

THE FRANCHISE RELATIONSHIP		
PROVISION	SECTIONS IN AGREEMENT	SUMMARY
v. Choice of forum	FA: 23	Subject to state law, all mediation, arbitration and litigation must take place in county where we maintain our principal place of business at time dispute arises (currently, King County, Washington).
	ADA: 10	Subject to state law, all mediation, arbitration and litigation must take place in county where we maintain our principal place of business at time dispute arises (currently, King County, Washington).
w. Choice of law	FA: 25.1	Subject to applicable state law, Washington law governs.
	ADA: 12.1	Subject to applicable state law, Washington law governs.

ITEM 18 PUBLIC FIGURES

We do not 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 location or under particular circumstances.

Defined Terms

For purposes of this FPR, the following terms have the meanings given to them below:

“***Company-Owned Center***” means any Center owned by: (a) us; (b) our affiliate; or (c) any person listed in Item 2 of this Disclosure Document if that person is also involved with management of the Center.

“***FPR***” means the financial performance representation set forth in Item 19 of this Disclosure Document.

“***Franchised Center***” means any Center owned by a franchisee.

“***Gross Sales***” means all gross sums collected from all goods and services sold, plus all other sums collected from the operation of the Center, including any advertising revenues, sponsorship fees, business interruption insurance proceeds and amounts that third-party marketing agencies, such as Groupon, receive and retain from your customers for marketing goods or services. Gross Sales does not include: (a) sales or use taxes; (b) amounts refunded to customers; or (c) Affiliate Program Sales or Special Program Sales.

“***Measuring Period***” means the period of time that begins January 1, 2025 and ends December 31, 2025.

“***Qualifying Survey Center***” means any Qualifying Center that provided us with all data we requested in order to prepare the 2025 Survey of Selected Expenses.

“***Qualifying Center***” means any Franchised Center that satisfies the following criteria: (a) the Center was open and operating throughout the entire Measuring Period; (b) the Center ~~provided us with all data we requested in order to prepare the FPR;~~ (c) ~~the Center~~ is not a Satellite Office; and (d) the Center does not operate remotely.

“***Satellite Office***” Prior to 2026, we offered franchisees the opportunity to open a satellite office which was a space that are rented on a temporary basis (no longer than 12 months) and shared with other businesses/organizations.

“***Selected Expenses***” includes the following Center expenses:

1. General & Administrative: includes operating expenses not included in any of the below categories such as office supplies, business insurance premiums, state and local taxes, and utilities.
2. Instructor & TA Labor (“Labor”): includes wages for all teaching and teaching assistant staff. This excludes wages or salaries for owner or management staff.
3. Marketing: includes all paid marketing efforts spent directly by franchisees, including hosting events at the Center, sponsorship fees, ad placements, and paid ad campaigns. This excludes the brand fund contribution (which is included under Royalties & Fees).
4. Rent: includes all payments made to the landlord or property manager to lease the space. This excludes any utilities (which are included under General & Administrative Expenses).

System Statistics

For purposes of this FPR, each Center may be referred to as an “outlet.” As of December 31, 2025 (the last day of the Measuring Period) there were: (a) 36 total Franchised Centers in operation, 27 of which are Qualifying Centers; and (b) 1 Company-Owned Center in operation. The table below summarizes the outlet statistics and the number of Qualifying Centers:

System Statistics for FPR							
Outlet Type	2025 Transactions and Statistics				Satellite Offices / <u>Operating Remotely</u>	<u>Operating Remotely</u> <u>Partial Year</u>	Qualifying Centers
	Open Jan 1, 2025	Openings	Closures*	Open Dec 31, 2025			
Franchised	36	1	1	36	4*8**	5*1	27
Company-Owned	1	0	0	1	0	0	0
Total	37	1	1	37	4*8**	5*1	27

* During the Measuring Period, there were no excluded outlets that closed during the Measuring Period after being open less than twelve (12) months.

** One Franchised Center operates as both a Satellite Office and remotely, while 3 Franchised Centers operate Satellite Offices only, and is included in both figures. 4 Franchised Center only operate remotely.

This FPR includes data from Franchised Centers. We excluded data from: (a) 48 Franchised Centers that were open during the Measuring Period because they are Satellite Offices; ~~(b) 5 Franchised Centers that or~~ operated remotely; and ~~(e)~~ 1 Franchised Center that did not operate throughout the entire operating period.

Material Differences

Prior to 2026, we permitted certain franchisees to operate under legacy formats that are no longer part of the franchise opportunity offered under this Disclosure Document. Specifically, prior to 2026, we offered certain franchisees the opportunity to operate Satellite Offices, which were temporary spaces rented for no longer than 12 months and shared with other businesses or organizations. In addition, certain franchisees previously operated remotely. The franchise opportunity offered under this Disclosure Document is materially different from those legacy formats because it requires the franchisee to establish and operate a dedicated brick-and-mortar. Because Satellite Offices and remotely operated Centers do not reflect the franchise opportunity currently offered under this Disclosure Document and may involve materially different characteristics, we have excluded their historical operating results from the financial performance representation. There are no other material differences between the operations of the Qualifying Centers or Qualifying Survey Centers and the franchised business offered under this Disclosure Document that impact the realization of Gross Sales.

Subsets Utilized

The FPR includes 2025 Gross Sales data for the 27 Qualifying Centers described above. We have broken out the

data for 27 Franchised Centers into subsets based on the top 1/3rd (highest Gross Sales), middle 1/3, and bottom 1/3 (lowest Gross Sales).

Financial Performance Representation

TABLE 1 - 2025 GROSS SALES: FRANCHISED OUTLETS					
Subset (Number of Outlets in Subset)	Highest	Lowest	Median	Average	Number & Percent that Achieved/Surpassed Average
All (27 Outlets)	\$527,012	\$47,190	\$224,996	\$223,624	13 of 27 (48%)
Subset 1 (9 Outlets)	\$527,012	\$263,386	\$345,793	\$347,542	5 of 9 (56%)
Subset 2 (9 Outlets)	\$256,305	\$168,733	\$213,844	\$223,624	5 of 9 (56%)
Subset 3 (9 Outlets)	\$163,827	\$47,190	\$115,352	\$126,884	5 of 9 (56%)

Notes to Table 1:

1. Source of Data: We obtained Gross Sales data for Franchised Centers from revenue reports submitted by franchisees and the POS system used by franchisees. The data has not been audited.
2. Historical Data: The data in this FPR is historical and represents the financial results achieved by the Qualifying Centers for the 2025 calendar year.
3. No Expenses: The financial performance representation in Table 1 does 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 Center. Franchisees or former franchisees, listed in the Franchise Disclosure Document, may be one source of this information.

2025 Survey of Selected Expenses

We sent out a survey to all Qualifying Centers on February 13, 2026 via email. We received 19 total responses prior to the February 25, 2026 deadline. All responses are from [Franchised Qualifying Survey](#) Centers.

TABLE 2 - 2025 GROSS SALES LESS SELECTED EXPENSES: FRANCHISED OUTLETS					
Franchised Center	Gross Sales	General & Admin	Labor	Marketing	Rent
Center 1	\$527,012	\$21,560	\$78,178	\$2,896	\$42,000
Center 2	\$374,788	\$26,000	\$80,000	\$1,200	\$40,000
Center 3	\$352,969	\$15,549	\$78,055	\$10,000	\$44,400
Center 4	\$347,542	\$5,400	\$90,000	\$0	\$42,960
Center 5	\$290,887	\$11,000	\$50,000	\$3,500	\$29,000
Center 6	\$271,663	\$6,600	\$61,449	\$4,000	\$33,796

TABLE 2 - 2025 GROSS SALES LESS SELECTED EXPENSES: FRANCHISED OUTLETS					
Franchised Center	Gross Sales	General & Admin	Labor	Marketing	Rent
Center 7	\$263,386	\$21,500	\$36,500	\$1,500	\$30,000
Center 8	\$256,305	\$21,350	\$62,700	\$4,190	\$51,000
Center 9	\$246,860	\$17,460	\$28,261	\$1,652	\$43,400
Center 10	\$230,130	\$6,000	\$66,978	\$2,400	\$39,600
Center 11	\$223,624	\$14,367	\$38,400	\$3,000	\$29,076
Center 12	\$186,223	\$44,800	\$28,623	\$1,000	\$48,900
Center 13	\$177,496	\$8,000	\$55,000	\$8,000	\$54,000
Center 14	\$163,827	\$20,000	\$14,000	\$500	\$50,000
Center 15	\$148,041	\$9,467	\$16,115	\$1,500	\$35,900
Center 16	\$126,884	\$11,000	\$38,000	\$2,500	\$22,200
Center 17	\$88,800	\$9,000	\$18,775	\$1,200	\$32,568
Center 18	\$72,002	\$28,048	\$23,897	\$8,892	\$80,322
Center 19	\$47,190	\$4,000	\$10,000	\$3,000	\$24,000

Notes to Table 2:

1. Source of Data: We sent out a survey to all Qualifying Centers via email. We received 23 total responses by the deadline given. All of the data received was unaudited.
2. Historical Data: The data in this FPR is historical and represents the financial results achieved by the Qualifying Survey Centers for the 2025 calendar year.
3. Selected Expenses Only: The financial performance representation in Table 2 does not reflect every cost or expense that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. The below table summarizes the ongoing franchise-related fees that you will have:

Category	Amount
Royalty	12% of Gross Sales
Brand Development Fund	2% of Gross Sales
LMS Fees	Up to \$8 per student per subject per month
Required Local Marketing	Greater of \$1,000 per month or 4% of monthly Gross Sales
Technology Fee	\$100 per month

4. ~~You should conduct an independent investigation of the costs and expenses you will incur in operating your Center. Franchisees or former franchisees, listed in the Franchise Disclosure Document, may be one source of this information.~~

Some Best in Class Education Centers have sold or earned this amount. Your individual results may differ. There is no assurance that you will sell or earn as much.

Written substantiation for this financial performance representation will be made available to you upon your reasonable written 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 report it to the franchisor's management by contacting Hao Lam at 4820 NE 4th St., Suite

FRANCHISEES OPEN AS OF DECEMBER 31, 2025				
State	City	Address	Phone	Owner Name(s)
Washington*	Redmond	10735 Cedar Park Crescent NE	425-292-1838	Sanjeev Gupta
Washington*	Sammamish	120 228th Ave. NE	425-272-1328	Cambridge Liu

* These outlets are Satellite Offices which were offered prior to 2026.

** These franchisees are also area developers that committed to open multiple franchised businesses under the terms of an area development agreement.

The following table lists franchisees with signed franchise agreements that were not open as of December 31, 2025.

FRANCHISEES NOT OPEN AS OF DECEMBER 31, 2025				
State	City	Address	Phone	Owner Name(s)
California	San Diego	To Be Determined	(858) 205-0201	Yaxin Shui
Maryland	Clarksville	To Be Determined	(310) 502-0456	Baiju Achari
Washington	Duvall	15619 Main St NE	425-900-1545	Sanjeev Gupta

* These franchisees are also area developers that have committed to open multiple franchised businesses under the terms of an area development agreement.

Part B (Former Franchisees Who Left System During Prior Fiscal Year)

State	City	Current Business Phone or Last Known Home Phone <u>or Email Address</u>	Owner Name(s)
Texas ¹	Frisco	469-440-9623 mvedala@gmail.com	Manjula Vedala
Washington	Bellevue	425-453-9532 206-696-0894 pywakamatsu@gmail.com	Paige Wilson

1. The Franchise Agreement for this outlet was terminated prior to opening.

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

MINNESOTA

In recognition of the Minnesota Franchise Law, Minn. Stat., Chapter 80C, Sections 80C.01 through 80C.22, and the Rules and Regulations promulgated pursuant thereto by the Minnesota Commission of Securities, Minnesota Rule 2860.4400, et. seq., the Disclosure Document, Franchise Agreement and Supplemental Agreements are amended as follows:

1. THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

2. THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

~~1.3.~~ Minnesota Statute 80C.21 and Minnesota Rule 2860.4400(J) prohibit the franchisor from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring the franchisee to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Franchise Disclosure Document or agreement(s) can abrogate or reduce (1) any of the franchisee's rights as provided for in Minnesota Statute 80C.21 (2) franchisee's rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction.

~~2.4.~~ With respect to franchises governed by Minnesota law, the franchisor will comply with Minnesota Statute 80C.14 Subd. 3-5, which require (except in certain specified cases)

- that a franchisee be given 90 days notice of termination (with 60 days to cure) and 180 days notice for non-renewal of the franchise agreement and
- that consent to the transfer of the franchise will not be unreasonably withheld.

~~3.5.~~ Minnesota considers it unfair to not protect the franchisee's right to use the trademarks. Refer to Minnesota Statute 80C.12 Subd. 1(G). The franchisor will protect the franchisee's rights to use the trademarks, service marks, trade names, logotypes, or other commercial symbols or indemnify the franchisee from any loss, costs, or expenses arising out of any claim, suit, or demand regarding the use of the name.

~~4.6.~~ Minnesota Rules 2860.4400(D) prohibits a franchisor from requiring a franchisee to assent to a general release.