

ITEM 18

PUBLIC FIGURES

There are no public figures involved with us or this 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 under particular circumstances.

As of December 28, 2025, there were 222 open and operating franchised BCS Makeries and 8 company-owned BCS Makeries. In this Item 19, we include data for Makeries open as of February 24, 2026, and operating for at least 18 months, which we consider to be mature outlets. As of December 28, 2025, there were 200 mature franchised BCS Makeries (90.5% of the total) and 8 mature company-owned BCS Makeries (3.7% of the total).

For mature franchised BCS Makeries, we disclose Average, Median, High and Low Net Sales, displayed in terciles (bottom third, middle third, and top third).

For company-owned BCS Makeries, we disclose Average, Median, High and Low Net Sales, Costs of Good Sold, Gross Profit (equal to Net Sales minus Costs of Goods Sold), Overhead Costs (Labor Costs, Occupancy Costs, Operational Expenses, Marketing Expenses, Imputed Royalty), and Average SLEBITDA (Store-Level Earnings Before Interest, Taxes, Depreciation and Amortization, which is Gross Profit minus Overhead Costs). These data are broken into two geographic groups: one for the Memphis, TN metropolitan area, and one for the Dallas, TX metropolitan area. As of December 28, 2025, there were 4 BCS Makeries in the Memphis metropolitan area and 4 BCS Makeries in the Dallas Metropolitan area.

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Table 1 - Net Sales Data for Mature Franchised BCS Makeries

	Bottom Third	Middle Third	Top Third
Average Total Net Sales	\$ 422,306	\$ 615,023	\$ 881,657
Median Total Net Sales	\$ 441,007	\$ 617,896	\$ 854,619
High Total Net Sales	\$ 534,871	\$ 705,289	\$ 1,224,267
Low Total Net Sales	\$ 218,596	\$ 534,944	\$ 706,686
Outlet Count	67	67	66
Outlet that Exceed Average Net Sales	36	35	28
% Of Outlets that Exceed Average Net Sales	54%	52%	42%

**Table 2 – Net Sales, Cost & Earnings Data for
Mature Company-Owned BCS Makeries
Memphis, TN Metropolitan Area (4 Outlets)**

	Average	Median	High	Low	Number (and %) exceeding average
Total Net Sales	888,387	867,437	1,241,966	576,706	2 (50%)
COGS	(327,250)	(314,409)	(457,365)	(222,819)	2 (50%)
Gross Profit	561,136	553,029	784,601	353,887	2 (50%)
Labor Cost	(208,487)	(202,185)	(269,931)	(159,647)	2 (50%)
Occupancy Cost	(95,035)	(98,373)	(129,331)	(54,065)	2 (50%)
Operational Expenses	(69,454)	(69,364)	(95,393)	(43,694)	2 (50%)
Marketing Expenses	(32,171)	(31,818)	(40,468)	(17,854)	2 (50%)
Imputed Royalty	(53,303)	(52,046)	(74,518)	(34,602)	2 (50%)
Average SLEBITDA	102,686	115,777	174,960	4,229	2 (50%)

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**Table 3 – Net Sales, Cost & Earnings Data for
Mature Company-Owned BCS Makeries
Dallas, TX Metropolitan Area (4 Outlets)**

	Average	Median	High	Low	Number (and %) exceeding average
Total Net Sales	856,263	894,614	918,270	717,554	3 (75%)
COGS	(326,281)	(327,638)	(380,536)	(269,313)	2 (50%)
Gross Profit	529,982	551,325	569,035	448,241	3 (75%)
Labor Cost	(187,980)	(198,202)	(209,657)	(145,861)	1 (25%)
Occupancy Cost	(128,856)	(118,317)	(164,580)	(114,211)	3 (75%)
Operational Expenses	(71,802)	(73,359)	(86,001)	(54,489)	2 (50%)
Marketing Expenses	(16,913)	(17,761)	(17,916)	(14,215)	1 (25%)
Imputed Royalty	(51,376)	(53,677)	(55,096)	(43,053)	1 (25%)
Average SLEBITDA	73,054	64,432	102,185	61,168	1 (25%)

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Notes:

1. We compiled and calculated the data for company-owned BCS Makeries using information supplied by our affiliate, Buff City Soap LLC. We do not directly operate the company-owned BCS Makeries, our affiliate, Buff City Soap LLC does. For franchised BCS Makeries, we have relied on figures provided to us by our franchisees for those outlets, and neither we nor any independent certified public accountant has independently audited or verified this information.

2. “Net Sales” is defined as the total selling price of all services and products and all income of every kind and nature related to each BCS Makery, whether for cash, cash equivalents, or credit, and regardless of collection in the case of credit. Proceeds from the sale of coupons, gift cards, gift certificates or vouchers is included in Net Sales when and at the Makery from which the coupons, gift cards, gift certificates or vouchers are eventually redeemed. Net Sales exclude the following: complimentary products and services (provided that the aggregate amount of such products and services does not exceed 2% of Net Sales for the applicable week), tips and gratuities, and sums collected and actually paid by a Makery for any sales or other excise tax imposed by any duly constituted government authority. In the case of promotional discounts implemented by us at the BCS Makery, the amount actually paid by the guest after the discount, rather than the original amount, will be considered for purposes of the term Net Sales. Net Sales also includes the proceeds of any business interruption insurance applicable to each BCS Makery. Net Sales, as disclosed in Table 1, also includes order fulfillment, and other non-traditional revenue for some franchisees. Not all franchisees participate in these programs and receive this revenue.

3. Company-owned BCS Makeries do not pay a royalty. So, we have calculated an “Imputed Royalty” in Table 2 and Table 3 above based on Net Sales multiplied by our 6% royalty rate.

4. SLEBITDA is calculated before accounting for certain general and administrative expenses of our affiliate, Buff City Soap, LLC, which are not related to typical store-level operations.

5. Average, Median, High and Low data for company-owned BCS Makeries are calculated separately for each metropolitan area.

Written substantiation for the financial performance representation will be made available to prospective franchisees upon request.

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

Other than the preceding financial performance representations, 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 BCS Makery, however, we may provide you with the actual records of that BCS Makery. If you receive any other financial performance information or projections of your future income, you should report it to our management by contacting Alex Tosta at 1-972-993-3505, the Federal Trade Commission and the appropriate state regulatory agencies.

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ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1

Systemwide Outlet Summary for Years 2023-2025

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	252	262	+10
	2024	262	251	-11
	2025	251	222	-29
Company-Owned ¹	2023	8	9	+1
	2024	9	9	0
	2025	9	8	-1
Total Outlets	2023	260	271	+11
	2024	271	260	-11
	2025	260	230	-30

(1) Please note that company-owned outlets are operated by our affiliate, Buff City Soap LLC, a Delaware limited liability company.

Supplemental Table No. 1

Systemwide Outlet Summary as of April 27, 2026

Outlet Type	Year	Outlets at the Start of the Year	Outlets as of 4/27/2026	Net Change
Franchised	2025	251	193	58
Company-Owned ¹	2025	9	8	-1
Total Outlets	2025	260	201	59