

Provision	Section in Development Agreement	Summary
v. Choice of forum	Section 15	Mediation and arbitration at the AAA offices in the city in which we maintain our principal place of business at the time the mediation or arbitration is initiated. Subject to mediation and arbitration provision, any actions arising out of or related to the Development Agreement must be initiated and litigated to conclusion exclusively in the state or federal court closest to where we maintain its principal business offices at the time of filing, currently Tarrant County, Texas (unless settled by the parties after such action is initiated). We may bring an action in any other court of competent jurisdiction to seek and obtain injunctive relief. (subject to applicable state law).
w. Choice of law	Section 11	Subject to applicable state law, the Development Agreement is to be interpreted and construed under Texas law (without giving effect to any conflict of law) except that any law regulating the offer or sale of franchises, business opportunities or similar interests or governing the relationship between us and you will not apply unless its jurisdictional requirements are met independently.

ITEM 18 PUBLIC FIGURES

We do not currently use any public figure to promote the 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 Franchise 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.

Some outlets have earned this amount. Your individual results may differ. There is no assurance that you'll earn as much.

THE REMAINDER OF THIS PAGE HAS INTENTIONALLY BEEN LEFT BLANK

Table 1 – Revenue Comparison by Quartile

The following group of tables includes representations from 39 locations by quartile and includes all locations that operated for the entire 2024 calendar year (the “Measurement Period”).

REVENUE COMPARISON - QUARTILE 1				
Store	State	Chairs	Open Date	Total Revenue
Store 1	OR	8	12/18/2010	\$933,596.20
Store 2	OR	8	11/14/2009	\$786,365.95
Store 3	AZ	8	6/10/2017	\$759,484.08
Store 4	OH	8	6/30/2018	\$734,738.22
Store 5	OR	8	1/31/2015	\$714,047.36
Store 6	CO	8	11/17/2018	\$710,583.58
Store 7	CO	8	1/18/2020	\$703,974.59
Store 8	OR	10	6/2/2018	\$688,451.06
Store 9	NC	10	5/11/2019	\$666,974.56
Store 10	OH	10	4/14/2018	\$657,823.22
AVERAGE		\$735,604		

REVENUE COMPARISON - QUARTILE 2				
Store	State	Chairs	Open Date	Total Revenue
Store 1	OR	8	5/26/2018	\$616,040.20
Store 2	CA	8	8/18/2018	\$615,331.67
Store 3	MN	10	11/9/2019	\$596,234.93
Store 4	WA	10	3/3/2018	\$594,723.10
Store 5	WA	8	11/23/2019	\$588,312.01
Store 6	WA	9	5/5/2018	\$582,141.57
Store 7	CA	8	1/27/2018	\$572,896.11
Store 8	GA	6	3/24/2018	\$550,526.21
Store 9	VA	10	10/5/2019	\$548,726.66
Store 10	CA	10	11/10/2018	\$542,225.35
AVERAGE		\$580,716		

REVENUE COMPARISON - QUARTILE 3				
Store	State	Chairs	Open Date	Total Revenue
Store 1	VA	10	9/21/2019	\$521,895.20
Store 2	WA	8	10/20/2021	\$521,127.40
Store 3	WA	10	12/1/2018	\$509,574.50
Store 4	CA	8	3/2/2018	\$490,507.42
Store 5	OH	10	8/5/2017	\$476,630.48
Store 6	CA	8	5/25/2019	\$476,375.59
Store 7	DC	10	8/17/2019	\$459,720.31
Store 8	WA	10	5/12/2018	\$447,626.59
Store 9	OR	8	9/10/2011	\$433,232.55
Store 10	WA	8	11/22/2017	\$423,916.86
AVERAGE		\$476,061		

REVENUE COMPARISON - QUARTILE 4				
Store	State	Chairs	Open Date	Total Revenue
Store 1	TX	10	11/16/2019	\$419,874.94
Store 2	TX	8	2/29/2020	\$364,541.90
Store 3	IN	8	10/7/2017	\$359,305.00
Store 4	CA	10	12/1/2018	\$353,990.88
Store 5	CA	10	5/18/2019	\$304,635.32
Store 6	CA	7	10/1/2021	\$298,881.75
Store 7	OR	8	4/27/2019	\$295,143.96
Store 8	MT	8	12/7/2017	\$258,034.70
Store 9	CA	8	7/28/2018	\$235,502.33
AVERAGE		\$321,101		

Notes to Table 1:

1. Below please find the median, high and low revenue figures for each quartile displayed above:

Quartile	Quantity	Average	Median	High	Low
Q1	10	\$735,604	\$712,315	\$933,596	\$657,823
Q2	10	\$580,716	\$585,227	\$616,040	\$542,225
Q3	10	\$476,061	\$476,503	\$521,895	\$423,917
Q4	9	\$321,101	\$304,635	\$419,875	\$235,502

Substantiation of the data used in preparing this financial performance representation will be made available to you upon reasonable request.

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 Allison Steimel, Brand Leader, BCC Franchising, LLC, 550 Reserve Street, Suite 380, Southlake, Texas 76092, (503) 548-4990, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide 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	47	42	-5
	2023	42	40	-2
	2024	40	40	0
Company-Owned*	2022	0	0	0
	2023	0	0	0
	2024	0	0	
Total Outlets	2022	47	42	-5
	2023	42	40	-2
	2024	40	40	0

* All franchised units before 2023 were offered and sold by our predecessor, Bishops Franchising, LLC. All company-owned units before 2023 were owned by our predecessor's affiliate. We became the franchisor of the Bishops™ franchise system in April 2022.

Table No. 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For Years 2022 – 2024

State	Year	Number of Transfers
California	2022	2
	2023	1
	2024	0
Total	2022	2
	2023	1
	2024	0