2026. Andrew Novak is also eligible for performance bonuses based on his performance on the PGA Tour from January 1, 2026 to June 30, 2026. Andrew Novak does not manage, control, or own an interest in JK INT'L or us.

JK INT'L has an agreement with James "J.T." Poston that will allow us to use his name and images in the sale of its services and the overall promotion of its name and image. JK INT'L will pay James "J.T." Poston $30,000 for the right to produce and use advertising, promotional and marketing materials containing the name and image of James "J.T." Poston during the 2026 PGA Tour Season from January 1, 2026 to June 30, 2026. James "J.T." Poston is also eligible for performance bonuses based on his performance on the PGA Tour from January 1, 2026 to June 30, 2026. James "J.T." Poston does not manage, control, or own an interest in JK INT'L or us.

JK INT'L has an agreement with Colt Knost that will allow us to use his name and images in the sale of its services and the overall promotion of its name and image. JK INT'L will pay Colt Knost $15,000 for the right to produce and use advertising, promotional and marketing materials containing the name and image of Colt Knost during the 2026 PGA Tour Season from January 1, 2026 to June 30, 2026. Colt Knost does not manage, control, or own an interest in JK INT'L or us.

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.

We do not make any representations about a franchisee's future financial performance or the past financial performance of company-owned or franchised outlets. 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 Jani-King of Minnesota, Inc., 16885 Dallas Parkway, Addison, Texas 75001, (972) 991-0900 Attn: Legal Department, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1

Franchisor Outlet Summary
(US Only)
For Years 2023 to 2025[1]

Column 1 Outlet Type	Column 2 Year	Column 3 Outlets at the Start of the Year	Column 4 Outlets at the End of the Year	Column 5 Net Change
Franchised	2023	4,980	4,916	-64
	2024	4,916	4,859	-57
	2025	4,859	4,731	-128
Company-Owned	2023	12	12	0
	2024	12	13	+1
	2025	13	19	+6
Total Outlets	2023	4,992	4,928	-64
	2024	4,928	4,872	-56
	2025	4,872	4,750	-122

[1] All numbers are as of our fiscal year end which is December 31. This chart provides system-wide numbers and includes outlets of Franchisor, Corporate Region Subs, and Domestic Regional Franchisors.

Table No. 2

Transfers of Outlets From Franchisees To New Owners
(US Only)
(Other than the Franchisor)
For Years 2023 to 2025[1]

Column 1 State	Column 2 Year	Column 3 Number of Transfers
Alabama	2023	1
	2024	0
	2025	1
Arizona	2023	0
	2024	0
	2025	1
Arkansas	2023	0
	2024	0
	2025	0
California	2023	0
	2024	0
	2025	0