Provision	Section in Franchise Agreement or Other Agreement	Summary
u. Dispute resolution by arbitration or mediation	Article 29 of the Franchise Agreement	Except for certain claims, the parties must first participate in mediation. If not resolved by mediation then, except for certain claims, all disputes must be arbitrated in Denver, Colorado (subject to state laws). If a claim can be brought in court, both you and we agree to waive our rights to a jury trial.
v. Choice of forum	Section 29.06 of the Franchise Agreement; Section 17 of the Sublease; Section 28.17 of the Lease	Colorado (subject to state law). Under the Lease and Sublease, the courts of the state where the premises are located.
w. Choice of law	Section 29.06 of the Franchise Agreement; Section 17 of the Sublease; Section 28.17 of the Lease	Federal and Colorado (subject to state law). Under the Lease and Sublease, the laws of the state where the premises are located.
x. Cross Default and Termination	Section 19.06 of the Franchise Agreement	A default by you of your Franchise Agreement will constitute a default of all other agreements between you and us, and vice versa. If we terminate your Franchise Agreement due to a default by you, all other agreements between us may also be terminated.

Explanatory Notes

Note 1: **Termination on Bankruptcy.** A default due to bankruptcy may not be enforceable under federal bankruptcy laws.

ITEM 18
PUBLIC FIGURES

We do not use any public figures to promote our franchise. You are not prohibited by the Franchise Agreement from using the name of a public figure or celebrity in your advertising; however, all advertising must have our approval.

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 information is provided for the purpose of helping you evaluate the potential earnings capability of a Big O Store. Please carefully read all information in this Item 19, including the statements following the tables, which explain the information provided in the tables below and the limitations on this and the other information contained in this Item 19.

A. Gross Revenues

Part A of this financial performance representation includes the historical average annual Gross Revenues for U.S. franchised Big O Tires Stores that operated from January 1, 2025 through December 31, 2025 (the "2025 Year") and met the following criteria: (i) the Store had operated for at least 12 consecutive months as of December 31, 2025, and (ii) the Store reported Gross Revenues data to us for each month of the full 2025 Year. As of the end of the 2025 Year, there were a total of 465 franchised Big O Tires Stores in operation in the U.S., however only 454 met the criteria (the "Part A Reporting Stores"). There were 9 Stores that closed for various reasons during 2025, none of which were open less than 12 months. We did not have any company-owned outlets as of the end of the 2025 Year, so no company-owned outlets are included in this Item 19.

Of the 454 Part A Reporting Stores, as of December 31, 2025: (a) 24 (about 5%) were franchised PDF Stores, and 430 (about 95%) were franchised BFF Stores; and (b) the 24 franchised PDF Stores constituted 100% of the franchised PDF Stores, and the 430 franchised BFF Stores constituted about 97.5% of all the franchised BFF Stores. As of December 31, 2025, the 454 Part A Reporting Stores were about 97.6% of the 465 franchised Stores of any category of Store (that is, franchised PDF Stores and franchised BFF Stores).

We separated the Part A Reporting Stores into 4 quartiles based on average Gross Revenues, with the Top Quartile reflecting the results of those with the highest average Gross Revenues for the 2025 Year and the 4th Quartile reflecting those with the lowest average. The 2nd and 3rd Quartiles reflect results of those Big O Tires Stores with the second highest and second lowest average, respectively. The results of the Top 10% of Part A Reporting Stores (46 Stores) and Bottom 10% of Part A Reporting Stores (46 Stores), in terms of Gross Revenues, are also stated.

Of the Part A Reporting Stores included, 190 Stores, or 41.9%, exceeded the overall average annual Gross Revenues of all Part A Reporting Stores of $2,821,056.22.

Average Total Revenues from January 1, 2025 through December 31, 2025

Total Big O Franchise Outlets: 454

Outlets per Quartile:	114		113		113		114	
	Top Quartile		2nd Quartile		3rd Quartile		4th Quartile	
Maximum/Minimum:	$ 9,822,944	$ 3,367,055	$ 3,354,482	$ 2,584,515	$ 2,580,291	$ 1,882,776	$ 1,882,526	$ 622,798
Median/Average:	$ 4,159,069	$ 4,616,967	$ 2,952,056	$ 2,947,220	$ 2,251,909	$ 2,250,670	$ 1,493,171	$ 1,465,472
Exceeded Average:	35	31%	57	50%	57	50%	60	53%

Top/Bottom 10% Outlets

	Top 10%		Bottom 10%	
Maximum/Minimum:	$ 9,822,944	$ 4,354,487	$ 1,399,044	$ 622,798
Median/Average:	$ 5,448,152	$ 5,781,235	$ 1,224,345	$ 1,182,348
Exceeded Average:	19	41%	26	57%

B. Gross Revenues and Cost Analysis

Part B of this financial performance representation includes the average Total Income, Gross Profit, and Net Income, in addition to certain expense and margin information for franchised U.S. Big O Tires Stores that operated from January 1, 2025 through December 31, 2025 and met the following criteria: (i) the Store had operated for at least 12 consecutive months as of December 31, 2025, (ii) the Store furnished financial data to us for the year 2025 with information regarding expenses that we believe to be reliable, and (iii) the Store was under the same ownership for the period from January 1, 2025 through December 31, 2025. There were 465 total operating franchised outlets in the U.S. as of December 31, 2025 and 288 met the criteria (the "Part B Reporting Stores"), representing approximately 61.9% of the U.S. outlets of any category of Store (that is, franchised PDF Stores and Franchised BFF Stores). There were 9 Stores that closed for various reasons during 2025, none of which were open less than 12 months.

Of the 288 Part B Reporting Stores, as of December 31, 2025: (a) 10 (about 3.5%) were franchised PDF Stores, and 278 (about 96.5%) were franchised BFF Stores; and (b) the 10 franchised PDF Stores constituted 41.6% of all the franchised PDF Stores, and the 278 franchised BFF Stores constituted about 63.0% of all the franchised BFF Stores.

We separated the Part B Reporting Stores into 4 quartiles based on average Total Incomes, with the Top Quartile reflecting the results of those with the highest average Total Incomes for the 2025 Year and the 4th Quartile reflecting those with the lowest average.

The average Total Income of all of the Part B Reporting Stores was $2,914,184 and the following averages represent a percentage of income of these Part B Reporting Stores: Cost of Goods Sold, 42.0%; Gross Profit, 58.0%, Total Labor, 27.0%; Total Operating Expense, 51.9%; Net Income From Operations, 6.1%.

Income Statement Performance From January 1, 2025 Through December 31, 2025

Total Big O Tires Outlets	288							
Outlets Per Quartile	72		72		72		72	
	Top Quartile		**2nd Quartile**		**3rd Quartile**		**4th Quartile**	
Total Income	**$ 4,761,912**	**100.0%**	**$3,026,093**	**100.0%**	**$ 2,333,560**	**100.0%**	**$ 1,535,171**	**100.0%**
Cost of Goods Sold	$ 2,028,308	42.6%	$ 1,248,511	41.3%	$ 965,484	41.4%	$ 648,576	42.2%
Gross Profit	**$ 2,733,603**	**57.4%**	**$1,777,582**	**58.7%**	**$ 1,368,076**	**58.6%**	**$ 886,595**	**57.8%**
Total Labor	$ 1,237,685	26.0%	$ 828,235	27.4%	$ 645,243	27.7%	$ 438,891	28.6%
Advertising	$ 139,763	2.9%	$ 95,898	3.2%	$ 75,608	3.2%	$ 55,423	3.6%
Royalty	$ 173,354	3.6%	$ 107,980	3.6%	$ 86,034	3.7%	$ 56,183	3.7%
Total Occupancy	$ 207,199	4.4%	$ 171,147	5.7%	$ 149,490	6.4%	$ 128,381	8.4%
Utilities	$ 31,789	0.7%	$ 28,440	0.9%	$ 25,068	1.1%	$ 22,753	1.5%
Other Expenses	$ 498,081	10.5%	$ 357,736	11.8%	$ 278,933	12.0%	$ 214,128	13.9%
Total Operating Expenses	**$ 2,287,871**	**48.0%**	**$1,589,436**	**52.5%**	**$ 1,260,376**	**54.0%**	**$ 915,759**	**59.7%**
Net Income From Operations	**$ 445,733**	**9.4%**	**$ 188,146**	**6.2%**	**$ 107,701**	**4.6%**	**$ (29,163)**	**-1.9%**

Total Income

	Top Quartile		2nd Quartile		3rd Quartile		4th Quartile	
	Top Quartile		2nd Quartile		3rd Quartile		4th Quartile	
Maximum/Minimum	$10,519,548	$3,482,375	$3,476,977	$2,627,903	$2,625,434	$2,031,675	$2,021,840	$868,834
Median/Average	$4,229,579	$4,761,912	$3,041,827	$3,026,093	$2,310,196	$2,333,560	$1,551,542	$1,535,171
Exceeded Average	21	29%	37	51%	35	49%	39	54%

Gross Profit

	Top Quartile		2nd Quartile		3rd Quartile		4th Quartile	
Maximum/Minimum	$6,153,563	$1,800,353	$2,175,430	$1,024,829	$1,717,130	$875,551	$1,277,979	$265,971
Median/Average	$2,481,241	$2,733,603	$1,770,111	$1,777,582	$1,379,427	$1,368,076	$892,400	$886,595
Exceeded Average	24	33%	34	47%	38	53%	36	50%

Net Income From Operations

	Top Quartile		2nd Quartile		3rd Quartile		4th Quartile	
Maximum/Minimum	$1,393,818	-$153,306	$698,629	-$201,808	$581,226	-$171,615	$414,524	-$471,180
Median/Average	$450,703	$445,733	$188,052	$188,146	$76,052	$107,701	-$19,186	-$29,163
Exceeded Average	36	50%	36	50%	32	44%	39	54%

The accompanying footnotes are an integral part of these tables and should be read in their entirety for a full understanding of the information contained in them.

FOOTNOTES:

(1) Both of the tables show historic financial performance representations. Part A is an historic financial performance representation reflecting the average franchisee Annual Gross Revenues for the Part A Reporting Stores for the most recent calendar year of January 1, 2025 through December 31, 2025. Part B is an historic financial performance representation reflecting the average franchisee Total Income, Gross Profit, and Net Income for the Part B Reporting Stores for the year from January 1, 2025 through December 31, 2025. For purposes of this Item 19, "Gross Revenues" or "Total Income" means the total revenue of a Big O Store, less taxes, refunds and allowances, returns, proceeds from sales of equipment used in a Big O Store not acquired for resale in the ordinary course of business, proceeds from sales of equipment used in a Big O Store not acquired for resale in the ordinary course of business, proceeds from sales to other Big O Stores, amounts received in settlement of claims for loss or damage other than business interruption insurance, sums received for reimbursement of reasonable towing and freight charges, and certain amounts collected for products replaced under warranty. In Part B, "Gross Profit" means the Total Income less the Cost of Goods Sold, and "Net Income From Operations" means the Gross Profit less those "Operating Expenses" identified in the table (total labor, the royalty paid to us, advertising expenses, total occupancy expenses, utilities, and other expenses). See footnote 4 below regarding these expenses. In Part B, we have also disclosed the percentage of the Total Income represented by each of the line items of expenses, Gross Profit, and Net Income From Operations. Additionally, the tables each disclose the maximum (highest) and the minimum (lowest) figures achieved by a Store in each grouping.

(2) Part A also sets forth the median of annual Gross Revenues for each grouping of Stores, and Part B also sets forth the median of Total Income, Gross Profit, and Net Income for each quartile of Stores. The "median" for purposes of these tables means the results of the Stores falling in the middle of each group in terms of each relevant category of data, or, where there is an even number of Stores, the average of the results of the two Stores falling in the middle of the group.

(3) Each of the tables also indicates the number and percentage of the applicable Stores within each group that meet or exceed the averages stated.

(4) Part B contemplates the Cost of Goods Sold and the expenses identified in the "Total Operating Expenses" portion of the table. The Costs of Goods Sold generally includes the cost of products sold which may include the cost of tires, wheels, automotive fluids, filters, batteries, brake parts, front end parts, shock absorbers and struts, and other goods purchased for resale from Big O or others, but does not include labor costs. The Total Labor expenses include wages paid to technicians, wages paid to managers, sales associates, payroll taxes, fringe benefits and worker's compensation insurance expenses. The "Other Expenses" portion of the Total Operating Expenses generally includes other expenses incurred toward generating income, but excluding the labor, royalty, advertising, occupancy and utility expenses otherwise noted. Further, the tables do not show any taxes paid by the Stores, including any sales taxes, payroll taxes, and income taxes that may be applicable. Taxes vary widely between geographic areas and from Store to Store. You should conduct an independent investigation of the costs and expenses you will incur in operating your Big O Store. Franchisees or former franchisees listed in Exhibits K-1 and K-2 to this disclosure document may be one source of this information.

(5) We offered substantially the same services to all of the Stores included in each table, which offered substantially the same products and services to the public.

(6) The revenue and income information in the tables was compiled based on actual reported sales by our existing U.S. Big O Store outlets during the applicable periods based on monthly sales reports submitted to us by Big O franchisees for the purpose of computing royalty fees. The expense and Net Income data in Part B was compiled based on the financial data of the Part B Reporting Stores that were submitted to us by franchisees.

Written substantiation of the data used in preparing the information set forth in this Item 19 will be made available to you on reasonable request.

We encourage you to consult with your financial advisors in reviewing the information in this Item 19, in particular, in estimating the categories and amount of expenses that may be incurred in establishing and operating a Big O Store.

Some outlets have earned these amounts. Your individual results may differ. There is no assurance you will earn as much.

Other than the preceding financial performance representation, Big O does 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 The Franchise Marketing and Sales Support Coordinator, at 4260 Design Center Drive, Palm Beach Gardens, Florida 33410, and 1-800-321-2446, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet Summary (1)(2)
For Fiscal Years Ended March 31, 2024, 2025 and 2026

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	FYE March 31, 2024	460	462	+2
	FYE March 31, 2025	462	461	-1
	FYE March 31, 2026	461	470	+9
Company-Owned	FYE March 31, 2024	17	0	-17
	FYE March 31, 2025	0	0	0
	FYE March 31, 2026	0	0	0
Total Outlets	FYE March 31, 2024	477	462	-15
	FYE March 31, 2025	462	461	-1
	FYE March 31, 2026	461	470	+9

(1) Throughout this Item 20, "FYE" means fiscal year ended. The fiscal years referred to are the 12 month period ending March 31, 2024, the 12 month period ending March 31, 2025 and the 12 month period ending March 31, 2026.

(2) The franchised outlets include both PDF Stores and BFF Stores. As of March 31, 2026, the 470 franchised outlets consisted of 21 PDF Stores and 449 BFF Stores. See Note 1 to Table 3 of this Item 20.