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 our management by contacting Jason Johnson, Vice President of Sales Operations at (276) 642-7077, or at 1300 Valley Drive, P.O. Box 191, Bristol, Virginia 24201, 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

Outlet Type	Year	Outlets at Start of Year	Outlets at the End of the Year	Net Change
Franchised	2023	196	191	-5
	2024	191	158	-33
	2025	158	148	-10
Company Owned	2023	12	9	-3
	2024	9	8	-1
	2025	8	3	-5
Total Outlets	**2023**	**208**	**200**	**-8**
	2024	**200**	**166**	**-34**
	2025	**166**	**151**	**-15**

*The totals above include franchised and company-owned Aerus Businesses operating in the United States and Canada.