

<u>Provision</u>	<u>Section in Franchise Agreement</u>	<u>Summary</u>
Arbitration or Mediation	6.5 and 9.7	action, the parties agree to mediate and arbitrate most types of disputes in King County, Washington, subject to state law.
v. Choice of Forum	Section 9.7	Arbitration and litigation must be in King County, Washington (subject to applicable state law).
w. Choice of Law	Section 9.7	Washington law applies except to the extent governed by the United States Trademark Act (subject to applicable state law).

ITEM 18 PUBLIC FIGURES

No public figure is involved in our franchise program.

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 only be given 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 disclosures include historical and pro forma financial performance representations.

Historical Financial Performance Representations

The following disclosures are historical financial performance representations for the fiscal year ended September 30, 2025 for franchisee-owned outlets. The representations are separated into the following four categories: (1) Mobile Pet Grooming sales; (2) In-Store Salon sales (this is a grooming and services salon located within a Pet Nutrition Center and is further divided between grooming and self-wash services); (3) Grooming Salon sales (this is a standalone grooming and services salon with ancillary retail products); and (4) co-branded Pet Nutrition Center sales. Some outlets have sales in two or more of the sales categories and therefore are included in multiple representations.

The representations include only franchisees that were open during the entire timeframe covered by each table (as indicated below). All such outlets reported sufficient information to be included in the representations.

Outlets that started the fiscal year as franchisee-owned and ended the fiscal year as affiliate-owned, and outlets that started the fiscal year as affiliate-owned and ended the fiscal year as franchisee-owned, are included.

The disclosures are based on information reported to us by our franchisees as well as available information pulled directly into our consolidated database from all accessible locations. The information has not been audited.

**Historical #1
Mobile Pet Grooming Sales
For the period from July 1, 2025 to September 30, 2025**

Average Ticket

	Measure-ment	Avg Ticket (FY20 25Q4)	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
All (full period)	Mean	\$180.46	N/A	10	9	90%	1	10%
All (full period)	Median	\$181.90	N/A	10	5	50%	5	50%
Top Half (full period)	Mean	\$185.58	N/A	5	2	40%	3	60%
Top Half (full period)	Median	\$183.31	N/A	5	5	100%	0	0%
Bottom Half (full period)	Mean	\$175.34	N/A	5	4	80%	1	20%
Bottom Half (full period)	Median	\$180.48	N/A	5	4	80%	1	20%
Top 1/3 (Full Period)	Mean	\$186.15	N/A	4	2	50%	2	50%
Top 1/3 (Full Period)	Median	\$185.86	N/A	4	2	50%	2	50%

Middle 1/3 (Full Period)	Mean	\$181.4 2	N/A	3	1	33%	2	67%
Middle 1/3 (Full Period)	Median	\$180.4 8	N/A	3	3	100%	0	0%
Bottom 1/3 (Full Period)	Mean	\$171.9 2	N/A	3	2	67%	1	33%
Bottom 1/3 (Full Period)	Median	\$180.4 8*	N/A	3	2	67%	1	33%

Franchised Units	Units Above	Above %	Units Below	Below %	Corporate Units	Units Above	Above %	Units Below	Below %
6	6	100%	0	0%	4	3	75%	1	25%
6	2	33%	4	67%	4	3	75%	1	25%
2	2	100%	0	0%	3	0	0%	3	100%
2	2	100%	0	0%	3	3	100%	0	0%
4	4	100%	0	0%	1	0	0%	1	100%
4	4	100%	0	0%	1	0	0%	1	100%
2	2	100%	0	0%	2	0	0%	2	100%
2	2	100%	0	0%	2	0	0%	2	100%
2	0	0%	2	100%	1	1	100%	0	0%
2	2	100%	0	0%	1	1	100%	0	0%
2	2	100%	0	0%	1	0	0%	1	100%
2	2	100%	0	0%	1	0	0%	1	100%

Clients Serviced

	Measure- ment	Clients Serviced (FY2025 Q4)	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
All (full period)	Mean	223	74	10	5	50%	5	50%

	Measure- ment	Clients Served (FY2025 Q4)	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
All (full period)	Median	219	73	10	5	50%	5	50%
Top Half (full period)	Mean	285	95	5	3	60%	2	40%
Top Half (full period)	Median	286	95	5	3	60%	2	40%
Bottom Half (full period)	Mean	161	54	5	2	40%	3	60%
Bottom Half (full period)	Median	155	52	5	3	60%	2	40%
Top 1/3 (Full Period)	Mean	294	98	4	2	50%	2	50%
Top 1/3 (Full Period)	Median	292	97	4	2	50%	2	50%
Middle 1/3 (Full Period)	Mean	201	67	3	2	67%	1	33%
Middle 1/3 (Full Period)	Median	185	62	3	2	67%	1	33%
Bottom 1/3 (Full Period)	Mean	151	50	3	2	67%	1	33%
Bottom 1/3 (Full Period)	Median	151	50	3	2	67%	1	33%

Franchised Units	Units Above	Above %	Units Below	Below %	Corporate Units	Units Above	Above %	Units Below	Below %
6	4	67%	2	33%	4	1	25%	3	75%
6	4	67%	2	33%	4	1	25%	3	75%
4	3	75%	1	25%	1	0	0%	1	100%
4	3	75%	1	25%	1	0	0%	1	100%

Franchised Units	Units Above	Above %	Units Below	Below %	Corporate Units	Units Above	Above %	Units Below	Below %
2	0	0%	2	100%	3	2	67%	1	33%
2	1	50%	1	50%	3	2	67%	1	33%
3	1	33%	2	67%	1	1	100%	0	0%
3	1	33%	2	67%	1	1	100%	0	0%
1	1	100%	0	0%	2	1	50%	1	50%
1	1	100%	0	0%	2	1	50%	1	50%
2	2	100%	0	0%	1	0	0%	1	100%
2	2	100%	0	0%	1	0	0%	1	100%

Pets Serviced

	Measurement	Pets Serviced (FY2025 Q4)	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
All (full period)	Mean	290	97	10	5	50%	5	50%
All (full period)	Median	300	100	10	5	50%	5	50%
Top Half (full period)	Mean	367	122	5	1	20%	4	80%
Top Half (full period)	Median	351	117*	5	3	60%	2	40%
Bottom Half (full period)	Mean	212	71	5	2	40%	3	60%
Bottom Half (full period)	Median	193	64	5	3	60%	2	40%
Top 1/3 (Full Period)	Mean	373	124	4	1	25%	3	75%
Top 1/3 (Full Period)	Median	358	119	4	2	50%	2	50%
Middle 1/3 (Full Period)	Mean	278	93	3	1	33%	2	67%

	Measure- ment	Pets Served (FY2025 Q4)	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
Period)								
Middle 1/3 (Full Period)	Median	258	86	3	2	67%	1	33%
Bottom 1/3 (Full Period)	Mean	190	63	3	2	67%	1	33%
Bottom 1/3 (Full Period)	Median	192	64	3	2	67%	1	33%

Franchised Units	Units Above	Above %	Units Below	Below %	Corporate Units	Units Above	Above %	Units Below	Below %
6	3	50%	3	50%	4	2	50%	2	50%
6	3	50%	3	50%	4	2	50%	2	50%
3	1	33%	2	67%	2	0	0%	2	100%
3	1	33%	2	67%	2	2	100%	0	0%
3	1	33%	2	67%	2	1	50%	1	50%
3	2	67%	1	33%	2	1	50%	1	50%
2	1	50%	1	50%	2	0	0%	2	100%
2	1	50%	1	50%	2	1	50%	1	50%
2	1	50%	1	50%	1	0	0%	1	100%
2	2	100%	0	0%	1	0	0%	1	100%
2	1	50%	1	50%	1	1	100%	0	0%
2	1	50%	1	50%	1	1	100%	0	0%

Historical #2
In-Store Salon Sales
For the period from October 1, 2024 to September 30, 2025

In-Store Salon

	Measure- ment	Grooming Sales	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
All (full period)	Mean	\$280,073.02	\$23,339.42	72	31	43%	41	57%

	Measure -ment	Grooming Sales	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
All (full period)	Median	\$262,739.13	\$21,894.93	72	36	50%	36	50%
Top Half (full period)	Mean	\$398,229.68	\$33,185.81	36	18	50%	18	50%
Top Half (full period)	Median	\$399,216.12	\$33,268.01	36	18	50%	18	50%
Bottom Half (full period)	Mean	\$161,916.36	\$13,493.03	36	22	61%	14	39%
Bottom Half (full period)	Median	\$171,334.19	\$14,277.85	36	18	50%	18	50%
Top 1/3 (Full Period)	Mean	\$449,846.34	\$37,487.19	24	5	21%	19	79%
Top 1/3 (Full Period)	Median	\$426,011.40 *	\$35,500.95	24	12	50%	12	50%
Middle 1/3 (Full Period)	Mean	\$258,865.78	\$21,572.15	24	14	58%	10	42%
Middle 1/3 (Full Period)	Median	\$265,151.94	\$22,096.00	24	12	50%	12	50%
Bottom 1/3 (Full Period)	Mean	\$131,708.02	\$10,975.67	24	13	54%	11	46%
Bottom 1/3 (Full Period)	Median	\$147,658.94	\$12,304.91	24	12	50%	12	50%

Franchised Units	Units Above	Above %	Units Below	Below %	Corporate Units	Units Above	Above %	Units Below	Below %
65	31	48%	34	52%	7	0	0%	7	100%
65	36	55%	29	45%	7	0	0%	7	100%
36	18	50%	18	50%	0	0	N/A	0	N/A
36	18	50%	18	50%	0	0	N/A	0	N/A
29	21	72%	8	28%	7	1	14%	6	86%

29	17	59%	12	41%	7	1	14%	6	86%
24	5	21%	19	79%	0	0	N/A	0	N/A
24	12	50%	12	50%	0	0	N/A	0	N/A
24	14	58%	10	42%	0	0	N/A	0	N/A
24	12	50%	12	50%	0	0	N/A	0	N/A
U17	11	65%	6	35%	7	2	N/A	5	N/A
17	10	59%	7	41%	7	2	N/A	5	N/A

Self-Wash

	Measure -ment	Self-Wash Sales	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
All (full period)	Mean	\$19,937.38	\$1,661.45	60	24	40%	36	60%
All (full period)	Median	\$15,304.63	\$1,275.39	60	30	50%	30	50%
Top Half (full period)	Mean	\$31,242.36	\$2,603.53	30	11	37%	19	63%
Top Half (full period)	Median	\$28,993.61	\$2,416.13	30	15	50%	15	50%
Bottom Half (full period)	Mean	\$8,632.40	\$719.37	30	14	47%	16	53%
Bottom Half (full period)	Median	\$7,540.91	\$628.41	30	15	50%	15	50%
Top 1/3 (Full Period)	Mean	\$37,300.54	\$3,108.38	20	8	40%	12	60%
Top 1/3 (Full Period)	Median	\$34,180.16 *	\$2,848.35	20	10	50%	10	50%
Middle 1/3 (Full Period)	Mean	\$16,491.73	\$1,374.31	20	8	40%	12	60%
Middle 1/3 (Full Period)	Median	\$15,304.63	\$1,275.39	20	10	50%	10	50%
Bottom 1/3 (Full Period)	Mean	\$6,019.87	\$501.66	20	10	50%	10	50%
Bottom 1/3 (Full Period)	Median	\$5,963.52	\$496.96	20	10	50%	10	50%

Franchised Units	Units Above	Above %	Units Below	Below %	Corporate Units	Units Above	Above %	Units Below	Below %
53	21	40%	32	60%	7	3	43%	4	57%
53	27	51%	26	49%	7	3	43%	4	57%

Franchised Units	Units Above	Above %	Units Below	Below %	Corporate Units	Units Above	Above %	Units Below	Below %
27	10	37%	17	63%	3	1	33%	2	67%
27	12	44%	15	56%	3	3	100%	0	0%
26	11	42%	15	58%	4	3	75%	1	25%
26	11	42%	15	58%	4	4	100%	0	0%
17	7	41%	10	59%	3	1	33%	2	67%
17	9	53%	8	47%	3	1	33%	2	67%
18	8	44%	10	56%	2	0	0%	2	100%
18	10	56%	8	44%	2	0	0%	2	100%
18	8	44%	10	56%	2	2	N/A	0	N/A
18	8	44%	10	56%	2	2	N/A	0	N/A

Historical #3
Grooming Salon Sales
For the period from July 1, 2025 to September 30, 2025

	Measurement	Grooming Sales	Monthly Average	Total Units	Units Above	Above %	Units Below	Below %
All (full period)	Mean	\$614,876.65*	\$51,239.72	4	2	50%	2	50%
All (full period)	Median	\$687,754.10	\$57,312.84	4	2	50%	2	50%
Top Half (full period)	Mean	\$848,879.97	\$70,740.00	2	1	50%	1	50%
Top Half (full period)	Median	\$848,879.97	\$70,740.00	2	1	50%	1	50%
Bottom Half (full period)	Mean	\$380,873.32	\$31,739.44	2	1	50%	1	50%
Bottom Half (full period)	Median	\$380,873.32	\$31,739.44	2	1	50%	1	50%
Top 1/3 (Full Period)	Mean	\$867,993.39	\$72,332.78	1	1	100%	0	0%
Top 1/3 (Full Period)	Median	\$867,993.39	\$72,332.78	1	1	100%	0	0%
Middle 1/3 (Full Period)	Mean	\$687,754.10	\$57,312.84	2	1	50%	1	50%
Middle 1/3 (Full Period)	Median	\$687,754.10	\$57,312.84	2	1	50%	1	50%