

| Provision | Section in franchise or other agreement | Summary |
|---|--|---|
| o. Franchisor's option to purchase franchisee's business | Section 17 | We may, but are not required to, purchase your inventory and equipment at fair market value if your Franchise is terminated for any reason. |
| p. Death or disability of franchisee | Section 16 | Your estate or legal representative must apply to us for the right to transfer to the next of kin within 120 days. |
| q. Non-competition covenants during the term of the franchise | Section 15 | No involvement in competing business anywhere in US |
| r. Non-competition covenants after the franchise is terminated or expires | Sections 15 | No competing business for 3 years (i) in the Territory or any other Franchisee's Territory; (ii) 100 miles of the Territory or any other Franchisee's Territory or (iii) 100 miles of any of our Affiliate owned All American Pet Resorts® Business |
| s. Modification of agreement | Sections 4 & 21 | No modifications of Franchise Agreement during term generally, but Operations Manual subject to change. Modifications permitted upon the extension of your rights to separate All American Pet Resorts® Business. |
| t. Integration/merger clause | Section 21 | Only the terms of the Franchise Agreement are binding (subject to state law). Any representations or promises outside of the disclosure document or franchise agreement may not be enforceable. |
| u. Dispute resolution by arbitration or mediation | Section 20 | Except for certain claims, all disputes must be arbitrated in Michigan, under the CPR Rules for Non-Administered Arbitration (subject to state law). |
| v. Choice of forum | Section 21 | Arbitration or litigation must be in Michigan (subject to state law). |
| w. Choice of law | Section 21 | Michigan law applies, except as provided in a State Specific Addendum. |

ITEM 18 PUBLIC FIGURES

We do not currently use any public figure to promote our franchise. We do use local personalities to promote All American Pet Resorts® but not to promote the purchase of a 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 or under particular circumstances.

Section I of this Item 19 reflects the average revenue generated by the 9 All American Pet Resorts® businesses (each, a “**Business**” and collectively, the “**Businesses**”), that were open and in operation for the full year of each year for the time period beginning January 1, 2019 through December 31, 2023 (the “**Measurement Period**”) (with the exception of temporary closures in 2020 caused by the COVID-19 pandemic). One of the nine Businesses is operated by our affiliate but it is not materially different from franchised businesses. The information included in Section I was gathered from information provided to us by each franchisee and affiliate from their respective annual financial reports, which were provided to us by the franchisees and affiliate or their designated accounting representative.

Section II of this Item 19 reflects the resort revenue history for 2019 through 2023 by 9 Businesses that were open and in operation for the full year of each year for the Measurement Period (with the exception of temporary closures in 2020 caused by the COVID-19 pandemic). The information included in Section II below was gathered from information provided to us by each franchisee and affiliate from their respective financial records including monthly revenue reports and annual financial reports, which were provided to us by the franchisees and affiliate or their designated accounting representative.

Section III of this Item 19 reflects the distribution of the different types of services rendered in 2019 through 2020 at 5 of the Businesses, in 2021 at 8 of the Businesses, in 2022 and 2023 for the 9 Businesses that were open and in operation for the full year of each year in the Measurement Period (with the exception of temporary closures in 2020 caused by the COVID-19 pandemic) and use operations software that allows tracking of separate service types. The information included in Section III below was gathered from information provided to us by the franchisees from their respective annual financial reports, which were provided to us by the franchisees and affiliate or their designated accounting representative.

Section IV of this Item 19 reflects an estimated earnings history before interest, taxes, depreciation, and amortization (“EBITDA”) for 2019, 2020, 2021, 2022, and 2023 for each of the 9 Businesses that were open and in operation for at least one full year during the Measurement Period, adjusted to reflect our current standard Royalty Fee and Brand Fund Fee rates for new franchisees joining the All American Pet Resorts® System after the date of this FDD. The information included in Section IV below was gathered from information provided to us by each franchisee and affiliate from their respective annual financial reports, which were provided to us by the franchisees and affiliate or their designated accounting representative.

Section V of this Item 19 reflects an estimated earnings before interest, taxes, depreciation, and amortization (“EBITDA”) for 2023 for each of the 9 Businesses that were open and in operation for one full year during the Measurement Period, adjusted to reflect our current standard Royalty Fee and Brand Fund Fee rates for new franchisees joining the All American Pet Resorts® System after the date of this FDD. The information included in Section V below was gathered from information provided to us by each franchisee and affiliate from their respective annual

financial reports, which were provided to us by the franchisees and affiliate or their designated accounting representative.

Section VI of this Item 19 reflects average earnings before interest, taxes, depreciation, and amortization (“EBITDA”) for 2019 to 2023 for each of the 9 Businesses that were open and in operation for at least one full year during the Measurement Period, adjusted to reflect our current standard Royalty Fee and Brand Fund Fee rates for new franchisees joining the All American Pet Resorts® System after the date of this FDD. The information included in Section VI below was gathered from information provided to us by each franchisee and affiliate from their respective annual financial reports, which were provided to us by the franchisees and affiliate or their designated accounting representative.

Section VII of this Item 19 reflects average earnings before interest, taxes, depreciation, and amortization (“EBITDA”) for 2019 to 2023 by percent of sales for each of the 9 Businesses that were open and in operation for at least one full year during the Measurement Period, adjusted to reflect our current standard Royalty Fee and Brand Fund Fee rates for new franchisees joining the All American Pet Resorts® System after the date of this FDD. The information included in Section VII below was gathered from information provided to us by each franchisee and affiliate from their respective annual financial reports, which were provided to us by the franchisees and affiliate or their designated accounting representative.

Sections VIII, IX, X, and XI of this Item 19 reflect actual earnings before interest, taxes, depreciation, and amortization (“EBITDA”) for 2022, 2021, 2020, and 2019 respectively for each of the 9 Businesses that were open and in operation for at least one full year during the Measurement Period, adjusted to reflect our current standard Royalty Fee and Brand Fund Fee rates for new franchisees joining the All American Pet Resorts® System after the date of this FDD. The information included in Sections VIII, IX, X, and XI below was gathered from information provided to us by each franchisee and affiliate from their respective annual financial reports, which were provided to us by the franchisees and affiliate or their designated accounting representative.

Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request. The characteristics of the Franchised Businesses and affiliate included in this Item 19 may differ materially from the outlet that will be offered to you.

I. Average Resort Revenue per Year

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------|-------------|-------------|-------------|-------------|-------------|
| Average* | \$1,319,967 | \$818,676 | \$1,371,375 | \$1,585,976 | \$1,730,288 |
| Median | \$1,089,278 | \$595,538 | \$1,016,063 | \$1,332,509 | \$1,449,613 |
| Highest | \$2,347,467 | \$1,389,209 | \$2,297,367 | \$2,917,251 | \$2,854,183 |
| Lowest | \$644,933 | \$438,169 | \$816,059 | \$912,276 | \$1,010,394 |

Notes:

1. *One of the outlets included in the calculations is a non-franchised, affiliate operated location.

II. Resort Revenue History

| Outlet | Date Opened | No. of Suites ¹ | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------|-------------|----------------------------|-------------|-------------|-------------|-------------|-------------|
| 1** | Feb. 2005 | 162 | \$2,143,953 | \$1,389,209 | \$2,297,367 | \$2,480,854 | \$2,784,996 |
| 2 | June 2008 | 293 | \$2,347,467 | \$1,343,659 | \$2,203,672 | \$2,917,251 | \$2,854,183 |
| 3 | Sept. 2008 | 67 | \$862,692 | \$533,151 | \$816,059 | \$912,276 | \$1,010,394 |
| 4 | Jan. 2010 | 132 | \$644,933 | \$438,169 | \$845,875 | \$1,006,542 | \$1,135,228 |
| 5 | Nov. 2012 | 80 | \$947,464 | \$589,560 | \$970,872 | \$1,050,164 | \$1,219,304 |
| 6 | Jan. 2013 | 77 | \$953,643 | \$445,710 | \$955,819 | \$1,332,509 | \$1,353,871 |
| 7 | Mar. 2013 | 113 | \$1,751,194 | \$1,194,790 | \$1,751,036 | \$1,762,300 | \$2,102,554 |
| 8 | Dec. 2013 | 100 | \$1,089,278 | \$595,538 | \$1,016,063 | \$1,242,351 | \$1,449,613 |
| 9 | Oct. 2017 | 112 | \$1,139,083 | \$838,299 | \$1,485,613 | \$1,569,541 | \$1,662,446 |

Notes:

1. Sales reported by Franchised Business owners and affiliate.
2. **Outlet No. 1 is a non-franchised, affiliate operated location.

III. Service Revenue Distribution

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------|-------|-------|-------|-------|-------|
| Boarding | 71.1% | 68.1% | 68.2% | 73.7% | 72.9% |
| Daycare | 14.8% | 18.2% | 17.4% | 15.7% | 13.5% |
| Other | 14.1% | 13.7% | 14.4% | 10.6% | 13.6% |

Notes:

1. This distribution percentage is based on 5 locations for 2019-2020, 8 locations for 2021, and 9 locations for 2022 - 2023 that utilize a specific operations software. Not all units are included.
2. Daycare revenue includes revenue associated with daycare packages.
3. The average boarding per stay is approximately 4 nights.

IV. Resort EBITDA History

| Outlet | 2019 EBITDA | 2020 EBITDA | 2021 EBITDA | 2022 EBITDA | 2023 EBITDA |
|--------|-------------|-------------|-------------|-------------|-------------|
| 1 | \$396,170 | \$52,560 | \$561,092 | \$574,825 | \$759,987 |
| 2 | \$475,167 | (\$152,269) | \$453,018 | \$850,842 | \$465,147 |
| 3 | \$153,967 | \$30,503 | \$105,131 | \$185,469 | \$85,933 |
| 4 | (\$4,911) | (\$90,304) | \$(91,973) | \$(17,712) | \$118,329 |
| 5 | \$216,113 | \$85,771 | \$188,056 | \$194,222 | \$212,909 |
| 6 | \$300,360 | (\$24,757) | \$264,078 | \$415,365 | \$288,372 |
| 7 | \$525,671 | \$22,525 | \$332,837 | \$548,776 | \$524,848 |
| 8 | (\$46,462) | (\$118,127) | \$89,203 | \$114,219 | \$138,133 |
| 9 | \$137,784 | (\$76,183) | \$(98,589) | \$243,109 | \$161,484 |

Notes:

1. Total Gross Sales represent revenue that royalties are paid on and as defined in Item 6 "Other Fees" Note (1).
2. Cost of Goods Sold includes grooming supplies, kennel supplies & expenses, general supplies, and price adjustments.
3. Payroll Expenses include direct/indirect wages, employee benefits, payroll taxes, payroll expenses. This does not include any expenses related to owner compensation/distribution.
4. Rent expense includes the cost of the rent payment only.
5. Fixed Expenses include expenses associated with advertising, office expenses, professional fees & uniforms.
6. Property Expenses include security, utilities, building maintenance, building repairs, telephone, internet, water & sewer expenses related to the property.
7. Variable Expenses include expenses associated with bank & credit card fees, insurance, personal property taxes, real estate taxes, licenses, permits, penalties, fines & workers compensation.
8. Royalty Fees collected from these locations are not uniform. The Royalty Fee figures reflected in the chart above have been adjusted to reflect a standard 7% royalty rate.
9. Brand Fund Fees collected from these locations are not uniform. The Brand Fund Fee figures reflected in the chart above have been adjusted to reflect a standard 2% brand fund rate.

V. 2023 Resort EBITDA

| Outlet | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total Gross Sales ¹ | \$2,784,996 | \$2,854,183 | \$1,010,394 | \$1,135,228 | \$1,219,304 | \$1,353,871 | \$2,102,554 | \$1,449,613 | \$1,662,446 |
| Cost of Goods Sold ² | \$73,358 | \$203,316 | \$27,228 | \$52,279 | \$40,358 | \$60,745 | \$47,531 | \$123,223 | \$94,850 |
| Payroll Expenses ³ | \$1,010,692 | \$1,051,478 | \$578,744 | \$568,171 | \$455,644 | \$478,366 | \$683,763 | \$685,089 | \$834,022 |
| Rent Expense ⁴ | \$300,000 | \$0 | \$61,632 | \$64,200 | \$166,500 | \$102,086 | \$330,000 | \$185,000 | \$72,000 |
| Fixed Expenses ⁵ | \$159,214 | \$291,585 | \$36,225 | \$96,199 | \$86,590 | \$140,898 | \$65,161 | \$58,324 | \$115,808 |
| Property Expense ⁶ | \$98,297 | \$122,389 | \$72,504 | \$71,956 | \$57,246 | \$76,477 | \$111,422 | \$60,112 | \$116,663 |
| Variable Expenses ⁷ | \$132,798 | \$463,392 | \$57,192 | \$61,923 | \$90,320 | \$85,079 | \$150,599 | \$69,267 | \$117,999 |
| Royalty Fees ⁸ | \$194,950 | \$199,793 | \$70,728 | \$79,466 | \$85,351 | \$94,771 | \$147,179 | \$101,473 | \$116,371 |
| Brand Fund Fees ⁹ | \$55,700 | \$57,084 | \$20,208 | \$22,705 | \$24,386 | \$27,077 | \$42,051 | \$28,992 | \$33,249 |
| Total Expenses | \$2,025,009 | \$2,389,036 | \$924,460 | \$1,016,899 | \$1,006,395 | \$1,065,499 | \$1,577,706 | \$1,311,480 | \$1,500,962 |
| Total % of Expenses | 72.7% | 83.7% | 91.5% | 89.6% | 82.5% | 78.7% | 75.0% | 90.5% | 90.3% |
| EBITDA (\$) | \$759,987 | \$465,147 | \$85,933 | \$118,329 | \$212,909 | \$288,372 | \$524,848 | \$138,133 | \$161,484 |
| EBITDA (%) | 27.3% | 16.3% | 8.5% | 10.4% | 17.5% | 21.3% | 25.0% | 9.5% | 9.7% |

Notes:

1. Total Gross Sales represent revenue that royalties are paid on and as defined in Item 6 "Other Fees" Note (1).
2. Cost of Goods Sold includes grooming supplies, kennel supplies & expenses, general supplies, and price adjustments.
3. Payroll Expenses include direct/indirect wages, employee benefits, payroll taxes, payroll expenses. This does not include any expenses related to owner compensation/distribution.
4. Rent expense includes the cost of the rent payment only.
5. Fixed Expenses include expenses associated with advertising, office expenses, professional fees & uniforms.
6. Property Expenses include security, utilities, building maintenance, building repairs, telephone, internet, water & sewer expenses related to the property.
7. Variable Expenses include expenses associated with bank & credit card fees, insurance, personal property taxes, real estate taxes, licenses, permits, penalties, fines & workers compensation.
8. Royalty Fees collected from these locations are not uniform. The Royalty Fee figures reflected in the chart above have been adjusted to reflect a standard 7% royalty rate.

9. Brand Fund Fees collected from these locations are not uniform. The Brand Fund Fee figures reflected in the chart above have been adjusted to reflect a standard 2% brand fund rate.

VI. Average EBITDA by Resort for the Period 2019 through 2023

| Outlet | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---------------------------------|-------------|-------------|-----------|------------|-----------|-------------|-------------|-------------|-------------|
| Total Gross Sales ¹ | \$2,219,276 | \$2,333,246 | \$826,914 | \$814,149 | \$955,473 | \$1,008,310 | \$1,712,375 | \$1,078,569 | \$1,338,996 |
| Cost of Goods Sold ² | \$61,494 | \$172,245 | \$25,119 | \$48,552 | \$34,876 | \$41,997 | \$43,492 | \$106,710 | \$77,236 |
| Payroll Expenses ³ | \$895,702 | \$810,860 | \$441,197 | \$459,545 | \$344,944 | \$308,264 | \$579,994 | \$456,004 | \$696,144 |
| Rent Expense ⁴ | \$290,000 | \$35,508 | \$61,118 | \$63,285 | \$131,700 | \$96,492 | \$297,600 | \$192,400 | \$78,400 |
| Fixed Expenses ⁵ | \$85,642 | \$214,562 | \$27,709 | \$84,684 | \$59,198 | \$96,645 | \$71,116 | \$71,546 | \$105,431 |
| Property Expense ⁶ | \$87,610 | \$130,896 | \$43,182 | \$64,377 | \$54,080 | \$61,175 | \$77,230 | \$58,727 | \$95,284 |
| Variable Expenses ⁷ | \$130,167 | \$340,802 | \$41,967 | \$37,749 | \$65,268 | \$64,305 | \$97,898 | \$60,717 | \$92,470 |
| Royalty Fee ⁸ | \$155,349 | \$163,327 | \$57,884 | \$56,990 | \$66,883 | \$70,582 | \$119,866 | \$75,500 | \$93,730 |
| Brand Fund Fee ⁹ | \$44,386 | \$46,665 | \$16,538 | \$16,283 | \$19,109 | \$20,166 | \$34,247 | \$21,571 | \$26,780 |
| Total Expenses | \$1,750,349 | \$1,914,866 | \$714,714 | \$831,464 | \$776,059 | \$759,627 | \$1,321,444 | \$1,043,176 | \$1,265,475 |
| Total Expenses | 78.9% | 82.1% | 86.4% | 102.1% | 81.2% | 75.3% | 77.2% | 96.7% | 94.5% |
| EBITDA (\$) | \$468,927 | \$418,381 | \$112,201 | \$(17,314) | \$179,414 | \$248,683 | \$390,931 | \$35,393 | \$73,521 |
| EBITDA (%) | 21.1% | 17.9% | 13.6% | -2.1% | 18.8% | 24.7% | 22.8% | 3.3% | 5.5% |

Notes:

1. Total Gross Sales represent revenue that royalties are paid on and as defined in Item 6 "Other Fees" Note (1).
2. Cost of Goods Sold includes grooming supplies, kennel supplies & expenses, general supplies, and price adjustments.
3. Payroll Expenses include direct/indirect wages, employee benefits, payroll taxes, payroll expenses. This does not include any expenses related to owner compensation/distribution.
4. Rent expense includes the cost of the rent payment only.
5. Fixed Expenses include expenses associated with advertising, office expenses, professional fees & uniforms.
6. Property Expenses include security, utilities, building maintenance, building repairs, telephone, internet, water & sewer expenses related to the property.

7. Variable Expenses include expenses associated with bank & credit card fees, insurance, personal property taxes, real estate taxes, licenses, permits, penalties, fines & workers compensation.
8. Royalty Fees collected from these locations are not uniform. The Royalty Fee figures reflected in the chart above have been adjusted to reflect a standard 7% royalty rate.
9. Brand Fund Fees collected from these locations are not uniform. The Brand Fund Fee figures reflected in the chart above have been adjusted to reflect a standard 2% brand fund rate.

VII. Average EBITDA by Resort for the Period 2019 through 2023 as a Percent of Sales

| Outlet | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---------------------------------|-------------|-------------|-----------|-----------|-----------|-------------|-------------|-------------|-------------|
| Total Gross Sales ¹ | \$2,219,276 | \$2,333,246 | \$826,914 | \$814,149 | \$955,473 | \$1,008,310 | \$1,712,375 | \$1,078,569 | \$1,338,996 |
| Cost of Goods Sold ² | 2.8% | 7.4% | 3.0% | 6.0% | 3.7% | 4.2% | 2.5% | 9.9% | 5.8% |
| Payroll Expenses ³ | 40.4% | 34.8% | 53.4% | 56.4% | 36.1% | 30.6% | 33.9% | 42.3% | 52.0% |
| Rent Expense ⁴ | 13.1% | 1.5% | 7.4% | 7.8% | 13.8% | 9.6% | 17.4% | 17.8% | 5.9% |
| Fixed Expenses ⁵ | 3.9% | 9.2% | 3.4% | 10.4% | 6.2% | 9.6% | 4.2% | 6.6% | 7.9% |
| Property Expense ⁶ | 3.9% | 5.6% | 5.2% | 7.9% | 5.7% | 6.1% | 4.5% | 5.4% | 7.1% |
| Variable Expenses ⁷ | 5.9% | 14.6% | 5.1% | 4.6% | 6.8% | 6.4% | 5.7% | 5.6% | 6.9% |
| Royalty Fee ⁸ | 7.0% | 7.0% | 7.0% | 7.0% | 7.0% | 7.0% | 7.0% | 7.0% | 7.0% |
| Brand Fund Fee ⁹ | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Total Expenses | 78.9% | 82.1% | 86.4% | 102.1% | 81.2% | 75.3% | 77.2% | 96.7% | 94.5% |
| EBITDA (%) | 21.1% | 17.9% | 13.6% | -2.1% | 18.8% | 24.7% | 22.8% | 3.3% | 5.5% |

Notes:

1. Total Gross Sales represent revenue that royalties are paid on and as defined in Item 6 "Other Fees" Note (1).
2. Cost of Goods Sold includes grooming supplies, kennel supplies & expenses, general supplies, and price adjustments.
3. Payroll Expenses include direct/indirect wages, employee benefits, payroll taxes, payroll expenses. This does not include any expenses related to owner compensation/distribution.
4. Rent expense includes the cost of the rent payment only.
5. Fixed Expenses include expenses associated with advertising, office expenses, professional fees & uniforms.
6. Property Expenses include security, utilities, building maintenance, building repairs, telephone, internet, water & sewer expenses related to the property.

7. Variable Expenses include expenses associated with bank & credit card fees, insurance, personal property taxes, real estate taxes, licenses, permits, penalties, fines & workers compensation.
8. Royalty Fees collected from these locations are not uniform. The Royalty Fee figures reflected in the chart above have been adjusted to reflect a standard 7% royalty rate.
9. Brand Fund Fees collected from these locations are not uniform. The Brand Fund Fee figures reflected in the chart above have been adjusted to reflect a standard 2% brand fund rate

VIII. 2022 Actual EBITDA by Resort

| Outlet | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---------------------------------|-------------|-------------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total Gross Sales ¹ | \$2,480,854 | \$2,917,251 | \$912,276 | \$1,006,542 | \$1,050,164 | \$1,332,509 | \$1,762,300 | \$1,242,351 | \$1,569,541 |
| Cost of Goods Sold ² | \$74,210 | \$210,875 | \$23,870 | \$47,696 | \$34,386 | \$59,756 | \$43,506 | \$121,084 | \$97,706 |
| Payroll Expenses ³ | \$994,097 | \$815,068 | \$435,005 | \$617,352 | \$382,616 | \$396,279 | \$580,317 | \$551,819 | \$691,356 |
| Rent Expense ⁴ | \$300,000 | \$0 | \$61,632 | \$68,400 | \$144,000 | \$100,027 | \$168,000 | \$156,000 | \$72,000 |
| Fixed Expenses ⁵ | \$71,899 | \$193,176 | \$27,702 | \$100,628 | \$60,774 | \$95,532 | \$102,031 | \$54,556 | \$110,566 |
| Property Expense ⁶ | \$95,351 | \$150,723 | \$47,684 | \$61,432 | \$63,751 | \$75,967 | \$79,676 | \$68,781 | \$92,807 |
| Variable Expenses ⁷ | \$147,195 | \$434,014 | \$48,809 | \$38,157 | \$75,901 | \$69,657 | \$81,387 | \$64,080 | \$120,738 |
| Royalty Fee ⁸ | \$173,660 | \$204,208 | \$63,859 | \$70,458 | \$73,511 | \$93,276 | \$123,361 | \$86,965 | \$109,868 |
| Brand Fund Fee ⁹ | \$49,617 | \$58,345 | \$18,246 | \$20,131 | \$21,003 | \$26,650 | \$35,246 | \$24,847 | \$31,391 |
| Total Expenses | \$1,906,029 | \$2,066,409 | \$726,807 | \$1,024,254 | \$855,943 | \$917,144 | \$1,213,524 | \$1,128,132 | \$1,326,432 |
| Total Expenses (%) | 76.8% | 70.8% | 79.7% | 101.8% | 81.5% | 68.8% | 68.9% | 90.8% | 84.5% |
| EBITDA (\$) | \$574,825 | \$850,842 | \$185,469 | \$(17,711) | \$194,221 | \$415,365 | \$548,776 | \$114,219 | \$243,109 |
| EBITDA (%) | 23.2% | 29.2% | 20.3% | -1.8% | 18.5% | 31.2% | 31.1% | 9.2% | 15.5% |

Notes:

1. Total Gross Sales represent revenue that royalties are paid on and as defined in Item 6 "Other Fees" Note (1).

2. Cost of Goods Sold includes grooming supplies, kennel supplies & expenses, general supplies, and price adjustments.
3. Payroll Expenses include direct/indirect wages, employee benefits, payroll taxes, payroll expenses. This does not include any expenses related to owner compensation/distribution.
4. Rent expense includes the cost of the rent payment only.
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6. Property Expenses include security, utilities, building maintenance, building repairs, telephone, internet, water & sewer expenses related to the property.
7. Variable Expenses include expenses associated with bank & credit card fees, insurance, personal property taxes, real estate taxes, licenses, permits, penalties, fines & workers compensation.
8. Royalty Fees collected from these locations are not uniform. The Royalty Fee figures reflected in the chart above have been adjusted to reflect a standard 7% royalty rate.
9. Brand Fund Fees collected from these locations are not uniform. The Brand Fund Fee figures reflected in the chart above have been adjusted to reflect a standard 2% brand fund rate.