

ITEM 19
FRANCHISE 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.

The following information is an historic financial performance representation about the system's existing franchised units and subsets of those units. The information includes the historic Sales, Gross Receipts and Gross Margin of existing franchised units and subsets of those units. The tables below exclude information on units owned directly or indirectly, in whole or in part, by Robert A. Funk and William H. Stoller (company-owned units).

Some units have sold this amount. Your individual results may differ. There is no assurance that you'll sell as much. If you rely upon our figures, you must accept the risk of not doing as well.

Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

Other than the following financial performance representations, We do not make any representations about a franchisee's future financial performance or the past financial performance of company-owned or franchised units/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 unit/outlet, however, We may provide You with the actual records of that unit/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 Jared Mashaney, 9701 Boardwalk Blvd., Oklahoma City, Oklahoma 73162, 800-652-6400 ext. 4380, the Federal Trade Commission, and the appropriate state regulatory agencies.

Table 1 – Franchise Units Opened FY 2021, 2022, or 2023¹

Months of Operation	Sales Average	Sales Median	Sales High	Sales Low	Gross Margin Average	Gross Margin Median	Franchisee's Portion of Gross Margin & Gross Receipts Average	Franchisee's Portion of Gross Margin & Gross Receipts Median	Hours Average	Hours Median	Units Operating for Period	Units Equaling or Exceeding Sales Average	Units Equaling or Exceeding Average Gross Margin	Units Equaling or Exceeding Franchisee's Portion of Gross Margin & Gross Receipts	Units Equaling or Exceeding Hours Average
1	\$9,561.16	\$4,339.62	\$60,634.03	\$348.00	\$2,055.79	\$852.46	\$1,233.47	\$511.48	390.91	178.00	27	7 26%	7 26%	6 22%	7 26%
2	\$36,225.43	\$24,128.03	\$214,570.00	\$6,844.10	\$7,696.78	\$4,765.19	\$4,618.07	\$2,859.11	1,475.72	1,007.98	27	9 33%	9 33%	9 33%	7 26%
3	\$52,322.81	\$41,235.73	\$195,502.46	\$13,637.21	\$11,032.69	\$8,115.78	\$7,374.53	\$5,168.59	2,144.38	1,689.77	25	8 32%	9 36%	8 32%	7 28%
4	\$79,423.72	\$58,944.85	\$314,219.44	\$23,251.93	\$16,885.51	\$13,175.89	\$11,144.43	\$7,905.54	3,229.42	2,423.14	25	9 36%	9 36%	8 32%	9 36%
5	\$97,066.28	\$87,572.32	\$267,611.50	\$18,412.48	\$20,944.88	\$21,073.98	\$14,184.02	\$14,292.37	3,927.48	3,145.75	23	10 43%	12 52%	13 57%	10 43%
6	\$129,410.17	\$113,157.95	\$337,759.54	\$36,895.25	\$28,155.06	\$24,810.75	\$19,909.01	\$18,851.73	5,098.32	4,437.03	23	10 43%	8 35%	8 35%	9 39%
7	\$153,023.86	\$119,356.15	\$777,531.06	\$27,493.37	\$33,325.73	\$26,258.25	\$21,722.11	\$17,051.40	5,927.10	4,513.21	21	6 29%	5 24%	6 29%	6 29%
8	\$141,680.50	\$121,205.48	\$510,627.88	\$16,280.40	\$30,525.74	\$25,332.46	\$20,601.55	\$16,108.03	5,542.25	4,993.43	21	7 33%	8 38%	8 38%	8 38%
9	\$147,845.63	\$143,142.55	\$301,714.83	\$14,761.71	\$31,785.86	\$30,209.71	\$21,804.71	\$20,654.81	5,845.12	5,987.44	21	10 48%	10 48%	9 43%	12 57%
10	\$139,248.62	\$142,821.94	\$234,336.90	\$18,459.59	\$29,479.80	\$28,916.04	\$21,643.74	\$21,249.57	5,500.80	5,673.96	20	10 50%	10 50%	10 50%	10 50%
11	\$165,440.10	\$153,565.34	\$356,437.04	\$26,181.41	\$34,355.70	\$34,133.28	\$22,401.43	\$20,479.97	6,642.41	6,079.59	19	7 37%	9 47%	9 47%	8 42%
12	\$157,501.48	\$147,672.75	\$281,792.29	\$50,665.36	\$32,256.48	\$28,725.78	\$22,678.02	\$21,447.46	6,272.26	6,089.43	17	8 47%	8 47%	7 41%	8 47%
13	\$161,990.49	\$157,610.67	\$293,703.07	\$50,251.10	\$32,815.33	\$33,170.65	\$21,367.70	\$19,902.38	6,472.42	5,881.03	17	8 47%	9 53%	7 41%	8 47%
14	\$177,190.35	\$176,913.54	\$323,515.16	\$58,333.87	\$36,200.00	\$33,147.93	\$23,109.14	\$22,363.26	6,998.59	6,995.12	17	8 47%	8 47%	8 47%	8 47%
15	\$182,655.20	\$174,690.85	\$293,206.35	\$73,534.25	\$37,644.24	\$40,846.53	\$26,438.80	\$24,507.92	7,217.28	7,407.70	17	8 47%	9 53%	8 47%	9 53%
16	\$181,983.59	\$203,453.25	\$245,255.07	\$48,198.63	\$37,649.29	\$39,568.05	\$28,257.94	\$27,829.75	7,238.67	7,491.93	17	11 65%	11 65%	6 35%	9 53%
17	\$183,567.83	\$176,721.72	\$366,827.81	\$51,429.67	\$36,849.69	\$36,331.91	\$23,474.24	\$22,717.48	7,358.40	6,546.70	16	7 44%	8 50%	8 50%	7 44%
18	\$174,809.05	\$170,329.72	\$331,017.70	\$53,709.46	\$34,839.67	\$34,453.44	\$23,586.91	\$22,145.52	7,034.53	6,655.37	16	8 50%	8 50%	8 50%	6 38%
19	\$178,885.53	\$177,722.51	\$329,969.47	\$42,244.36	\$36,295.53	\$36,521.85	\$23,650.04	\$24,908.32	7,237.47	7,057.23	15	6 40%	8 53%	9 60%	6 40%
20	\$187,387.44	\$181,105.98	\$458,935.68	\$47,001.32	\$36,995.61	\$36,958.67	\$24,008.80	\$22,175.19	7,634.45	7,329.72	15	6 40%	7 47%	6 40%	6 40%
21	\$197,810.65	\$197,788.18	\$412,401.50	\$94,396.87	\$39,413.63	\$36,359.88	\$24,375.42	\$21,905.57	7,920.12	7,224.18	14	7 50%	5 36%	5 36%	6 43%
22	\$200,519.39	\$197,942.50	\$359,954.64	\$81,652.19	\$40,057.17	\$36,817.23	\$24,228.15	\$24,610.34	8,047.40	7,675.80	13	6 46%	6 46%	7 54%	5 38%
23	\$209,808.15	\$163,272.42	\$481,354.05	\$107,941.65	\$41,648.75	\$32,742.39	\$27,675.16	\$22,267.07	8,436.55	5,811.40	13	4 31%	4 31%	4 31%	4 31%
24	\$204,127.65	\$174,949.87	\$399,211.84	\$105,135.92	\$40,424.35	\$37,757.81	\$25,272.98	\$23,395.58	8,099.00	6,809.50	10	4 40%	4 40%	3 30%	3 30%

¹Includes franchise units (1) that were open and operating on December 31, 2023, and (2) that opened during FY 2021, 2022, or 2023. "Month of Operation" includes data for all of the covered units for the first month of the franchise's operation (averaged for all covered franchises), second month, etc.

Table 1B – Franchise Units Opened FY 2021, 2022, or 2023²

Units Open and Operating - First 12 Months	
Number of Units	17
Average Annual Sales	\$1,346,028.72
Annual Sales Median	\$1,280,914.95
Annual Sales High	\$2,619,702.60
Annual Sales Low	\$313,287.82
Number of Units Equaling or Exceeding Average Annual Sales	6
% of Units Equaling or Exceeding Average Sales	35.29%
Units Open and Operating - Second 12 Months	
Number of Units	10
Average Annual Sales	\$2,510,909.92
Annual Sales Median	\$2,407,160.29
Annual Sales High	\$4,193,914.45
Annual Sales Low	\$1,671,668.22
Number of Units Equaling or Exceeding Average Annual Sales	4
% of Units Equaling or Exceeding Average Sales	40.00%
Units Open and Operating - First 24 Months	
Number of Units	10
Average Annual Sales	\$3,888,359.68
Annual Sales Median	\$3,616,971.53
Annual Sales High	\$6,414,928.39
Annual Sales Low	\$2,179,427.21
Number of Units Equaling or Exceeding Average Annual Sales	4
% of Units Equaling or Exceeding Average Sales	40.00%

² Includes franchise units (1) that were open and operating on December 31, 2023; (2) that opened during FY 2021, 2022, or 2023; and (3) that were open and operating 12 months or more as of December 31, 2023.

Table 2- Franchise Units Open More Than 24 Months³

	FY 2023	FY 2022	FY 2021
Number of Units in Survey	550	545	536
Average Annual Sales	\$5,979,665	\$6,497,275	\$6,119,487
Annual Sales Median	\$4,388,963	\$4,902,317	\$4,740,185
Annual Sales High	\$40,657,913	\$39,179,533	\$34,173,516
Annual Sales Low	\$965,307	\$911,695	\$144,320
Number of Units Equaling or Exceeding Average Annual Sales	173	176	182
% of Units Equaling or Exceeding Average Annual Sales	31.5%	32.3%	34.0%
Average Annual Gross Margin	\$1,242,943	\$1,351,513	\$1,252,955
Annual Gross Margin Median	\$936,058	\$1,041,999	\$969,216
Number of Units Equaling or Exceeding Average Annual Gross Margin	179	179	188
% of Units Equaling or Exceeding Average Annual Gross Margin	32.5%	32.8%	35.1%
Average Annual Franchisee Share of Gross Margin and Gross Receipts (AAGM)	\$877,426	\$954,495	\$861,845
Median AAGM	\$652,364	\$717,693	\$641,080
Number of Units Equaling or Exceeding AAGM	181	188	193
% of Units Equaling or Exceeding AAGM	32.9%	34.5%	36.0%
Average Royalty Paid Percent of Annual Gross Margin and Gross Receipts	37.0%	37.0%	37.4%
Average Royalty Paid Percent of Annual Sales	8.8%	8.8%	8.5%
TOP 10% AVERAGE SALES (55 Units in Survey)	\$18,895,221.95	\$20,031,427.09	\$18,546,335.41
Number of Units Equaling or Exceeding Average Sales	19	19	20
% of Units Equaling or Exceeding Average Sales	35%	35%	37%
Top 10% Median Sales	\$15,668,870.48	\$17,626,678.54	\$16,575,607.73
Top 10% High Sales	\$40,657,913.13	\$39,179,532.69	\$34,173,516.13
Top 10% Low Sales	\$11,642,208.63	\$13,169,898.17	\$11,693,848.98
BOTTOM 10% AVERAGE SALES (55 Units in Survey)	\$1,556,493.46	\$1,645,603.96	\$1,266,154.84
Number of Units Equaling or Exceeding Average Sales	32	31	29
% of Units Equaling or Exceeding Average Sales	58%	56%	54%
Bottom 10% Median Sales	\$1,600,982.13	\$1,689,936.02	\$1,324,360.50
Bottom 10% High Sales	\$1,886,142.81	\$2,028,897.49	\$1,821,204.50
Bottom 10% Low Sales	\$965,307.05	\$911,694.80	\$144,320.29
TOP 20% AVERAGE SALES (110 Units in Survey)	\$14,179,512.33	\$15,217,856.27	\$14,255,141.03
Number of Units Equaling or Exceeding Average Sales	39	41	36
% of Units Equaling or Exceeding Average Sales	35%	38%	33%
Top 20% Median Sales	\$11,613,392.11	\$13,169,898.17	\$11,624,032.82
Top 20% High Sales	\$40,657,913.13	\$39,179,532.69	\$34,173,516.13
Top 20% Low Sales	\$7,896,395.37	\$8,831,995.67	\$8,486,989.12
BOTTOM 20% AVERAGE SALES (110 Units in Survey)	\$1,909,371.95	\$1,979,728.47	\$1,711,887.81
Number of Units Equaling or Exceeding Average Sales	53	62	67
% of Units Equaling or Exceeding Average Sales	48%	57%	62%
Bottom 20% Median Sales	\$1,891,497.96	\$2,028,897.49	\$1,823,547.51
Bottom 20% High Sales	\$2,511,547.54	\$2,675,874.59	\$2,435,343.90
Bottom 20% Low Sales	\$965,307.05	\$911,694.80	\$144,320.29
TOP 33% AVG SALES (182 Units in Survey)	\$11,228,176.10	\$12,150,601.60	\$11,537,957.21
Number of Units Equaling or Exceeding Average Sales	59	59	55
% of Units Equaling or Exceeding Average Sales	32%	33%	31%
Top 33% Median Sales	\$8,902,039.16	\$9,658,452.97	\$9,453,303.21
Top 33% High Sales	\$40,657,913.13	\$39,179,532.69	\$34,173,516.13
Top 33% Low Sales	\$5,707,883.49	\$6,391,670.15	\$6,247,857.71
BOTTOM 33% AVERAGE SALES (182 Units in Survey)	\$2,296,099.76	\$2,464,970.16	\$2,166,760.51
Number of Units Equaling or Exceeding Average Survey	99	86	95
% of Units Equaling or Exceeding Average Sales	54%	48%	54%
Bottom 33% Median Sales	\$2,366,885.08	\$2,436,835.95	\$2,239,006.45
Bottom 33% High Sales	\$3,287,779.81	\$3,680,600.06	\$3,308,580.65
Bottom 33% Low Sales	\$965,307.05	\$911,694.80	\$144,320.29

³ Includes franchise units (1) that were open and operating on the last day of the applicable fiscal year, and (2) that, as of the last day of the applicable fiscal year (which for 2023 was December 31, 2023), had been open and operating 24 or more months.

Table 3 – Franchise Units Open 24 To 60 Months⁴

	FY 2023	FY 2022	FY 2021
Number of Units in Survey	116	127	118
Average Annual Sales	\$4,325,192	\$4,201,538	\$3,829,975
Annual Sales Median	\$3,216,694	\$3,443,274	\$3,154,419
Annual Sales High	\$24,739,718	\$25,702,004	\$16,367,663
Annual Sales Low	\$965,307	\$931,378	\$144,320
Number of Units Equaling or Exceeding Average Annual Sales	37	46	45
% of Units Equaling or Exceeding Average Annual Sales	31.9%	36.2%	38.1%
Average Annual Gross Margin	\$891,556	\$873,123	\$774,255
Annual Gross Margin Median	\$706,979	\$741,707	\$639,649
Number of Units Equaling or Exceeding Average Annual Gross Margin	38	48	52
% of Units Equaling or Exceeding Average Annual Gross Margin	32.8%	37.8%	44.1%
Average Annual Franchisee Share of Gross Margin and Gross Receipts (AAGM)	\$617,736	\$606,868	\$517,556
Median AAGM	\$486,040	\$487,189	\$424,176
Number of Units Equaling or Exceeding AAGM	40	49	50
% of Units Equaling or Exceeding AAGM	34.5%	38.6%	42.4%
Average Royalty Paid Percent of Annual Gross Margin and Gross Receipts	37.5%	37.4%	38.0%
Average Royalty Paid Percent of Annual Sales	8.7%	8.8%	8.4%
TOP 10% AVERAGE SALES (12 Units in Survey)	\$13,092,835.85	\$11,633,687.79	\$9,346,606.72
Number of Units Equaling or Exceeding Average Sales	4	4	4
% of Units Equaling or Exceeding Average Sales	33%	31%	33%
Top 10% Median Sales	\$9,802,956.36	\$8,912,200.73	\$8,154,841.54
Top 10% High Sales	\$24,739,717.87	\$25,702,004.12	\$16,367,663.36
Top 10% Low Sales	\$7,768,550.51	\$7,126,629.39	\$6,848,712.62
BOTTOM 10% AVERAGE SALES (12 Units in Survey)	\$1,287,347.48	\$1,339,221.28	\$924,490.84
Number of Units Equaling or Exceeding Average Sales	7	9	9
% of Units Equaling or Exceeding Average Sales	58%	69%	75%
Bottom 10% Median Sales	\$1,306,089.16	\$1,401,827.51	\$983,702.90
Bottom 10% High Sales	\$1,554,307.32	\$1,509,396.94	\$1,240,963.03
Bottom 10% Low Sales	\$965,307.05	\$931,377.84	\$144,320.29
TOP 20% AVERAGE SALES (24 Units in Survey)	\$9,650,928.20	\$8,912,984.81	\$7,750,968.01
Number of Units Equaling or Exceeding Average Sales	6	6	8
% of Units Equaling or Exceeding Average Sales	25%	23%	33%
Top 20% Median Sales	\$7,476,779.51	\$7,033,879.53	\$6,752,315.28
Top 20% High Sales	\$24,739,717.87	\$25,702,004.12	\$16,367,663.36
Top 20% Low Sales	\$5,393,253.90	\$5,634,835.55	\$5,757,331.22
BOTTOM 20% AVERAGE SALES (24 Units in Survey)	\$1,540,121.42	\$1,550,891.95	\$1,268,524.61
Number of Units Equaling or Exceeding Average Sales	14	12	12
% of Units Equaling or Exceeding Average Sales	58%	46%	50%
Bottom 20% Median Sales	\$1,570,906.79	\$1,528,806.14	\$1,286,756.39
Bottom 20% High Sales	\$2,146,494.62	\$2,007,704.59	\$1,840,271.23
Bottom 20% Low Sales	\$965,307.05	\$931,377.84	\$144,320.29
TOP 33% AVG SALES (39 Units in Survey)	\$7,779,228.75	\$7,394,695.40	\$6,708,346.96
Number of Units Equaling or Exceeding Average Sales	11	12	12
% of Units Equaling or Exceeding Average Sales	28%	29%	31%
Top 33% Median Sales	\$5,665,371.86	\$5,823,867.51	\$6,054,264.76
Top 33% High Sales	\$24,739,717.87	\$25,702,004.12	\$16,367,663.36
Top 33% Low Sales	\$4,281,750.11	\$4,413,080.26	\$4,729,942.94
BOTTOM 33% AVERAGE SALES (39 Units in Survey)	\$1,865,587.04	\$1,795,598.53	\$1,566,126.25
Number of Units Equaling or Exceeding Average Survey	19	20	24
% of Units Equaling or Exceeding Average Sales	49%	48%	62%
Bottom 33% Median Sales	\$1,858,414.12	\$1,776,945.29	\$1,736,300.71
Bottom 33% High Sales	\$2,564,739.23	\$2,464,081.70	\$2,212,367.19
Bottom 33% Low Sales	\$965,307.05	\$931,377.84	\$144,320.29

⁴ Includes franchise units (1) that were open and operating on the last day of the applicable fiscal year, and (2) that, as of the last day of the applicable fiscal year (which for 20232 was December 31, 2023), had been open and operating between 24 months and 60 months.

Table 4 – Franchise Units Open More Than 60 Months⁵

	FY 2023	FY 2022	FY 2021
Number of Units in Survey	434	418	418
Average Annual Sales	\$6,421,874	\$7,194,784	\$6,733,437
Annual Sales Median	\$4,805,178	\$5,263,875	\$5,000,680
Annual Sales High	\$40,657,913	\$39,179,533	\$34,173,516
Annual Sales Low	\$1,083,667	\$911,695	\$158,013
Number of Units Equaling or Exceeding Average Annual Sales	137	143	141
% of Units Equaling or Exceeding Average Annual Sales	31.6%	34.2%	33.7%
Average Annual Gross Margin	\$1,336,862	\$1,496,862	\$1,382,100
Annual Gross Margin Median	\$992,673	\$1,136,433	\$1,056,096
Number of Units Equaling or Exceeding Average Annual Gross Margin	142	139	146
% of Units Equaling or Exceeding Average Annual Gross Margin	32.7%	33.3%	34.9%
Average Annual Franchisee Share of Gross Margin and Gross Receipts (AAGM)	\$946,837	\$1,060,113	\$954,414
Median AAGM	\$716,013	\$806,384	\$714,349
Number of Units Equaling or Exceeding AAGM	142	142	149
% of Units Equaling or Exceeding AAGM	32.7%	34.0%	35.6%
Average Royalty Paid Percent of Annual Gross Margin and Gross Receipts	37.0%	36.9%	37.3%
Average Royalty Paid Percent of Annual Sales	8.8%	8.8%	8.5%
TOP 10% AVERAGE SALES (44 Units in Survey)	\$19,801,960.23	\$21,370,728.12	\$20,015,245.86
Number of Units Equaling or Exceeding Average Sales	14	14	15
% of Units Equaling or Exceeding Average Sales	31.82%	33.33%	35.71%
Top 10% Median Sales	\$17,135,052.13	\$18,769,359.40	\$17,605,123.07
Top 10% High Sales	\$40,657,913.13	\$39,179,532.69	\$34,173,516.13
Top 10% Low Sales	\$12,809,339.84	\$15,175,791.99	\$13,804,999.62
BOTTOM 10% AVERAGE SALES (44 Units in Survey)	\$1,698,560.36	\$1,857,279.76	\$1,466,830.22
Number of Units Equaling or Exceeding Average Sales	23	26	24
% of Units Equaling or Exceeding Average Sales	52.27%	61.90%	57.14%
Bottom 10% Median Sales	\$1,710,391.49	\$1,962,763.14	\$1,647,894.51
Bottom 10% High Sales	\$2,077,748.23	\$2,246,015.76	\$2,093,114.60
Bottom 10% Low Sales	\$1,083,667.01	\$911,694.80	\$158,013.42
TOP 20% AVERAGE SALES (87 Units in Survey)	\$15,077,730.51	\$16,525,128.58	\$15,498,121.37
Number of Units Equaling or Exceeding Average Sales	28	32	32
% of Units Equaling or Exceeding Average Sales	32.18%	38.10%	38.10%
Top 20% Median Sales	\$12,809,339.84	\$15,041,450.37	\$13,797,322.54
Top 20% High Sales	\$40,657,913.13	\$39,179,532.69	\$34,173,516.13
Top 20% Low Sales	\$8,548,557.50	\$9,718,391.82	\$9,453,303.21
BOTTOM 20% AVERAGE SALES (87 Units in Survey)	\$2,057,611.21	\$2,287,687.43	\$1,961,850.10
Number of Units Equaling or Exceeding Average Sales	44	40	50
% of Units Equaling or Exceeding Average Sales	50.57%	47.62%	59.52%
Bottom 20% Median Sales	\$2,077,748.23	\$2,251,968.68	\$2,117,240.01
Bottom 20% High Sales	\$2,733,495.48	\$3,191,723.94	\$2,804,973.92
Bottom 20% Low Sales	\$1,083,667.01	\$911,694.80	\$158,013.42
TOP 33% AVG SALES (144 Units in Survey)	\$11,979,830.34	\$13,313,921.68	\$12,634,834.41
Number of Units Equaling or Exceeding Average Sales	49	51	46
% of Units Equaling or Exceeding Average Sales	34.03%	36.96%	33.33%
Top 33% Median Sales	\$9,420,552.89	\$10,673,185.35	\$10,239,963.86
Top 33% High Sales	\$40,657,913.13	\$39,179,532.69	\$34,173,516.13
Top 33% Low Sales	\$6,293,714.12	\$7,320,440.33	\$6,942,345.02
BOTTOM 33% AVERAGE SALES (144 Units in Survey)	\$2,495,849.18	\$2,845,483.45	\$2,467,243.24
Number of Units Equaling or Exceeding Average Survey	75	71	74
% of Units Equaling or Exceeding Average Sales	52.08%	51.45%	53.62%
Bottom 33% Median Sales	\$2,505,748.50	\$2,852,574.80	\$2,524,360.16
Bottom 33% High Sales	\$3,656,239.71	\$4,251,411.55	\$3,776,259.73
Bottom 33% Low Sales	\$1,083,667.01	\$911,694.80	\$158,013.42

⁵ Includes franchise units (1) that were open and operating on the last day of the applicable fiscal year, and (2) that, as of the last day of the applicable fiscal year (which for 2023 was December 31, 2023), had been open and operating more than 60 months.

Table 5 – Multi-Unit Franchise Owners⁶

Number of Multi-Owners in Survey:	101
Number of Units in Survey	264
Average Number of Units Owned:	2.61
Median Number of Unit Owned	2.00
Average Tenure of Units (Years)	11.31
Median Tenure of Units (Years)	8.82
2023 Average Annual Sales per Owner:	\$17,567,078.19
Median Sales per Owner	\$4,641,604.72
High Sales per Owner	\$37,822,961.62
Low Sales per Owner	\$116,684.17
Number of Multi-Owners Equaling or Exceeding Average Sales	17
% of Multi-Owners Equaling or Exceeding Average Sales	16.8%
2023 Average Annual Gross Margin per Owner	\$3,531,162.35
Median Gross Margin per Owner	\$932,886.48
Number of Multi-Owners Equaling or Exceeding Average Gross Margin	18
% of Multi-Owners Equaling or Exceeding Average Gross Margin	17.8%
2023 Average Annual Gross Receipts per Owner	\$357,726.76
Median Gross Receipts per Owner	\$49,938.06
Number of Multi-Owners Equaling or Exceeding Average Gross Receipts	24
% of Multi-Owners Equaling or Exceeding Average Gross Receipts	23.8%
2023 Average Owner's Portion of Gross Margin & Gross Receipts per Owner	\$2,443,403.66
Median Owner's Portion of Gross Margin & Gross Receipts per Owner	\$642,992.61
Number of Multi-Owners Equaling or Exceeding Average Owner's Portion	17
% of Multi-Owners Equaling or Exceeding Average Owner's Portion	16.8%
2023 Average Bonus Paid per Owner	\$66,141.74
Median Bonus Paid per Owner	\$2,340.64
Number of Multi-Owners Equaling or Exceeding Average Bonus Paid per Owner	30
% of Multi-Owners Equaling or Exceeding Average Bonus Paid per Owner	29.7%

⁶ Includes franchise units (1) that were open and operating on December 31, 2023, and (2) that are owned by franchisees who own more than one unit.

Notes:

1. **"Sales"** means the total of all client billings on the Temporary Staffing, temporary/contract staffing and Direct Hire portions of the business as recorded in Our records and billed by Us; the term "Sales" does not include client refunds.
2. **"Gross Margin"** means the aggregate amount of client billings on the Temporary Staffing, temporary/contract staffing portion of the business as recorded in Our records and billed by Us, plus or minus any adjustments, less: (a) wages earned by Associates based on the work hours reported; (b) all credits and taxes measured by sales or gross receipts (including sale, use, franchise, and similar taxes); (c) the employer's share of Social Security and Medicare taxes, federal and state unemployment tax contributions, health benefits, insurance premiums, payments made in lieu of providing health benefits or insurance, workers' compensation insurance premiums, disability insurance premiums where required by local law, taxes on union health and welfare payments; (d) premiums on fidelity bonding insurance, and professional liability insurance if applicable, billing adjustment items (e.g., VMS fees, early pay discounts, etc.); (e) any other direct payroll taxes and insurance premiums based on sales or payrolls that may be levied; and (f) any other county, municipal, or other local tax (whether described as a fee, license, registration, qualification, authorization, permit, tax, or other charge or assessment, and whether based on a flat fee, net profits, gross sales, gross receipts, payroll, number of employees, value of real or personal property, or other method) (all of which are collectively referred to as direct payroll costs).
3. **"Gross Receipts"** means the total of all money and other remuneration received on Your Direct Hire business conducted in accordance with the Franchise Agreement at the location specified; the term "Gross Receipts" does not include bona fide discounts for promotional programs recommended by Us or refunds.
4. **"Units"** means Territories. Some Express Employment Professionals Businesses have multiple offices within their Territory (**"Branch Offices"**) which are considered one unit in the Tables above.
5. **"Hours"** means those hours worked by the Associates assigned to clients as reported for payroll and client billing purposes.
6. **"Royalty"** means Our portion of the Gross Margin (40%, subject to adjustments for Bonus payments) and Gross Receipts (10%).
7. Tables 2, 3, 4 and 5 reflect combined information of the main office and any Branch Offices located in a Territory. In 2023 66, or 9.55% of the Units had Branch Offices. In 2022, 70, or 12.84% of the Units had Branch Offices. In 2021, 65, or 12.13% of the Units had Branch Offices.
8. Tables 1 and 1B exclude (a) company-owned Units; and (b) 5 Units that opened in FY 2021, 2022, or 2023 and closed during their first 24 months. 3 Units closed during FY 2023 (and were, therefore, excluded). 2 Units closed during FY 2022 (and were, therefore, excluded) with both offices open less than 12 months. No Units that closed during FY 2021 were open for 24 months or less.
9. Tables 2, 3 and 4 exclude (a) company-owned Units; and (b) 11 Units closed during FY 2023 after their first 24 months (and were, therefore, excluded) with 4 open less than 60 months. 6 Units closed during FY 2022 after their first 24 months (and were, therefore, excluded) with 4 open less than 60 months. 10 Units closed during FY 2021

(and were therefore, excluded) with 3 open less than 60 months.

10. Your portion of the Gross Margin will be 60% and is subject to further deductions and adjustments authorized by the Franchise Agreement and Manual. Your portion of the Gross Receipts will be 90%. Please also refer to Item 6 for more details about additional deductions and adjustments.
11. In addition to deductions and adjustments made by Us as described in Note 2 and Note 8 above, You will incur other expenses that will reduce Your profits or net income, such as land, building and/or equipment rent, labor, debt service, depreciation and amortization, advertising, administrative expenses such as accounting or legal expenses, taxes, licenses, insurance, and others. These expenses vary from unit to unit.

ITEM 20 **OUTLETS AND FRANCHISEE INFORMATION**

Table No. 1
Systemwide Outlet Summary
For years 2021 to 2023

(Please review this table in conjunction with the notes that follow.)

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2021	778	782	+4
	2022	782	789	+7
	2023	789	788	-1
Company-Owned	2021	1	2	+1
	2022	2	2	0
	2023	2	3	+1
Total Outlets	2021	779	784	+5
	2022	784	791	+7
	2023	791	791	0

Notes:

- (1) The numbers represent U.S. locations only and include Branch Offices.
- (2) We own and operate three company-owned units.

Table No. 2
Transfers of Outlets from Franchisees to New Owners (Other than the Franchisor)
For years 2021 to 2023

(Please review this table in conjunction with the notes that follow.)