue	\$602,449
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$36,147)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$24,000)
Total Franchisee Expenses	(\$60,147)

Adjusted Gross Revenues as if a Franchised Outlet	\$542,302
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Edmonds, WA- 2024	
Student Count - 19	
Square Footage – 1,095 sq. feet	
Date Opened – December 2016	
Gross Revenue	\$396,737
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$23,804)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$24,000)

Total Franchisee Expenses	(\$47,804)
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Adjusted Gross Revenues as if a Franchised Outlet	\$348,933
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Everett, WA- 2024	
Student Count - 59	
Square Footage – 3,367 sq. feet	
Date Opened – September 2024	
Gross Revenue	\$72,501
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$4,350)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)-Used \$8,000 for 4 months of operation</i>	(\$8,000)
Total Franchisee Expenses	(\$12,350)

Adjusted Gross Revenues as if a Franchised Outlet	\$60,151
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FPR #2- 2023 Company Store Historic Financial Performance Representation

As of December 31, 2023, we had 6 affiliate company store outlets. Five (5) of the outlets operated for the entire 2023 calendar year and one (1) outlet opened mid-year (the Upper Fauntleroy outlet). Below, we set forth the 2023 Gross Revenues of all six (6) of the affiliated company store outlets that were in operation on December 31, 2023, including the 5 outlets that operated for the entire 2023 calendar year and the 1 outlet that opened part way through 2023.

Burien, WA- 2023	
Student Count - 180	
Square Footage – 13,156 sq. feet	
Date Opened – June 2019	
Gross Revenue	\$3,786,372
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$227,182)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$56,796)
Total Franchisee Expenses	(\$283,978)

Adjusted Gross Revenues as if a Franchised Outlet	\$3,502,394
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Georgetown/SODO, WA- 2023	
Student Count - 164	

Square Footage – 12,765 sq. feet	
Date Opened – June 2018	
Gross Revenue	\$3,449,535
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$206,972)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$51,743)
Total Franchisee Expenses	(\$258,715)

Adjusted Gross Revenues as if a Franchised Outlet	\$3,190,820
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Upper Fauntleroy, WA- 2023	
Student Count - 93	
Square Footage – 6,451 sq. feet	
Date Opened – September 2023	
Gross Revenue	\$2,020,642
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$121,239)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$30,310)
Total Franchisee Expenses	(\$151,549)

Adjusted Gross Revenues as if a Franchised Outlet	\$1,869,093
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Admiral, WA- 2023	
Student Count - 43	
Square Footage – 2,721 sq. feet	
Date Opened – July 2015	
Gross Revenue	\$898,063
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$53,884)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$24,000)
Total Franchisee Expenses	(\$77,884)

Adjusted Gross Revenues as if a Franchised Outlet	\$820,179
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Delridge, WA- 2023	
Student Count - 26	

Square Footage – 1,345 sq. feet	
Date Opened – December 2016	
Gross Revenue	\$561,289
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$33,677)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$24,000)
Total Franchisee Expenses	(\$57,677)

Adjusted Gross Revenues as if a Franchised Outlet	\$503,612
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Edmonds, WA- 2023	
Student Count - 19	
Square Footage – 1,095 sq. feet	
Date Opened – December 2016	
Gross Revenue	\$449,032
<i>Less Expense Adjustments that would be incurred if this were a franchised outlet:</i>	
<i>Royalties (6%)</i>	(\$26,942)
<i>Local Advertising (The greater of 1.5% of Gross Revenues or \$2,000/month)</i>	(\$24,000)
Total Franchisee Expenses	(\$50,942)

Adjusted Gross Revenues as if a Franchised Outlet	\$398,090
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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.

First, the company store outlets opened at the “Date Opened” shown in the table above.

Second, some of the company store outlets received Grant monies, which we removed from Gross Revenue in the tables above. Specifically, in 2023, we removed \$30,415 of Grant monies from each the Burien and Georgetown/SODO Gross Revenue amounts shown above.

However, in 2024, no Grant monies were received and so no adjustment for Grant money was made in 2024.

In addition, there are financial differences. A franchised outlet would incur Royalties (6% of Gross Revenues) and have a Local Advertising spend requirement (the greater of 1.5% of Gross Revenues or \$2,000 per month).

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.

Adjusted Gross Revenues as if a Franchised Outlet means the Gross Revenues less expenses that would have been incurred if this were a franchised outlet, namely Royalties (6%) and Local Advertising (the greater of 1.5% of Gross Revenues or \$2,000 per month).

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.

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 2022 TO 2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	0	0	0
	2023	0	0	0
	2024	0	0	0
Company-Owned	2022	5	5	0
	2023	5	6	=1
	2024	6	8	+2
Total Outlets	2022	5	5	0
	2023	5	6	+1
	2024	6	8	+2

TABLE 2
TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS
(OTHER THAN THE FRANCHISOR)
FOR YEARS 2022 TO 2024

State	Year	Number of Transfers
All States	2022	0
	2023	0
	2024	0
Total	2022	0
	2023	0
	2024	0

TABLE 3
STATUS OF FRANCHISED OUTLETS
FOR YEARS 2022 TO 2024

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	2022	0	0	0	0	0	0	0
	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
Total	2022	0	0	0	0	0	0	0
	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0