

Provision	Section in Area Development Agreement	Summary
t. Integration/merger clause	12(I)	Only the terms of the Area Development Agreement are binding (subject to state law). All representations or promises made outside the disclosure document and Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	11(B)	Disputes must be informally negotiated before being submitted to non-binding mediation. If mediation does not resolve the dispute, except for certain disputes listed in the Area Development Agreement and as may be prohibited by applicable state law, all disputes must be resolved by arbitration.
v. Choice of forum	11(B) and (C)	Subject to applicable state laws, all claims must be arbitrated or litigated in the city in which our principal place of business is located (currently, Atlanta, Georgia).
w. Choice of law	11(A)	Subject to applicable state laws, Georgia law applies, without regard to Georgia conflict-of-laws rules.

ITEM 18 - PUBLIC FIGURES

We do not use any public figures in our franchise name or symbol, nor do any public figures endorse or recommend our franchise to prospective franchisees.

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 businesses, 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 Franchised Business 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 financial performance information provided in this Item 19 is an historic financial performance representation about all of the franchisees existing in The Two Men and a Truck franchise system for the relevant period based upon financial information those franchisees reported to us or our predecessor.

In this Item 19, we have presented financial performance information for (a) single Metro Market Franchises operating in a single Marketing Area under a single franchise agreement ("**Single Franchises**"), (b) multiple Metro Market Franchises under common ownership that are licensed under multiple franchise agreements to operate in multiple Marketing Areas but work as a single business unit in the same general geographic region and share personnel and trucks ("**Multi-Unit Franchises**"), and (c) Mod Market Franchises. We refer to Single Franchises and Multi-Unit Franchises collectively as "**Franchise Operating Units.**" Franchise Operating Units do not include Mod Market Franchises. We have not included affiliate-owned businesses in any category.

In this Item 19, we have presented data in the following categories:

- "Gross Sales" is defined in Item 6, Note 2 and includes revenue earned from both required and optional services (such as storage services).

- “Direct Labor – Mover Wage Expenses” includes the wages and benefits paid to movers.
- “Moving Truck Expenses” includes lease or loan payments, maintenance costs, and fuel costs related to moving trucks.
- “Other Moving Expenses” includes the cost of supplies, damages and warranty expenses, and other miscellaneous moving and storage-related expenses.
- “Advertising Expenses” includes all expenses related to conducting advertising, except for the national advertising fees paid to us.
- “Facility Expenses” includes rent for the office and any storage facilities, utilities, and furniture, fixtures, and equipment used in the facilities.
- “Franchise Fees” includes royalties, national advertising fees, and technology fees.
- “Support Staff Expenses” includes the wages and benefits paid to your support staff, including salespeople and other non-moving personnel.
- “Other Administrative Expenses” includes recruiting, retention, and training costs, professional fees, fees for sales support services procured from us, non-moving vehicle costs, office expenses, and finance costs.
- “EBITDA” is calculated as Annual Gross Sales less Total Annual Expenses plus interest plus taxes plus depreciation.

For all tables, the number and percentage that “met or exceeded” the average (sometimes presented as “# and % at or > Average”) means the number and percentage of units that had sales or expenses that were equal to or higher than the average sales or expenses for such category.

As of December 31, 2024, there were 338 Franchised Businesses. There were 327 Franchised Businesses that operated throughout 2024, including 151 Single Franchises, 148 Single Franchises that were part of Multi-Unit Franchises, and 28 Mod Market Franchises.

TABLE 1
GROSS SALES FOR FRANCHISE OPERATING UNITS
IN 2024

The table below reflects the average and median annual Gross Sales for 2024 for all Metro Market Franchise Operating Units operating for all 12 months of the 2024 calendar year.

Year	Number of Franchise Operating Units	Average Annual Gross Sales	# and % of Franchise Operating Units That Met or Exceeded the Average	Median Annual Gross Sales	Highest Annual Gross Sales	Lowest Annual Gross Sales
2024	199	\$2,862,607	68 / 34%	\$2,362,525	\$15,018,374	\$457,576

Notes to Table 1:

- As of December 31, 2024, there were 206 Franchise Operating Units. Of those 206, 199 Franchise Operating Units operated throughout 2024 and are represented in this table. This table excludes seven Franchise Operating Units that began operating in 2024. No Multi-Unit Franchises ceased operating in 2024.

TABLE 2
GROSS SALES AND EXPENSES IN 2024
FOR MULTI-UNIT FRANCHISES

The table below reflects average and median annual Gross Sales and expenses for the 2024 calendar year for 48 Multi-Unit Franchises that operated for a full 12 months as of December 31, 2024.

Sales/Expense Category	Average Dollar Amount of Sales/ Expenses	# and % of Multi-Unit Franchises That Met or Exceeded the Average Amount	Median Dollar Amount of Sales/ Expenses
Annual Gross Sales	\$4,406,768	24 / 50%	\$4,267,873
Highest Annual Gross Sales	\$15,018,374	N/A	N/A
Lowest Annual Gross Sales	\$728,041	N/A	N/A
Expenses			
Direct Labor – Mover Wage Expenses	\$1,278,547	22 / 46%	\$1,223,171
Moving Truck Expenses	\$470,776	21 / 44%	\$430,613
Other Moving Expenses – Damages, Supplies, Other Direct Costs	\$253,868	20 / 42%	\$210,191
Advertising Expenses	\$195,603	18 / 38%	\$162,316
Facility Expenses	\$263,548	17 / 35%	\$209,256
Franchise Fees	\$355,190	23 / 48%	\$346,450
Support Staff Expenses	\$675,058	22 / 46%	\$639,443
Other Administrative Expenses	\$350,192	25 / 52%	\$292,274
Total Annual Expenses	\$3,842,781	25 / 52%	\$3,513,712
Total EBITDA	\$563,987	24 / 50%	\$542,252
Highest EBITDA	\$1,463,665		
Lowest EBITDA	(\$283,026)		

Notes to Table 2:

- As of December 31, 2024, there were 48 Multi-Unit Franchises that operated a total of 148 Single Franchises. All 48 Multi-Unit Franchisees were operated throughout 2024 and are represented in this table. No Multi-Unit Franchises ceased operating in 2024. This table does not include 158

Single Franchises operated by single-unit franchisees and 32 Mod Market Franchises. This table also does not include affiliate-owned units.

- The 48 Multi-Unit Franchises include a total of 148 Single Franchises, which are included in this table. The following chart provides additional details regarding the number of Single Franchises operated by each Multi-Unit Franchise included in this table:

	Average	#/% Met or Exceeded Average	Median	Low	High
Number of Single Franchises Operated by Multi-Unit Franchises	3	25 / 52%	3	2	9

- 43 Multi-Unit Franchises included in this chart reported revenue from providing storage services in 2024, which accounted for 1.38% of the average annual Gross Sales such units providing such services.

TABLE 3
GROSS SALES AND EXPENSES IN 2024
FOR SINGLE FRANCHISES

The table below reflects average and median annual Gross Sales and expenses for the 2024 calendar year for all 151 Single Franchises operating for a full 12 months as of December 31, 2024.

Sales/Expense Category	Average Dollar Amount of Sales/ Expenses	# and % of Franchise Operating Units That Met or Exceeded the Average	Median Dollar Amount of Sales/ Expenses
Annual Gross Sales	\$2,371,747	57 / 38%	\$2,046,618
Highest Annual Gross Sales	\$13,407,238	N/A	N/A
Lowest Annual Gross Sales	\$457,576	N/A	N/A
Expenses			
Direct Labor – Mover Wage Expenses	\$683,244	53 / 35%	\$562,917
Moving Truck Expenses	\$273,841	62 / 41%	\$245,335
Other Moving Expenses – Damages, Supplies, Other Direct Costs	\$118,402	71 / 47%	\$98,588
Advertising Expenses	\$75,497	49 / 32%	\$62,228
Facility Expenses	\$132,187	55 / 36%	\$105,264
Franchise Fees	\$190,118	55 / 36%	\$162,079
Support Staff Expenses	\$360,070	61 / 40%	\$298,583
Other Administrative Expenses	\$196,882	73 / 48%	\$147,927
Total Annual Expenses	\$2,030,241	54 / 36%	\$1,682,919
Total EBITDA	\$341,506	57 / 38%	\$259,200
Highest EBITDA	\$2,843,433		
Lowest EBITDA	(\$295,527)		

Notes to Table 3:

1. As of December 31, 2024, there were 158 Single Franchises. Of those 158 Single Franchises, 151 were operated throughout 2024 and are represented in this table. This table excludes seven Single Franchises that began operating in 2024. No Single Franchise ceased operating in 2024. This table also excludes (i) 48 Multi-Unit Metro Market franchises that operate in multiple Marketing Areas under two or more Franchise Agreements and (ii) 32 Mod Market Franchises. This table also does not include affiliate-owned units.
2. 115 Single Franchises included in this chart reported revenue from providing storage services in 2024, which accounted for 2.19% of the average annual Gross Sales for such units providing such services.

TABLE 4
GROSS SALES AND EXPENSES IN 2024
FOR SINGLE FRANCHISES
BY YEARS OF OPERATION

The table below reflects average and median annual Gross Sales and expenses for Single Franchises that completed their first, second, third, or fourth year of operation in 2024 and were still operating as of December 31, 2024. Single Franchises that completed their fifth or subsequent years of operation in 2024 are not included in this table. As described in Note 1, the financial information for each included Single Franchise covers a 12-month period of 2023 and 2024 that immediately preceded the 2024 anniversary of their opening date.

Sales/ Expense Category		Year 1 of Operation	Year 2 of Operation	Year 3 of Operation	Year 4 of Operation
# of Single Franchises		4	3	2	1
Average Annual Gross Sales		\$656,257	\$963,987	\$960,416	\$1,615,346
Median Annual Gross Sales		\$744,404	\$868,304	\$960,416	\$1,615,346
Highest Annual Gross Sales		\$835,702	\$1,382,601	\$1,026,213	\$1,615,346
Lowest Annual Gross Sales		\$300,516	\$641,056	\$894,619	\$1,615,346
# and % at or > Average Annual Gross Sales		3 / 75%	1 / 33%	1 / 50%	1 / 100%
Direct Labor – Mover Wage Expenses	Average	\$213,149	\$280,156	\$259,996	\$335,865
	Median	\$240,710	\$239,997	\$259,996	\$335,865
	# and % at or > Average	3 / 75%	1 / 33%	1 / 50%	1 / 100%
Moving Truck Expenses	Average	\$95,524	\$109,776	\$137,087	\$249,521
	Median	\$86,884	\$95,878	\$137,087	\$249,521
	# and % at or > Average	1 / 25%	1 / 33%	1 / 50%	1 / 100%
Other Moving Expenses	Average	\$53,160	\$59,146	\$52,705	\$101,394
	Median	\$52,098	\$67,839	\$52,705	\$101,394
	# and % at or > Average	2 / 50%	2 / 67%	1 / 50%	1 / 100%

Sales/ Expense Category		Year 1 of Operation	Year 2 of Operation	Year 3 of Operation	Year 4 of Operation
Advertising Expenses	Average	\$73,333	\$56,635	\$52,858	\$104,776
	Median	\$76,122	\$61,157	\$52,858	\$104,776
	# and % at or > Average	2 / 50%	2 / 67%	1 / 50%	1 / 100%
Facility Expenses	Average	\$48,140	\$74,082	\$40,695	\$83,983
	Median	\$47,078	\$74,439	\$40,695	\$83,983
	# and % at or > Average	2 / 50%	2 / 67%	1 / 50%	1 / 100%
Franchise Fees	Average	\$52,196	\$83,476	\$80,442	\$131,683
	Median	\$49,463	\$75,206	\$80,442	\$131,683
	# and % at or > Average	2 / 50%	1 / 33%	1 / 50%	1 / 100%
Support Staff Expenses	Average	\$144,951	\$147,341	\$147,628	\$90,535
	Median	\$147,348	\$184,065	\$147,628	\$90,535
	# and % at or > Average	2 / 50%	2 / 67%	1 / 50%	1 / 100%
Other Administrative Expenses	Average	\$78,126	\$75,147	\$122,374	\$178,972
	Median	\$84,760	\$78,745	\$122,374	\$178,972
	# and % at or > Average	3 / 75%	2 / 67%	1 / 50%	1 / 100%
Total Annual Expenses	Average	\$758,579	\$885,759	\$893,785	\$1,276,729
	Median	\$816,123	\$916,423	\$893,785	\$1,276,729
	# and % at or > Average	1 / 25%	2 / 67%	1 / 50%	1 / 100%
Total EBITDA	Average	(\$102,322)	\$78,229	\$66,633	\$338,617
	Median	(\$99,444)	\$44,909	\$66,633	\$338,617
	# and % at or > Average	3 / 75%	1 / 33%	1 / 50%	1 / 100%
	High	\$43,915	\$237,895	\$232,187	\$338,617
	Low	(\$254,315)	(\$48,119)	(\$98,922)	\$338,617

Notes to Table 4:

1. The years of operation in the table reflect 12-month periods and not calendar years. Thus, the data included represents the financial performance of each Single Franchise during the 12-month period preceding its anniversary date. For example, if a Franchise Operating Unit reached its third anniversary of operation on February 1, 2024, the table includes such franchise's data from February 1, 2023 to January 31, 2024 in the "Year 2 of Operation" category. If a Franchise Operating Unit reached its third anniversary of operation on December 31, 2024, the table includes such franchise's data from December 31, 2023 to December 30, 2024 in the "Year 2 of Operation" category.

2. The four Single Franchises that completed Year 1 of operation in 2024 began operating in 2023. No Single Franchises that began operating in 2023 ceased operating before reaching their first anniversary and were not included in this table.
3. The three Single Franchises that completed Year 2 of operation in 2024 began operating in 2022. No Single Franchise that began operating in 2022 ceased operating before reaching their second anniversary and were not included in this table. One Single Franchise that began operating in 2022 became a Mult-Unit Franchise before its second anniversary and was not included in this table.
4. The two Single Franchise that completed Year 3 of operation in 2024 began operating in 2021. No Single Franchises that began operating in 2021 ceased operating before reaching their third anniversary and were not included in this table.
5. The one Single Franchises that completed Year 4 of operation in 2024 began operating in 2020. No Single Franchises that began operating in 2020 ceased operating before reaching their fourth anniversary and were not included in this table.
6. Nine Single Franchises included in this chart reported revenue from providing storage services in 2024, which accounted for 0.66% of the average annual Gross Sales for such units providing such services.

TABLE 5
GROSS SALES AND EXPENSES
FOR MOD MARKET FRANCHISES
BY YEARS OF OPERATION

The table below reflects average and median annual Gross Sales and expenses for Mod Market Franchises that completed their first, second, third, or fourth year of operation in 2024 and were still operating as of December 31, 2024. As described in Note 2, the financial information for each included Mod Market Franchise covers a 12-month period of 2023 and 2024 that immediately preceded the 2024 anniversary of their opening date.

Sales/ Expense Category		Year 1 of Operation	Year 2 of Operation	Year 3 of Operation	Year 4 of Operation
# of Mod Market Franchises		9	5	4	2
Average Annual Gross Sales		\$484,134	\$1,059,357	\$623,159	\$787,116
Median Annual Gross Sales		\$512,052	\$779,740	\$632,255	\$787,116
Highest Annual Gross Sales		\$719,155	\$2,468,246	\$672,007	\$853,504
Lowest Annual Gross Sales		\$110,658	\$476,896	\$556,121	\$720,728
# and % at or > Average Annual Gross Sales		5 / 56%	1 / 20%	2 / 50%	1 / 50%
Direct Labor – Mover Wage Expenses	Average	\$147,843	\$304,450	\$185,924	\$252,125
	Median	\$146,869	\$244,910	\$192,707	\$252,125
	# and % at or > Average	4 / 44%	1 / 20%	2 / 50%	1 / 50%

Sales/ Expense Category		Year 1 of Operation	Year 2 of Operation	Year 3 of Operation	Year 4 of Operation
Moving Truck Expenses	Average	\$78,106	\$185,762	\$89,381	\$95,058
	Median	\$66,894	\$115,825	\$92,652	\$95,058
	# and % at or > Average	3 / 33%	1 / 20%	2 / 50%	1 / 50%
Other Moving Expenses	Average	\$26,119	\$40,670	\$30,335	\$30,816
	Median	\$31,711	\$44,122	\$30,299	\$30,816
	# and % at or > Average	5 / 56%	3 / 60%	1 / 25%	1 / 50%
Advertising Expenses	Average	\$27,004	\$41,775	\$22,493	\$24,911
	Median	\$24,000	\$38,248	\$21,968	\$24,911
	# and % at or > Average	3 / 33%	2 / 40%	2 / 50%	1 / 50%
Facility Expenses	Average	\$35,435	\$32,611	\$42,002	\$46,643
	Median	\$34,575	\$31,168	\$39,845	\$46,643
	# and % at or > Average	4 / 44%	2 / 40%	2 / 50%	1 / 50%
Franchise Fees	Average	\$43,442	\$96,181	\$55,318	\$68,610
	Median	\$46,565	\$70,178	\$56,626	\$68,610
	# and % at or > Average	5 / 56%	1 / 20%	3 / 75%	1 / 50%
Support Staff Expenses	Average	\$78,430	\$145,609	\$62,638	\$104,282
	Median	\$85,628	\$92,381	\$52,328	\$104,282
	# and % at or > Average	6 / 67%	2 / 40%	1 / 25%	1 / 50%
Other Administrative Expenses	Average	\$52,217	\$90,936	\$56,051	\$47,402
	Median	\$44,889	\$75,829	\$56,014	\$47,402
	# and % at or > Average	3 / 33%	2 / 50%	2 / 50%	1 / 50%
Total Annual Expenses	Average	\$488,596	\$937,994	\$544,142	\$669,847
	Median	\$481,131	\$712,661	\$542,539	\$669,847
	# and % at or > Average	2 / 22%	1 / 20%	2 / 50%	1 / 50%
Total EBITDA	Average	(\$4,462)	\$121,363	\$79,019	\$117,271
	Median	(\$19,877)	\$77,388	\$84,369	\$117,271
	# and % at or > Average	4 / 44%	1 / 20%	2 / 50%	1 / 50%
	Highest	\$141,393	\$446,126	\$96,628	\$132,172
	Lowest	(\$124,018)	(\$63,155)	\$50,709	\$102,369

Notes to Table 5:

1. This table does not include data from Mod Market Franchises that began operating in 2024 but did not complete their first year of operation in 2024.
2. The years of operation in the table reflect 12-month periods and not calendar years. Thus, the data included represents the financial performance of each Mod Market Franchise during the 12-month period preceding its anniversary date. For example, if a Mod Market Franchise reached its third anniversary of operation on February 1, 2024, the table includes such franchise's data from February 1, 2023 to January 31, 2024 in the "Year 2 of Operation" category. If another Mod Market Franchise reached its third anniversary of operation on December 31, 2024, the table includes such franchise's data from December 31, 2023 to December 30, 2024 in the "Year 2 of Operation" category.
3. The nine Mod Market Franchises that completed Year 1 of operation in 2024 began operating in 2023. No Mod Market Franchises that began operating in 2023 ceased operating before reaching their first anniversary and were not included in this table.
4. The five Mod Market Franchises that completed Year 2 of operation in 2024 began operating in 2022. No Mod Market Franchises that began operating in 2022 ceased operating before reaching their second anniversary and were not included in this table.
5. The four Mod Market Franchises that completed Year 3 of operation in 2024 began operating in 2021. No Mod Market Franchises that began operating in 2021 ceased operating before reaching their third anniversary and were not included in this table.
6. The two Mod Market Franchise that completed Year 4 of operation in 2024 began operating in 2020. No Mod Market Franchises that began operating in 2020 ceased operating before reaching their fourth anniversary and were not included in this table.
7. 14 Mod Market Franchises included in this chart reported revenue from providing storage services in 2024, which accounted for 0.45% of the average annual Gross Sales for such units providing such services.

Notes to Item 19:

1. **Some units have sold these amounts. Your individual results may differ. There is no assurance that you will sell as much.**
2. We calculated the figures in the tables in these financial performance representations using financial reports submitted by franchisees. We have not audited or independently verified these financial reports.
3. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.
4. We encourage you to contact existing franchisees to discuss their experiences with the system and their franchise. Notwithstanding the information set forth in this financial performance representation, our existing franchisees are your best source of information about franchise operations.

Other than the preceding financial performance representation, we do not make any financial performance representations. 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 the 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 Pamela Batten, 3400 Belle Chase Way, Lansing, Michigan 48911-4251, 800-756-5656, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20 - OUTLETS AND FRANCHISEE INFORMATION

Table 1
Systemwide Business Summary
For years 2022 to 2024

Business Type	Year	Businesses at the Start of the Year	Businesses at the End of the Year	Net Change
Franchised Businesses	2022	284	293	+9
	2023	293	313	+20
	2024	316	338	+25
Company-Owned Businesses	2022	3	3	0
	2023	3	3	0
	2024	3	1	-2
Total Businesses	2022	287	296	+9
	2023	296	316	+20
	2024	316	339	+23

Table 2
Transfers of Franchised Businesses
For years 2022 to 2024

State	Year	Number of Transfers
California	2022	0
	2023	0
	2024	2
Colorado	2022	0
	2023	0
	2024	1
Florida	2022	0
	2023	0
	2024	1
Georgia	2022	0
	2023	0
	2024	1