

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC’s Franchise Rule permits a franchisor to disclose 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 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 performance at a particular location or under particular circumstances.

As of December 31, 2025, we had one affiliate-owned Bar-B-Clean Business (“Affiliate Location”) and 106 franchised Bar-B-Clean Businesses (“Franchised Locations”) operated by 37 franchisees. This Item 19 includes information on 69 Franchised Locations and the Affiliate Location that were operating during the entire 2025 calendar year. 34 Franchised Locations were excluded because they opened during 2025 and therefore were not operating during the entire 2025 calendar year. An additional three Franchised Locations were excluded because, although they remained reflected as Franchised Locations in Item 20, they were not actively operating their Bar-B-Clean Businesses during all or a substantial portion of 2025. We also did not include any Franchised Locations that terminated in 2025.

Some legacy Franchised Locations included in Tables 1a and 1b were established before 2023 and differ from the franchised Bar-B-Clean Businesses currently offered under this disclosure document due to the size of their territories. The current standard territory model includes 75,000 households, with the opportunity to expand up to 100,000 households.

Table 1

Table 1 includes data from: (i) 53 Full Time Franchised Locations operated by 13 franchisees where the Bar-B-Clean Business is the franchisee’s primary job and the franchisee operates on a full-time basis (“Full Time Franchised Locations”); (ii) 16 Part Time Franchised Locations operated by nine franchisees where the franchisee operates the Bar-B-Clean Franchised Location in addition to a full-time job and the franchisee operates on a part-time basis (“Part Time Franchised Locations”); and (iii) one Affiliate Location that operated during the entire 2025 calendar year on a full-time basis (collectively, the “Table 1 Reporting Group”), and reports on results attained during calendar year 2025 (the “Table 1 Reporting Period”). Table 1 presents results by each reporting “Location.” Each row labeled “Location” reflects the combined report for the identified market or reporting group, and the “Number of Bar-B-Clean Businesses” column states how many Bar-B-Clean Businesses are included in that reporting Location.

Tables 1a and 1b include reporting Locations that were open and operating during the entire Table 1 Reporting Period and were not in their first full year of operation in 2025. Table 1a covers Full Time Franchised Locations and the Affiliate Location, and Table 1b covers Part Time Franchised Locations. Because those reporting Locations also had 2024 operating results, Tables 1a and 1b include a “Percentage increase over 2024” column. Table 1c includes the 2025 Gross Revenue and Jobs for Full Time Franchised Locations whose first full year of operation was 2025. Table 1d includes the 2025 Gross Revenue and Jobs for Part Time Franchised Locations whose first full year of operation was 2025.

