

Provision	Section in Franchise Agreement	Summary
u. Dispute resolution by arbitration or mediation	Section	You must bring all disputes before our President and/or Chief Executive Officer prior to bringing a claim before a third party. After exhausting this internal dispute resolution procedure, at our option, all claims or disputes between you and us must be submitted first to mediation in Memphis, Tennessee in accordance with the American Arbitration Association's Commercial Mediation Rules then in effect.
V. Choice of forum	Section	Subject to applicable state law, all claims not subject to mediation must be brought before a court of general jurisdiction in Memphis, Tennessee, or the United States District Court for the Western District of Tennessee. You consent to the personal jurisdiction and venue of any court of general jurisdiction in Memphis, Tennessee, and the United States District Court for the Western District of Tennessee. (subject to state law)
w. Choice of law	Section 18.1 in the Franchise Agreement	Subject to applicable state law, the Franchise Agreement is governed by the laws of the state of Tennessee. (subject to state law)

ITEM 18
PUBLIC FIGURES

We do not use any public figures to promote our franchise.

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATION

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: (i) a franchisor provides the actual records of an existing outlet you are considering buying; or (ii) 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 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 actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Joel Lyons at 1750 Transport Avenue, Memphis, Tennessee 38116 or (866) 933-8267, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

TABLE 1
Systemwide Outlet Summary
For Years 2021 to 2023

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2021	8	10	+2
	2022	10	10	0
	2023	10	8	-2
Company-Owned¹	2021	7	7	0
	2022	7	5	-2
	2023	5	3	-2
Total Outlets	2021	15	17	+2
	2022	17	15	-2
	2023	15	11	-4

¹Please note that all outlets in the “Company-Owned or Affiliate-Owned” category are: (i) owned by our parent company Lyons Enterprises, Incorporated; and (ii) operate under our then-current primary mark LYONS and/or LYONS RESTORES; and (iii) offer the Restoration and other Approved Services as our System franchisees.

TABLE 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For Years 2021 to 2023

STATE	YEAR	NUMBER OF TRANSFERS
TOTALS	2021	0
	2022	0
	2023	0

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