

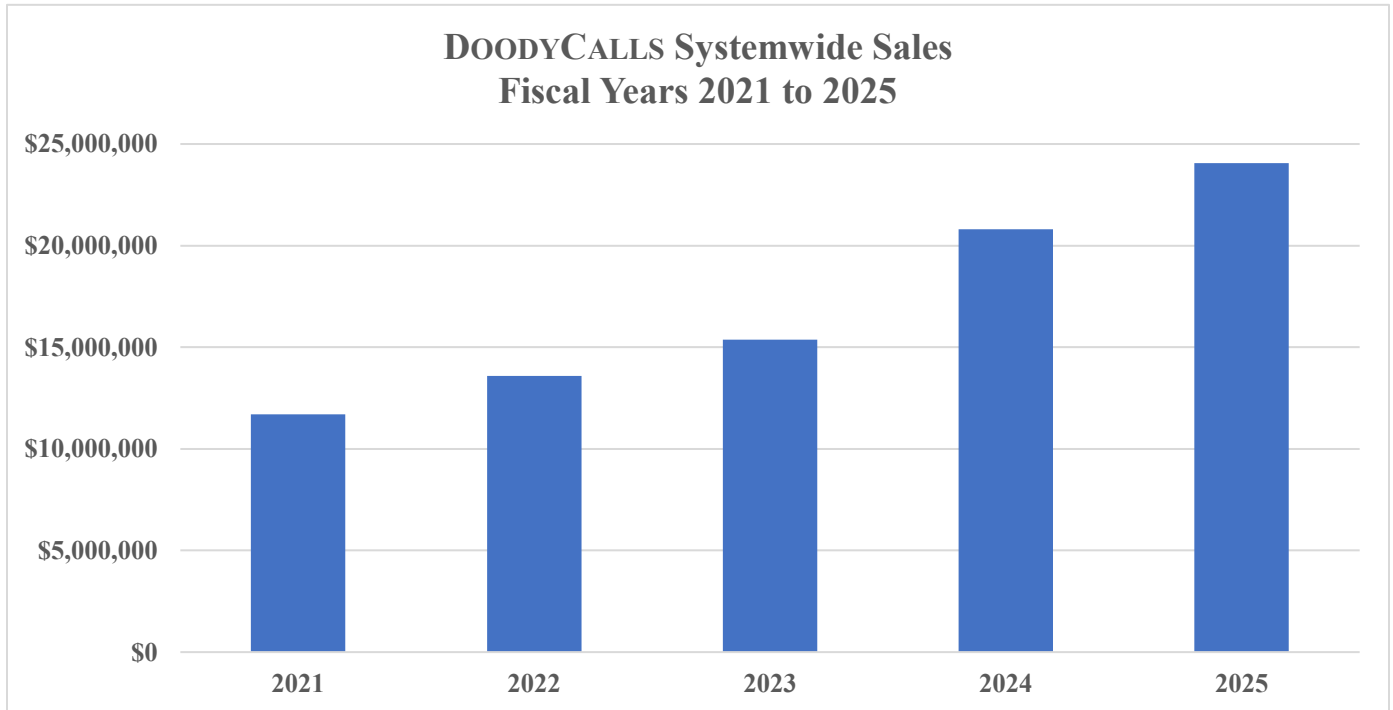
ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS

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.

In this Item, we present historical information for DOODYCALLS Franchised Businesses for the 2025 fiscal year and prior years. As of December 31, 2025, we had 91 franchisees operating in 134 Territories. Excluded from the tables are the two Company-Owned Outlets that were operated by our affiliate until January 2024. The explanatory notes following the tables are an important part of the information presented.

TABLE 1
SYSTEMWIDE SALES

Table 1 sets forth the aggregate Gross Revenue (“**Systemwide Sales**”) reported to us and our predecessor from all franchisees whose Franchised Businesses were operational for any part of the year. See Note 1 to this table for the definition of “Gross Revenue.”



Year	2021	2022	2023	2024	2025
Total Systemwide Sales	\$11,688,626	\$13,580,181	\$15,365,999	\$20,799,057	\$24,050,403
Year-over-Year Growth	10%	16%	13%	35%	16%
Systemwide Sales Territory Count	55	76	89	112	134

Note to Table 1:

- (1) The term “**Gross Revenue**” is generally defined in the applicable forms of franchise agreement as all revenue from the sale of products and services and all other income of every kind related to the Franchised Business, whether for cash, credit, trade, barter or other value and regardless of collection in the case of credit and even if you have contracted with third parties to provide certain of the services, less any bona fide refunds given to customers in the ordinary course of business. Gross Revenue also includes amounts billed to insurance or government programs. Further, Gross Revenue includes all revenue related to the sale of any products and the performance of any services (whether or not the products or services are approved by us) that are provided using any portion of the Franchised Business in any manner, including the Marks (such as service vehicles, invoices, and uniforms bearing the Marks), the System, Confidential Information, any of the employees of the Franchised Business, or the telephone number of the Franchised Business. Gross Revenue is not reduced on account of any fees or commissions you pay to third parties who refer customers. The Gross Revenue data for a franchisee may include sales in “open” Territory, that is, territory that had not been awarded to a franchisee.

TABLE 2
ACTIVE FRANCHISE REVENUE GROWTH
(In Business and Reporting as of December 31, 2024 – December 31, 2025)

Table 2 below shows the total Gross Revenue growth between calendar years 2024 and 2025 for 88 Territories that were in business and reporting revenue as of December 31, 2024 and as of December 31, 2025. A Territory was considered in business as of December 31, 2024 or December 31, 2025 if it reported Gross Revenue greater than \$0 during the month of December 2024 or December 2025, respectively. See Note 1 to Table 1 for the definition of “**Gross Revenue**”.

Year	Same Store Sales Total Gross Revenue	Year-over-Year Growth	Same Store Sales Territory Count
2024	\$20,402,415	9%	88
2025	\$22,161,677		

* * *

Tables 3 and 4 present information on 65 franchisees (representing 107 Territories) that were in operation for the entire 2025 fiscal year. Excluded from the Tables are 22 franchisees (representing 22 Territories) that opened during the 2025 fiscal year and 2 franchisees (representing 2 Territories) that ceased operation during the fiscal year (both which were open for less than 12 months prior to ceasing operation), and 1 franchisee (representing 1 Territory) that did not report a full 12 months of revenue during the fiscal year.

TABLE 3
GROSS REVENUE PER FRANCHISEE, BY QUARTILE ⁽¹⁾
(For the Fiscal Year Ended December 31, 2025)

Quartile	Number of Franchisees in Group	Number of Territories in Group	Aggregate Gross Revenue of Franchisees in Group ⁽²⁾	Average Gross Revenue of Franchisees in Group	Highest Gross Revenue of Franchisees in Group	Lowest Gross Revenue of Franchisees in Group	Median Gross Revenue of Franchisees in Group ⁽³⁾	Number of Franchisees Exceeding Group Average ⁽⁴⁾	Percent of Franchisees Exceeding Group Average ⁽⁴⁾
Top 25%	17	46	\$17,235,128	\$1,013,831	\$3,205,981	\$495,369	\$775,472	5	29%
2nd Quartile	16	25	\$3,908,006	\$244,250	\$462,368	\$147,096	\$204,535	4	25%
3rd Quartile	16	18	\$1,753,193	\$109,575	\$146,900	\$80,756	\$111,251	9	56%
Bottom 25%	16	18	\$869,871	\$54,367	\$77,197	\$31,477	\$55,551	9	56%
TOTALS	65	107	\$23,766,198	\$365,634	\$3,205,981	\$31,477	\$147,096	20	31%

Notes:

- (1) The table reports 65 franchisees, ranked in order of highest Average Gross Revenue per Franchisee to lowest Average Gross Revenue per Franchisee. See Note 1 in Table 1 for the definition of “**Gross Revenue**”.
- (2) Total Gross Revenue of the franchisees in the quartile, as reported by those franchisees.
- (3) The medians reported in the Table are per franchisee, not per Territory. The medians reported for each quartile are the medians for the respective franchisees in the group. The median reported in the last row, “TOTALS,” is the median for the entire group reported in the Table.
- (4) The Number of Franchisees Exceeding Group Average and Percent of Franchisees Exceeding Group Average in the last row, “TOTALS,” is the number and percentage of the 51 franchisees reported in the Table that exceeded the Average Gross Revenue of Franchisees in Group reported in the same row.

TABLE 4
GROSS REVENUE PER TERRITORY, BY QUARTILE ⁽¹⁾
(For the Fiscal Year Ended December 31, 2025)

Quartile	Number of Franchisees in Group	Number of Territories in Group	Aggregate Gross Revenue of Territories in Group ⁽²⁾	Average Gross Revenue of Territories in Group ⁽⁵⁾	Highest Gross Revenue of Territories in Group	Lowest Gross Revenue of Territories in Group	Median Gross Revenue of Territories in Group ⁽³⁾	Number of Territories Exceeding Group Average ⁽⁴⁾	Percent of Territories Exceeding Group Average ⁽⁴⁾
Top 25%	17	39	\$15,974,594	\$409,605	\$911,377	\$240,560	\$457,997	9	23%
2nd Quartile	16	26	\$4,812,847	\$185,109	\$234,342	\$112,621	\$156,407	7	27%
3rd Quartile	16	22	\$2,001,865	\$90,994	\$112,546	\$69,556	\$91,235	8	36%
Bottom 25%	16	20	\$976,892	\$48,845	\$69,399	\$24,244	\$53,460	10	50%
TOTALS	65	107	\$23,766,198	\$222,114	\$911,377	\$24,244	\$112,621	19	18%

Notes:

- (1) The Table reports 107 Territories, ranked in order of highest Average Gross Revenue Per Territory to lowest Average Gross Revenue per Territory. See Note 1 to Table 1 for definition of Gross Revenue.
- (2) Total Gross Revenue of the franchisees in the quartile, as reported by those franchisees.
- (3) The median reported for each quartile is the median Gross Revenue for the respective Territories in the group. The median reported in the last row, "TOTALS," is the median for the entire group reported in the Table.
- (4) The Number Exceeding Group Average and Percent Exceeding Group Average in the last row, "TOTALS," is the number and percentage of the 87 Territories reported in the Table that exceeded the Average Gross Revenue in the Group reported in the same row.
- (5) The averages reported in the table are calculated by dividing the Aggregate Gross Revenue by the number of the Territories in the respective group.

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Some outlets have sold this amount. Your individual results may differ. There is no assurance that you'll sell as much.

Written substantiation for the financial performance representation will be made available to you upon reasonable request.

The financial information we utilized in preparing the preceding financial performance representations was based on information reported to us by franchisees.

Other than the preceding financial performance representation, we do not make any financial performance 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. 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 Jordan Wilson, DOODYCALLS Franchising SPE LLC, 7120 Samuel Morse Drive, Suite 300, Columbia, Maryland 21046, and (410) 740-1900, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

TABLE 1
Systemwide Outlet Summary For Years 2023 to 2025⁽¹⁾⁽²⁾⁽³⁾

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	72	86	+14
	2024	86	111	+25
	2025	111	134	+23
Company-Owned	2023	2	2	0
	2024	2	0	-2
	2025	0	0	0
TOTALS	2023	74	88	+14
	2024	88	111	+23
	2024	111	134	+23

Notes to Item 20 Tables:

- (1) Our fiscal year ends December 31.
- (2) The figures are for the number of territories in operation at year-end. It is not uncommon for franchisees to own more than one Territory. Each franchise Territory has a separate Franchise Agreement.
- (3) As of December 31, 2025, there were 91 franchisees in operation; the number of Territories in operation for each franchisee is shown in Exhibit F. See Table 5 below regarding Territories that were not yet in operation under Franchise Agreements that had been signed as of year-end.