

	PROVISION	SECTION IN MULTI-UNIT AGREEMENT	SUMMARY
w.	Choice of law	Section 4.1	The Multi-Unit Agreement is governed by the laws of the State of Michigan (subject to state law). See the State Specific Addenda attached as Exhibit I to this Disclosure Document for further details. (subject to applicable state law)

**ITEM 18
PUBLIC FIGURES**

WNW does not use any public figure to promote its 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 any reasonable basis for the information, and if the information is included in the disclosure document. Financial information that differs from that included in Item 19 may only be given 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.

BACKGROUND

This Item sets forth historical gross sales information for franchised-owned outlets and affiliate-owned locations for the measurement period of January 1, 2024 to December 28, 2024, (the "Measurement Period"), which was provided to us by our franchised-owned Stores. There were 18 Franchised Stores that were open and operating at the start of the Measurement Period, one (1) of which transferred during the Measurement Period. Excluded from this Item are 4 stores that were in operation for the full Measurement Period, which were acquired from another system, because their store size and certain other variables, such as merchandise assortment, are not representative of the System as a whole, nor substantially similar to the franchise offered in this disclosure document. Specifically, this Item sets forth average weekly sales data, average annual sales data, average annual gross margin dollars, and average annual gross margin percentage for the 11 reporting Franchised Stores that were open and began operating prior to January 1, 2024 and operated the full Measurement Period under the same owner (the "Reporting Franchised Stores"). The Reporting Franchised Stores excludes the 1 Franchised Store that transferred. The Reporting Franchised Stores also excludes the 4 stores that are not representative of the system as a whole and 3 Franchised Stores that did not fully or timely report all items presented.

We have not audited or independently verified the data submitted by the Stores and no assurance can be offered that the data does not contain inaccuracies that an audit might disclose. We will provide you with written substantiation for the financial performance representation upon reasonable request.

Importantly, the success of your franchise will depend largely upon your individual abilities and your market, and the financial results of your franchise are likely to differ, perhaps materially, from the results summarized in this Item. The figures provided in this Item should not be considered as the actual or probable results that you will or can realize.

REPORTING FRANCHISED STORES' GROSS SALES, GROSS MARGIN, RENT AND LABOR EXPENSES

The tables and charts below present the Reporting Franchised Stores' Average Weekly Gross Sales¹; Average Annual Gross Sales²; Average Annual Gross Margin Percentage³; Average Annual Rent⁴, Average Annual Rent as a Percentage of Gross Sales⁵, Average Annual Labor Expenses⁶, and Average Annual Labor Expenses as a Percentage of Gross Sales⁷ during the Measurement Period.

January 1, 2024 to December 28, 2024	
All Reporting Stores (11)	Average of All Stores
Store Count	11
Weekly Gross Sales ⁸	25,028
Annual Gross Sales ⁹	1,301,435
Annual Gross Margin \$ ¹⁰	833,466
Annual Gross Margin % ¹¹	64.0%
Annual Rent Expense ¹²	133,529
Annual Rent % of Sales ¹³	10.3%
Annual Labor Expense ¹⁴	476,117
Annual Labor % of Sales ¹⁵	36.6%

January 1, 2024 to December 28, 2024			
All Stores (14)	Top	Bottom	Average of All Stores
Store Count	7	7	14
Weekly POS Sales ¹⁶	32,207	20,804	26,505
Annual POS Sales ¹⁷	1,674,769	1,081,795	1,378,282
Annual POS Margin \$ ¹⁸	1,164,030	718,645	941,337
Annual POS Margin % ¹⁹	69.5%	66.4%	68.3%

NOTES

1. For purposes of this Item 19, Gross Sales is defined as the total revenue earned by a Store. We calculated each individual Reporting Franchised Store's "Average Weekly Gross Sales" by taking the Gross Sales achieved by each Reporting Franchised Store during the Measurement Period and dividing it by the number of weeks in the Measurement Period. The Reporting Franchised Stores were then organized into four groups: 1 Year, 2 Years, 3 Years, and 4+ Years based on the number of years the store has been open. The average for each group was calculated by taking the sum of each Reporting Franchised Store's Average Weekly Gross Sales for each group and dividing it by the number of Reporting Franchised Stores in each group. We calculated the average of the Reporting Franchised Stores' Average Weekly Gross Sales by calculating the sum of each Reporting Franchised Store's Average Weekly Gross Sales and dividing it by the number of Reporting Franchised Stores.
2. The "Average Annual Gross Sales" for each group of Reporting Franchised Stores was calculated by taking the sum of each Reporting Franchised Store's Annual Gross Sales for each group and dividing it by the number of Reporting Franchised Stores in each group. We calculated the "Average Annual Gross Sales" for all Reporting Franchised Stores by taking the sum of all the Reporting Franchised Stores' Annual Gross Sales and dividing it by the number of Reporting Franchised Stores.
3. The "Annual Gross Margin Percentage" for each Reporting Franchised Store was calculated by dividing each Reporting Franchised Store's "Gross Profit" by their Annual Gross Sales. Gross Profit is calculated by subtracting "Cost of Sales" from Annual Gross Sales. "Cost of Sales" includes the cost of acquiring merchandise including all pet food, pet supplies, pets, and products required in connection with pet grooming and bathing services, net of discounts, rebates, allowances and freight charges. The "Average Annual Gross Margin Percentage" for each group of Reporting Franchised Stores was calculated by taking the sum of each Reporting Franchised Store's Annual Gross Margin Percentage for each group and dividing it by the number of Reporting Franchised Stores in the group. We calculated the "Average Annual Gross Margin Percentage" for all Reporting Franchised Stores by taking the sum of all of the Reporting Franchised Stores' Annual Gross Margin Percentages and dividing it by the number of Reporting Franchised Stores.
4. "Annual Rent" for each Reporting Franchised Store includes all expenses required to occupy the Store, including base gross rent, real estate taxes paid to landlord, building insurance paid to landlord and common area maintenance paid to the landlord. The "Average Annual Rent" for each group of Reporting Franchised Stores was calculated by taking the sum of each Reporting Franchised Store's Annual Rent for each group and dividing it by the number of Reporting Franchised Stores in the group. We calculated the "Average Rent Expense" for all Reporting Franchised Stores by taking the sum of all of the Reporting Franchised Stores' Annual Rent and dividing it by the number of Reporting Franchised Stores.
5. The "Annual Rent Percentage" was calculated by dividing each Reporting Franchised Store's Annual Rent by its Annual Gross Sales. The "Average Annual Rent Percentage" for each group of Reporting Franchised Stores was calculated by taking the sum of each Reporting Franchised Store's Annual Rent for each group and dividing it by the sum of

Reporting Franchised Stores Annual Gross Sales in the group. We calculated the “Average Annual Rent Percentage” for all Reporting Franchised Stores by taking the sum of all of the Reporting Franchised Stores’ Annual Rent and dividing it by the sum of all Reporting Franchised Store’s Annual Gross Sales.

6. “Annual Labor Expense” for each Reporting Franchised Store includes all direct labor expenses required to operate the Store, including wages, payroll taxes and benefits, and specifically including the salary of the Store’s manager and other supervisory personnel. It does not include salary, distributions or “Interest” taken by ownership, or salary paid to district managers unless those individuals spend at least 70% of their time directly operating an individual Store. The “Average Annual Labor Expense” for each group of Reporting Franchised Stores was calculated by taking the sum of each Reporting Franchised Store’s Annual Labor Expense for each group and dividing it by the number of Reporting Franchised Stores in the group. We calculated the “Average Annual Labor Expense” for all Reporting Franchised Stores by taking the sum of all of the Reporting Franchised Stores’ Annual Labor Expense and dividing it by the number of Reporting Franchised Stores.
7. The “Annual Labor Expense Percentage” was calculated by dividing each Reporting Franchised Store’s Annual Labor Expense by its Annual Gross Sales. The “Average Annual Labor Expense Percentage” for each group of Reporting Franchised Stores was calculated by taking the sum of each Reporting Franchised Store’s Annual Labor Expense for each group and dividing it by the sum of Reporting Franchised Stores Annual Gross Sales in the group. We calculated the “Average Annual Labor Expense Percentage” for all Reporting Franchised Stores by taking the sum of all of the Reporting Franchised Stores’ Annual Labor Expense and dividing it by the sum of all Reporting Franchised Store’s Annual Gross Sales.

8. Weekly Gross Sales	Average of All Stores
Store Count	11
Average	\$ 25,028
Median	\$ 27,564
% over average	54.5%
Low	\$ 12,792
High	\$ 33,870

REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY

9. Annual Gross Sales	Average of All Stores
Store Count	11
Average	\$ 1,301,435
Median	\$ 1,433,343
% over average	54.5%
Low	\$ 665,197
High	\$ 1,761,262

10. Annual Gross Margin \$	Average of All Stores
Store Count	11
Average	\$ 833,466
Median	\$ 835,887
% over average	54.5%
Low	\$ 496,367
High	\$ 1,163,682

11. Annual Gross Margin %	Average of All Stores
Store Count	11
Average	64.0%
Median	66.1%
% over average	54.5%

12. Annual Rent Expense	Average of All Stores
Store Count	11
Average	\$ 133,529
Median	\$ 137,438
% over average	63.6%

13. Annual Rent % of Sales	Average of All Stores
Store Count	11
Average	10.3%
Median	11.3%
% over average	54.5%

14. Annual Labor Expense		Average of All Stores
Store Count		11
Average		\$ 476,117
Median		\$ 444,316
% over average		45.5%

15. Annual Labor % of Sales		Average of All Stores
Store Count		11
Average		36.6%
Median		37.2%
% over average		54.5%

16. Weekly POS Sales		Average of All Stores
Store Count		14
Average		\$ 26,505
Median		\$ 27,653
% over average		57.1%
Low		\$ 11,892
High		\$ 43,051

17. Annual POS Sales		Average of All Stores
Store Count		14
Average		\$ 1,378,282
Median		\$ 1,437,951
% over average		57.1%
Low		\$ 618,390
High		\$ 2,238,639

18. Annual POS Margin \$		Average of All Stores
Store Count		14
Average		\$ 941,337
Median		\$ 947,078
% over average		50.0%

REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY

19. Annual POS Margin %	Average of All Stores
Store Count	14
Average	68.3%
Median	68.8%
% over average	50.0%

GENERAL NOTES TO ITEM 19

1. In some instances, when calculating averages, variations in calculations occurred which are associated with rounding figures compounded by the computational difficulty encountered in calculating the average of an average. The differences in the calculations are not errors and they should be considered accurate.
2. **Some Outlets have earned this amount. Your individual results may differ. There is no assurance that you'll earn as much.**
3. Other than the preceding financial performance representation, we do not make any additional 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 our management by contacting our corporate offices at 17410 College Parkway, Livonia, MI 48152-2369, telephone number (734) 793-6600, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20 OUTLETS AND FRANCHISEE INFORMATION

For the tables included in this Item, unless otherwise noted: (a) all numbers are as of, December 31, 2022, December 30, 2023, and December 28, 2024; and (b) states not listed had no activity to report during the relevant period.

**Table 1
System-wide Outlet Summary
For years 2022-2024**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	10	14	+4
	2023	14	18	+4
	2024	18	23	+5
Company-Owned or Affiliate-Owned	2022	5	0	-5
	2023	0	6	+6
	2024	6	6	0