L&L AT A GLANCE

200+ LOCATIONS

14 STATES

2 COUNTRIES
USA • JAPAN

#1 ASIAN FOOD FRANCHISE

#165 OUT OF THE WORLD’S TOP 500 FRANCHISES
In 1962, L & L founders Eddie Flores, Jr. and Johnson Kam and their families immigrated to the United States in search of a better life to pursue the American Dream.

Years later, Flores and Kam teamed up and founded L & L Drive-Inn® on Liliha Street in Honolulu, from the original L & L restaurant & dairy originating in 1952. The eatery was a popular place that served generouslyportionedplate-lunchesto hungry workers in the area. They later coined the term Hawaiian Barbecue® and the trade names L & L Hawaiian Barbecue® and L & L Hawaiian Grill®.

Today, with over 200 locations in 14 states and multiple countries, L & L is the largest Hawaiian inspired restaurant chain in the world and one of the largest restaurant chains serving Asian cuisine. Each L & L restaurant strives to serve authentic island-cuisine, which is a fusion of the diverse population of the islands consisting of Chinese, Japanese, Native-Hawaiian, Filipino, Portuguese, Korean and even descendants of missionaries from New England. Almost all of our food is prepared in the restaurant itself to ensure freshness and quality, which has resulted in a loyal and devout following from our customers.
The story of Flores and Kam who sought opportunity and found fortune continues to inspire those with dreams of owning their own business.

In 2017, Entrepreneur Magazine ranked L & L #165 out of the world’s top 500 franchises and #1 in the Asian food category. As the world’s leading voice of entrepreneurship, small business, and management, Entrepreneur’s Franchise 500 list evaluates the world’s top 500 Franchise Systems on the following criteria:

- Costs and Fees - Franchise Fee; Total Investment; Royalty Fees
- Size and Growth - Open and Operating Units; Growth Rate; Closures
- Support - Training Times; Marketing Support; Operational Support; Franchisor Infrastructure; Financing Availability; Litigation
- Brand Strength - Social Media Presence; System Size; Years in Business; Years in Franchising


“Of all the risks I took in life, L&L is the best one!”

– Wesley Wu (Kailua Kona, Hawaii ‘i)

I started as a cook in one of the L&L stores when I came to Hawaii as a 16 year old immigrant from China. As a cook, I’ve always wanted to own an L&L – it was my American dream! Now, my wife and I own our 22nd store! Of all the risks I took in life, L&L is the best one! I was able to help my other siblings and cousins get into the L&L franchise and it’s such a great feeling to see them doing very well in the business! As for me and my family, L&L is our one and only choice of business!
What makes L & L different from other fast-food chains? Easy! L & L is not fast food; it’s great food.

Just about everything we serve on our menu is cooked in-house at the location where the food is served; not in some faraway commissary, not in a commercial kitchen 30 minutes away, but in the very restaurant where the food is handed to the customer. Home cooking is no secret – just ask your Mom.

What is a Plate Lunch?

Plate lunch – also known as “the state food of Hawaii” – dates back to wage laborers in 19th century sugar plantations and pineapple fields, who brought rice and other leftovers to work in compartmentalized tins. Lunches were often shared, resulting in a harmonious mix of home cooking from Japan, China, the Philippines, Portugal, Korea, and even New England.

Nothing we serve is pre-cooked. Very few items are pre-made. We cook to order from scratch at the minute the customer orders their food. Ever notice a heating lamp in any of our stores? When our food is cooked right, the freshness cannot be beat. L & L’s 200 restaurants were not built on fancy interiors, sophisticated marketing, or catchy slogans. Our devout following from our fans stems from our food.

“Going into an L & L is like visiting Hawai‘i and going on a Hawaiian vacation!”

– Steven Peters, Customer, Los Angeles, California
Unlike other restaurant chains, we offer incredible flexibility.

We use the right ingredients and follow our preparation specifications. More importantly, we instill a sense of ‘Aloha and pride in preparing and serving our food.

For over 40 years, L & L has gained and enjoyed tremendous success not through mandates or threats of repercussion but by allowing operators flexibility to adapt to specific markets and demographics and respond to changing business conditions. Through this process, the L & L brand has continually evolved to become a stronger brand relatable to a diverse array of people from all walks of life.

Where possible, L & L sources ingredients locally to minimize transportation and storage costs. The L & L purchasing team has worked with locations around the globe to ensure each restaurant location has access to everything they need to be successful.

We truly believe your success is our success, a mantra that pervades all aspects of our operations. For this simple reason, the owners of many of our L & L locations span several family generations, with many locations having been in business for decades.

“L&L as given me the gift of entrepreneurship - I am responsible for all key decisions and my staff.”

– Sole Leano (San Diego, California)

We love the very real feeling of family - ohana - that L&L franchisees share with each other and with the team at corporate! We have flexibility within a framework - the ability to truly delight our customers with delicious Hawaiian food and island spirit. We are proud to be a part of it!
Our experienced and knowledgeable corporate team is proud of the excellent support system we provide to L & L franchisees. From your first inquiry with our team to your grand opening and thereafter, our entire team will be helping you to operate your location efficiently and become successful.

**PRE-OPENING ASSISTANCE**

- **Advice on Site Selection.** Our experience with a great variety of demographics allows us to provide you information on which areas work the best for L & L. When you are ready, you may enlist a Real Estate professional of your choice to help with negotiation and leasing.
- **Restaurant/Store Design.** We will provide sample renderings, drawings, and material specifications of your location.
- **Training.** You and/or your designee will take part in our intensive hands-on 2-3 week training program.
- **Equipment.** You will receive a list of equipment and small wares needed for your restaurant.
- **Procurement/Product Purchasing.** Our purchasing department will help you source the ingredients and supplies needed to serve the items on your menu. We will also refer you to appropriate vendors.
- **Marketing.** We will help generate excitement for your opening through Facebook and Social Media channels.
- **Financing.** Through our partnerships with the SBA, various banks and other lending sources, we can help you navigate getting the resources to build your business.

**GRAND OPENING ASSISTANCE**

- **On-site assistance by one our Chefs.** We will send a minimum of one (1) person for a minimum of ten (10) days to your location just prior and through your grand opening. He/she can help you train your staff and assist with other issues that may arise.

- **Grand-Opening Kit.** You will receive an opening banner and other promotional materials to promote your store.
- **Media Assistance.** We will draft a press release and attempt to secure media coverage on your behalf.

**POST-OPENING ASSISTANCE**

- **Operations Manual.** L & L’s in-depth manual covers a full range of topics important to running your business.
- **Field Support.** A corporate representative will make an in-person visit at least once per year and will provide you with ongoing operational evaluations.
- **Merchandise and other General Assistance.** Our entire corporate ‘Ohana (family) is only an email or phone call away if any assistance is needed.
- **Research and Development.** Based on our study of the market, our team is constantly working to refine and improve our menu, introduce new specials, and make other adjustments to make our system even better and allow us to stay as competitive as possible.
- **Continuing Education and Communication.** We send weekly newsletters in both hard copy and electronic formats to keep you up-to-date on the latest developments, promotions, and other relevant topics to help you increase your chances of success.
- **Marketing and Advertising.** We put the marketing fees you pay to work by maintaining a top-notch marketing team, designing effective promotions, and strategically purchasing media of various forms. We design our efforts to increase brand awareness and drive traffic into your stores.
Bringing ‘Aloha Worldwide can hardly be done with a one-size-fits-all approach.

Although the highly successful L & L Hawaiian Barbecue concept remains our primary concept, L & L has developed a new concept. Looking at the latest trends in the restaurant industry and the demands of customers, we sought to create an experience that is more interactive and visual, while allowing customers to customize their choices with shorter wait times.

L & L Hawaiian Mixplate

What we created is L & L Hawaiian Mixplate – a modern iteration of the Hawaiian plate lunch L & L has helped make famous. Mixplate combines the best of L & L (our people and our food) and incorporates modern elements quick-service customers demand – more choices, short wait times, entertainment, and a visual display with a sense of place.

L & L Hawaiian Mixplate is a fast-casual concept offering an elevated experience and customized plate lunch. The menu will continue in the tradition of L & L Hawaiian Barbecue celebrating the rich food history of Hawai`i. With a focus on bold ethnic flavors, the menu has been designed to have flexibility to change to adapt to regional flavors, and to seasonal ingredients. The current menu offerings include new items from current food trends such as Filipino and Korean dishes, as well L & L favorites including chicken katsu and barbecue chicken.

L & L Hawaiian Mixplate embraces current trends around sustainability, using eco-friendly containers, and local ingredients when possible. L & L Hawaiian Mixplate will give customers a distinct experience from L & L Hawaiian Barbecue. Instead of ordering at the counter, customers will see a visual display of food and will enjoy instant gratification as customers are served what they see. Both hot and cold items will be displayed in very small batches, encouraging interaction between staff (mixologists) and customers who will be able to sample options before creating their own customized mixplate.

In 2018, L & L opened its first Mixplate location inside KTA Super Stores in Kealakekua, Hawai`i where Mixplate operates as the supermarket’s hot deli. L&L has recently signed an agreement with Walmart that enables L&L Hawaiian Mixplate to operate food and beverage spaces inside available Walmart Supercenters. With high foot traffic and great visibility, this presents a great opportunity for L&L. L & L Hawaiian Mixplate has proven successful in non-traditional locations like cafeterias, food courts, and deli’s.
Once you complete an application, you will receive a disclosure document providing you with an estimated range of the amount of capital required. As of July 2017, the initial franchise fee is $30,000, which includes access to all of our systems we have developed for our franchisees and training. The amount of initial capital required to build an L & L location varies greatly depending on factors such as: size of location, extent of renovations needed, lease rents, construction costs (varies by location), availability of supplies, and many other factors.

We extend discounts to the initial franchise fee after the first store or multiple stores as follows: $20,000 each store for two (2) – five (5) stores opened; $15,000 each for 6 or more stores opened. In addition, we support our U.S. Veterans with a $10,000 discount off the initial franchise fee. We can also facilitate referrals for the U.S. Small Business Administration loan program.

We have provided a general breakdown of expenses, but please note these are rough estimates and may vary greatly depending on the location and other circumstances. It is possible to exceed costs in any of the areas listed.

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
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<tbody>
<tr>
<td>$30,000</td>
<td>Initial Franchise Fee</td>
</tr>
<tr>
<td>$2,500-$7,500</td>
<td>Lease Rent/Real Property Costs (incl. security deposit and 3 mos. rent)</td>
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<tr>
<td>$26,000-$300,000</td>
<td>Improvements/Renovations Required</td>
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<tr>
<td>$41,500-$100,000</td>
<td>Equipment Purchase</td>
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<tr>
<td>$4,500-$8,000</td>
<td>Opening Inventory</td>
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<tr>
<td>$6,500-$22,800</td>
<td>Insurance</td>
</tr>
<tr>
<td>$2,000-$7,500</td>
<td>Travel Expenses (for complimentary Training provided by L &amp; L)</td>
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<tr>
<td>$0-$5,000</td>
<td>Legal and Accounting</td>
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<tr>
<td>$2,000</td>
<td>Grand Opening</td>
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<tr>
<td>$200</td>
<td>Uniforms</td>
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<tr>
<td>$0-$1,500</td>
<td>Utility deposits</td>
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<tr>
<td>$15,000-$30,000</td>
<td>Additional funds (for 3 months)</td>
</tr>
<tr>
<td>$130,200 - $520,500</td>
<td>Estimated Total Investment</td>
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BE A PART OF OUR ‘OHANA AND INHERIT A PROUD TRADITION

Becoming a franchisee means you will become part of a team of restaurant owners committed to serving a unique type of cuisine not easily found in the marketplace today.

Combining familiar Asian flavors with unique Island flavors, places Hawaiian-style cuisine on the cusp of storming the restaurant industry. Hawaiian-style cuisine is more than pineapples and sweet rolls, it’s the fusion of many Asian as well as European flavors.

You can be sure to be proud about the food you serve, which will be made right in your kitchen and not in some faraway commissary or commercial kitchen 30 minutes away. The pre-fabricated and pre-cooked food of other chains simply cannot compare. L & L has never been about the fancy interiors or gimmicks. What’s taken us this far is our food.

Using the flavors of the diverse people of the islands whose ancestors hail from east and west, you will become an ambassador of the ‘Aloha Spirit that is uniquely Hawaii and carry on a proud tradition of bringing comfort food to those longing for a taste of the magical spirit of the Islands. Fill out the application today to learn more.
STEP ONE: APPLY
Complete the application included with this brochure. It’s easy to submit and won’t take much time:

- Email the completed application to franchising@llhawaii.com
- Complete the application online at www.hawaiianbarbecue.com/apply
- Mail the completed application to: 931 University Ave. Suite 202, Honolulu, Hawaii 96826
- Fax to 808-951-0888

A disclosure document will be sent to you that includes more information about L & L.

STEP TWO: RESEARCH
Talk to our franchise owners to learn more about us. Ask them why they chose L & L and to describe their experience. Visit the locations, enjoy our freshly-cooked food and imagine what it would be like to own your very own location. You can also use this time to arrange for financing and identify areas you would be interested in locating.

STEP THREE: JOIN THE ‘OHANA
Once you have completed your due diligence and have received approval to become a L & L franchise owner, there’s endless opportunity for you to become successful. Our team will devote their time to help you plan to realize your dreams as a business owner. We hope to hear from you soon!