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.

The following financial performance information relates to certain House of Colour franchised territories that commenced operations on or after May 1, 2022. As of April 30, 2026, there were 342 franchised House of Colour outlets in operation. The financial information in this Item 19 includes only franchised territories operated by Territory Franchisees and does not include any Associate Franchisees, company-owned or affiliate-owned outlet data. All financial information presented in Tables 1, 2, and 3 is based on franchised territory data only. Table 3 presents a subset of the franchised territories included in Table 1 that were operated by single-territory franchisees who responded to the June 2026 hours question and selected "Less than 30 hours a week."

In June 2026, we surveyed all then-current House of Colour Territory Franchisees through our Gross Revenue reporting process and asked: "On average how many hours a week are you working in your House of Colour Business?" Respondents were asked to select either "More than 30 hours a week" or "Less than 30 hours a week."

This information is derived from the actual Gross Revenue reported by Territory Franchisees to us in the ordinary course of business through the monthly Gross Revenue reports and point-of-sale data that franchisees are required to submit to us. The Gross Revenue data in this Item 19 is measured based on territories that completed the applicable operating year as of April 30, 2026, the last day of our most recent fiscal year. The survey information used to identify the subset presented in Table 3 was collected in June 2026. We have not audited or independently verified the Gross Revenue reported by franchisees or the survey responses described in Table 3.

Because this Item 19 measures each territory's performance by reference to its own maturity rather than by fiscal year, the number of territories reflected below will not tie directly to the outlet counts in Item 20. The Year One group below includes all territories that first began reporting Gross Revenue on or after May 1, 2022, which includes 80 territories that commenced operations during our 2023 fiscal year from May 1, 2022 through April 30, 2023 and therefore pre-date the Item 20 reporting window.

A territory is included in a particular operating year only if that territory had completed that operating year as of April 30, 2026. Territories that commenced operations before May 1, 2022, and territories that had not completed a full Year One as of April 30, 2026, including territories that first reported Gross Revenue in June 2025 or later, are excluded. Where a territory was transferred to a new owner during an operating year, the Gross Revenue for that operating year is attributed to the territory and the full operat-