

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 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) 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.

DEFINITIONS

- (a) Average – means the sum of all data points in a set, divided by the number of data points in that set.
- (b) Calendar Year – means, as to each respective year, the 12 month period commencing on January 1 and ending on December 31.
- (c) Company Owned Outlet – means a Scoop Soldiers Business owned either directly or indirectly by us, our affiliate or any person identified in Item 2 of this Disclosure Document that operates a Scoop Soldiers Business. A Company Owned Outlet also includes any Scoop Soldiers Business that: (i) is operated as a joint venture owned in part by us, our affiliate or any person identified in Item 2 of this Disclosure Document; and (ii) is managed by us our affiliate or any person identified in Item 2.
- (d) Direct Cost of Goods Sold – means the direct non-managerial and non-administrative cost of goods sold and labor incurred by an Outlet in directly performing Approved Services and Products, comprised of the following expenses: field labor expense, field supplies, and dumping-site expenses. Direct Cost of Goods Sold do not include managerial expenses, administrative expenses, marketing expenses, vehicle expenses, operating expenses, or general expenses including, but not limited to insurance, credit card processing, bank fees, interest, taxes, depreciation, amortization, and franchise related expenses including Royalty Fees, Technology Fees, Local Marketing Fees, or Brand Development Fund Fees.
- (e) Franchise Territory – means a Scoop Soldiers Business operated under a Franchise Agreement that is not a Company Owned Outlet.
- (f) Gross Profit – means Gross Sales less Direct Cost of Goods Sold. Gross Profit does not include or account for the deduction of managerial expenses, administrative expenses, marketing expenses, vehicle expenses, operating expenses, or general expenses including, but not limited to credit card processing, bank fees, interest, taxes, depreciation, amortization, and franchise related expenses including Royalty Fees, Technology Fees, Local Marketing Fees, or Brand Development Fund Fees.
- (g) Gross Sales – means the total revenue derived by each Outlet less only sales tax, discounts, allowances and returns.
- (h) Median – means the data point that is in the center of all data points used. That number is found by examining the total number of data points and finding the middle number in that set. In the event the number of data points is an odd number, the median will be the center number. If the dataset contains an even number of data points, the median is reached by taking the two numbers in the middle, adding them together, and dividing by two.
- (i) New Company Owned Outlet – means, as to a particular Calendar Year, a Company Owned Outlet that for the first time opened and commenced operations on or after the first day (January 1) of the Calendar Year being reported.

(j) New Franchise Territory – means, as to a particular Calendar Year, a Franchise Territory that for the first time opened and commenced operations on or after the first day (January 1) of the Calendar Year being reported.

(k) Operational Company Owned Outlet(s) – means, as to a particular Calendar Year, a Company Owned Outlet that was open and in operation prior to the commencement of the Calendar Year. For example, if a Company Owned Outlet first opened for business in February 2024, as to the 2024 Calendar Year, the Company Owned Outlet would qualify as a New Company Owned Outlet (see definition above) and not as an Operational Company Owned Outlet. If this Company Owned Outlet remained in operation throughout the 2025 Calendar Year, it would qualify as an Operational Company Owned Outlet during the 2025 Calendar Year.

(l) Operational Franchise Territory(ies) – means, as to a particular Calendar Year, a Franchise Territory that was open and in operation prior to the commencement of the Calendar Year. For example, if a Franchise Territory first opened for business in February 2024, as to the 2024 Calendar Year, the Franchise Territory would qualify as a New Franchise Territory (see definition above) and not as an Operational Franchise Territory. If this Franchise Territory remained in operation throughout the 2025 Calendar Year, it would qualify as an Operational Franchise Territory during the 2025 Calendar Year.

(m) Outlet – refers to both Company Owned Outlets and Franchise Territories, as the context requires.

(n) Stop – refers to each individual customer service visit.

BASES AND ASSUMPTIONS

The financial information was not prepared on a basis consistent with generally accepted accounting principles during the respective Calendar Years. Data for our Company Owned Outlets are based on information reported to us by our affiliate. Data for the Franchise Territories are based on financial information reported to us by our franchisees. The information in this analysis has not been audited, is based on historical financial data and is not a forecast or projection of future financial performance.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

ANALYSIS OF RESULTS OF COMPANY OWNED OUTLETS

Through our affiliate we operate Company Owned Outlets in multiple operating territories. An operating territory may be comprised of one or more Territories. In Table 1 we identify each Company Owned Outlet based on the Operating Territory in which the Company Owned Outlet operates and the number of Territories located within each Operating Territory. An Operating Territory may consist of one or more individual Territories that, together, constitute one Operating Territory of a Company Owned Outlet. Table 1 reflects the Territory count for each of the below markets at the beginning of the 2025 Calendar Year.

Table 1

Company Owned Outlet Summary	
Market	Description and Territory Size
Salt Lake City, UT	This Outlet operates in an operating territory consisting of four Territories. This Outlet began servicing the Salt Lake City, UT market in June 2023. During the 2024 Calendar Year this Outlet ceased operations in one of the four Territories and, as of the end of the 2024 Calendar Year, now operates within an operating territory consisting of three Territories.
Seattle, WA	This Outlet operates in an operating territory consisting of four Territories. This Outlet began servicing four Territories in the Seattle, WA market in May 2023.
Spokane, WA	This Outlet operates in an operating territory consisting of one Territory. This Outlet began servicing one Territory in the Spokane, WA market in November 2024.
Washington, D.C.	This Outlet operates in an operating territory consisting of four Territories. This Outlet began servicing the Washington, D.C. market in February 2023. During the 2024 Calendar Year this Outlet ceased operations in one of the four Territories and, as of the end of the 2024 Calendar Year, now operates within an operating territory consisting of three Territories.

Material financial and operational characteristics that are reasonably anticipated to differ from future operational Franchise Territories include: (a) managerial skill and efficiency experienced by our Company Owned Outlets as a result of our extensively experienced management team; (b) brand recognition within the local markets in which our Company Owned Outlets operate; and (c) no obligation to pay ongoing monthly fees that a franchisee will pay to us, such as Royalty Fees and Brand Development Fund Fees.

Below we report select financial performance data for each Company Owned Outlet. Terms used in the tables below are subject to the definitions contained in the beginning of this Item 19. Please review each definition.

Table 2

Company Owned Outlets			
2025 Calendar Year Gross Sales and Select Data ^{Note 1}			
Company Owned Outlet	2025 Gross Sales	Total Annual Number of Stops	Average Gross Sales Per Stop
Salt Lake City, UT	\$133,170	6,126	\$21.74
Seattle, WA	\$206,410	8,736	\$23.63
Spokane, WA	\$102,753	4,659	\$22.05
Washington, D.C.	\$150,111	6,394	\$23.48
Notes to Table 2:			
<p>^{Note 1} An Operating Territory may consist of one or more individual Territories that together, constitute one Operating Territory. See Table 1 for a description of each Company Owned Outlet including the number of Territories comprising the operating territory for each Company Owned Outlet. Calculation of Gross Sales, Annual Number of Stops, and Average Gross Sales Per Stop are calculated on a per Company Owned Outlet Operating Territory basis and do not differentiate or adjust based on the number of Territories within an Operating Territory. This Table 2 does not report data on a per Territory basis.</p>			

Table 3

Company Owned Outlets				
2025 Calendar Year Average, Median, High and Low Gross Sales ^{Note 1}				
	Average	Median ^{Note 2}	High ^{Note 3}	Low ^{Note 4}
Gross Sales	\$148,111	\$141,641	\$206,410	\$102,753
<p><u>Notes to Table 3:</u></p> <p>^{Note 1} An Operating Territory may consist of one or more individual Territories that together, constitute one Operating Territory. See Table 1 for a description of each Company Owned Outlet including the number of Territories comprising the operating territory for each Company Owned Outlet. Calculation of Average, Median, High and Low Gross Sales are calculated on a per Company Owned Outlet Operating Territory basis and do not differentiate or adjust based on the number of Territories within an Operating Territory or comprising a Company Owned Outlet. This Table 3 does not report Average, Median, High and Low Gross Sales on a per Territory basis.</p> <p>^{Note 2} <u>Median</u>: The Median data is computed as the Average of our Salt Lake City, UT Company Owned Outlet comprised of three Territories and our Washington, D.C. Company Owned Outlet comprised of three Territories.</p> <p>^{Note 3} <u>High</u>: The High data is for our Seattle, WA Company Owned Outlet comprised of four Territories.</p> <p>^{Note 4} <u>Low</u>: The Low data is for our Spokane, WA Company Owned Outlet comprised of one Territory.</p>				

ANALYSIS OF RESULTS OF OPERATIONAL FRANCHISE TERRITORIES

During the 2025 Calendar Year we had a total of 98 Franchise Territories. Of the 98 Franchise Territories, 92 Territories were Operational Franchise Territories. We exclude data for three Franchise Territories that were reacquired by us during the 2025 Calendar Year as well as exclude data for three Territories that were New Franchise Territories previously operated as Territories within the Operating Territory of a Company Owned Outlet and sold to a franchisee during the 2025 Calendar Year. Within this Item 19 we include data for all 92 Operational Franchise Territories. The data provided below is otherwise limited to our Operational Franchise Territories. Franchisees may operate in multiple Franchise Territories pursuant to multiple separate Franchise Agreements.

Table 4

Operational Franchise Territory Summary	
Market	Description and Territory Size
Allen	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Allen market in 2019.
Prosper	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Prosper market in 2019.
Frisco	This Franchise Territory operates in an operating territory consisting of approximately one Territory. This Franchise Territory began servicing the Frisco market in 2019.
McKinney	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the McKinney market in 2019.
Denton	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Denton market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
Grapevine	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Denton market in 2021. The Territory comprising

	this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
Arlington	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Arlington market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
Carrollton	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Carrollton market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
East Dallas	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the East Dallas market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
West Dallas	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Dallas market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
Plano	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Plano market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
North Austin	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the North Austin market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Austin Company Owned Outlet.
Round Rock	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Round Rock market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Austin Company Owned Outlet.
Georgetown/Leander	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Georgetown / Leander market in 2021. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Austin Company Owned Outlet.
Central Austin	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Central Austin market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Austin Company Owned Outlet.
South Austin	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the South Austin market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Austin Company Owned Outlet.
San Marcos – New Braunfels	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the San Marcos – New Braunfels market in 2022. The Territory comprising this Franchise Territory was original operated as a Territory within the Operating Territory of our Austin Company Owned Outlet.
College Station	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the College Station market in 2022.
Tomball	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Tomball market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
The Woodlands-Spring	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing The Woodlands-Spring market in 2023. The Territory

	comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Phoenix Metro	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Phoenix Metro market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Phoenix Company Owned Outlet.
Phoenix NE	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Phoenix NE market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Phoenix Company Owned Outlet.
Phoenix NW	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Phoenix NW market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Phoenix Company Owned Outlet.
Phoenix SE	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Phoenix SE market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Phoenix Company Owned Outlet.
Phoenix SW	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Phoenix SW market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Phoenix Company Owned Outlet.
Clearwater-St Pete	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Clearwater-St Pete market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Tampa Company Owned Outlet.
NE Tampa	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the NE Tampa market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Tampa Company Owned Outlet.
NW Tampa	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the NW Tampa market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Tampa Company Owned Outlet.
SE Tampa	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the SE Tampa market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Tampa Company Owned Outlet.
Alpharetta	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Alpharetta market in July 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our former Atlanta Company Owned Outlet.
Fort Worth	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Fort Worth market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
Roanoke-Haltom City	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Fort Worth market in 2022. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Dallas Company Owned Outlet.
Lake Conroe	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Lake Conroe market in December 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.

Cumming-Buford-Flowery Branch	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Cumming-Buford-Flowery Branch market in March 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Atlanta Company Owned Outlet.
Duluth-Norcross-Suwanee	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Duluth-Norcross-Suwanee market in March 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Atlanta Company Owned Outlet.
Portland-Lake Oswego	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Portland-Lake Oswego market in April 2023.
San Antonio East	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the San Antonio East market in August 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our San Antonio Company Owned Outlet.
San Antonio SE	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the San Antonio SE market in August 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our San Antonio Company Owned Outlet.
San Antonio SW	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the San Antonio SW market in August 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our San Antonio Company Owned Outlet.
Orlando East	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Orlando East market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Orlando Company Owned Outlet.
Orlando North	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Orlando East market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Orlando Company Owned Outlet.
Orlando South	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Orlando East market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Orlando Company Owned Outlet.
Las Vegas NE	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Las Vegas NE market in December 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Las Vegas Company Owned Outlet.
Las Vegas NW	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Las Vegas NW market in December 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Las Vegas Company Owned Outlet.
Las Vegas SE	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Las Vegas SE market in December 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Las Vegas Company Owned Outlet.
Las Vegas SW	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Las Vegas SW market in December 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Las Vegas Company Owned Outlet.
OKC Metro	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the OKC Metro market in December 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Oklahoma City Company Owned Outlet.

OKC North	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the OKC North market in December 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Oklahoma City Company Owned Outlet.
OKC South	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the OKC South market in December 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Oklahoma City Company Owned Outlet.
Kansas City East	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Kansas City East market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Kansas City Company Owned Outlet.
Kansas City North	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Kansas City North market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Kansas City Company Owned Outlet.
Kansas City South	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Kansas City South market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Kansas City Company Owned Outlet.
Kansas City West	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Kansas City West market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Kansas City Company Owned Outlet.
Tulsa East	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Tulsa East market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Tulsa Company Owned Outlet.
Tulsa West	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Tulsa West market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Tulsa Company Owned Outlet.
Boulder	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Boulder market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Boulder Company Owned Outlet.
Colorado Springs North	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Colorado Springs North market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Colorado Springs Company Owned Outlet.
Colorado Springs South	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Colorado Springs South market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Colorado Springs Company Owned Outlet.
Aurora	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Aurora market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Denver Company Owned Outlet.
Castle Rock	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Castle Rock market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Denver Company Owned Outlet.
Denver Metro	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Denver Metro market in January 2024. The

	Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Denver Company Owned Outlet.
Lakewood	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Lakewood market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Denver Company Owned Outlet.
Fort Collins	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Fort Collins market in August 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Fort Collins Company Owned Outlet.
San Antonio Central	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the San Antonio Central market in May 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our San Antonio Company Owned Outlet.
San Antonio West	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the San Antonio West market in May 2023. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our San Antonio Company Owned Outlet.
NW Ft. Myers – Cape Coral	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the NW Ft. Myers – Cape Coral market in October 2023.
South Ft. Myers – Bonita Springs	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the South Ft. Myers – Bonita Springs market in October 2023.
Tucson AZ East	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Tucson AZ East market in October 2023.
Tucson AZ West	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Tucson AZ West market in October 2023.
East Conroe	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the East Conroe market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Houston East	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Houston East market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Houston North	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Houston North market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Houston South	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Houston South market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Houston West	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Houston West market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Katy	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Katy market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Pearland-Galveston	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Pearland-Galveston market in January 2024. The

	Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Sugarland	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Sugarland market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Houston Company Owned Outlet.
Franklin	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Franklin market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Nashville Company Owned Outlet.
Nashville East	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Nashville East market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Nashville Company Owned Outlet.
Nashville West	This Franchise Territory operates in an operating territory consisting of one Territory. This Franchise Territory began servicing the Nashville West market in January 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Nashville Company Owned Outlet.
Atlanta East	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the Atlanta East market in March 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Atlanta Company Owned Outlet.
Atlanta North	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the Atlanta North market in March 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Atlanta Company Owned Outlet.
Atlanta West	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the Atlanta West market in March 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Atlanta Company Owned Outlet.
Canton-Cartersville	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the Canton-Cartersville market in March 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Atlanta Company Owned Outlet.
Lawrenceville	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the Lawrenceville market in March 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Atlanta Company Owned Outlet.
NC Charlotte East	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the NC Charlotte East market in April 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Charlotte Company Owned Outlet.
NC Charlotte North	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the NC Charlotte North market in April 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Charlotte Company Owned Outlet.
NC Charlotte West	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the NC Charlotte West market in April 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Charlotte Company Owned Outlet.
NC Durham	This Franchise Territory operates in an operating territory consistent of one Territory. This Franchise Territory began servicing the NC Durham market in April 2024. The Territory comprising this Franchise Territory was originally operated as a Territory within the Operating Territory of our Raleigh/Durham Company Owned Outlet.