



NHance, Inc.  
A Delaware Corporation  
3310 West End Avenue, Suite 620  
Nashville, TN 37203  
(800) 841-6583  
[www.nhance.com](http://www.nhance.com)

## FRANCHISE DISCLOSURE DOCUMENT

The franchise offered is for the operation of an N-Hance Business which provides wood cleaning, coating, protection and other wood care and renewal products and services for wood flooring, cabinetry, trim and other wood furnishings to residential and commercial customers, plus additional services with additional training. The total investment necessary to begin operation of an N-Hance franchised business is ~~\$70,700~~70,695 to ~~\$192,000~~194,995. This includes ~~\$64,000~~63,995 to ~~\$86,500~~89,495 that must be paid to the franchisor or its affiliate(s).

This Disclosure Document summarizes certain provisions of your franchise agreement and other information in plain English. Read this Disclosure Document and all accompanying agreements carefully. You must receive this Disclosure Document at least 14 calendar-days before you sign a binding agreement with, or make any payment to, the franchisor or an affiliate in connection with the proposed franchise sale. **Note, however, that no governmental agency has verified the information contained in this document.**

You may wish to receive your Disclosure Document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact your sales representative at 3310 West End Avenue, Suite 620, Nashville, TN 37203, 435-755-0099.

The terms of your contract will govern your franchise relationship. Don't rely on the Disclosure Document alone to understand your contract. Read all of your contract carefully. Show your contract and this Disclosure Document to an advisor, like a lawyer or an accountant.

Buying a franchise is a complex investment. The information in this Disclosure Document can help you make up your mind. More information on franchising, such as "A Consumer's Guide to Buying a Franchise," which can help you understand how to use this Disclosure Document, is available from the Federal Trade Commission. You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC's home page at [www.ftc.gov](http://www.ftc.gov) for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

Issuance Date: March ~~29, 2024~~31, 2023, as amended July 19, 2023, as amended January 17, 2024.

C	Initial Fee Business Note
D	Financial Statements <del>and HRI Holdings, Inc. and Guaranty of Performance</del>
E	Table of Contents of Training Manual
F	List of Franchisees
G	Former Franchisees
H	State Addenda to the Franchise Disclosure Document
I	Franchise Disclosure Questionnaire

## Item 1

### **THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS AND AFFILIATES**

The franchisor is Nhance, Inc., a Delaware corporation incorporated on December 19, 2012. The franchisor is called “NHI,” “we,” “our” or “us” in this disclosure document. We will refer to the person who buys the franchise as “you” throughout the disclosure document. Our principal business address is 3310 West End Avenue, Suite 620, Nashville, TN 37203. Our previous principal business address was 124 12<sup>th</sup> Ave. South, Suite 300, Nashville, TN 37203. We have an additional location at 1530 North 1000 West, Logan, Utah 84321. We do business under our corporate name “N-Hance.” If we have an agent for service of process in your state, we disclose that agent in Exhibit A.

On July 10, 2019, BELFOR (USA) Group, Inc., a Colorado corporation incorporated on June 9, 1995 (“BELFOR”), acquired control of NHI and its affiliate, BFG Holdco, Inc. (“BFG Holdco”) from Baird Capital Partners (“BCP”). BFG Holdco was formerly known as HRI Holdings, Inc., until the corporation’s name was changed in 2022. BFG Holdco, its wholly owned subsidiary Chem-Dry, Inc. (“CDI”), formerly known as Harris Research, Inc., a Utah corporation incorporated on March 28, 1994, and NHI, all became wholly owned subsidiaries of BELFOR. BELFOR is a wholly owned subsidiary of BELFOR Holdings, Inc. (“BHI”) a Delaware corporation incorporated on May 24, 2006. BELFOR and BHI are located at 185 Oakland Ave, Suite 150, Birmingham, MI 48009. The offices of CDI are co-located with our offices in Nashville and Logan. BELFOR offers property and electronic restoration, machinery refurbishment, data and document restoration, mold remediation, emergency and disaster rapid response. ~~BELFOR does not currently operate any, nor has it offered, franchises in any line of business, although it reserves the right to do so in the future.~~ As of December 31, 2023, BELFOR owns and operates ~~169-174~~ company owned locations in the United States and Canada. BELFOR also owns and operates two (2) franchises of our affiliate ZPlumberz.

BHI is wholly owned by ASP BF Intermediate Sub, LLC, a Delaware limited liability company formed on December 21, 2018. Its principal business address is 299 Park Avenue, 34<sup>th</sup> Floor, New York NY 10171. ASP BF Intermediate Sub, LLC purchased BHI on April 4, 2019.

In a reorganization effective on December 31, 2012, CDI contributed the assets and liabilities (including the then effective franchise agreements) associated with the N-Hance franchise program in the United States to us, and then distributed all of the ownership interests in us to HRI Holdco, LLC, which was owned by BCP. As a result of that reorganization, CDI became our affiliate. On December 31, 2019, NHI became a wholly owned subsidiary of BFG Holdco.

**N-Hance Business.** CDI designed and developed, and we now franchise, a method for establishing and operating a business that offers wood cleaning, coating, protection, and other wood care and renewal products and services for wood flooring, and cabinetry, trim and other wood furnishings using prescribed specifications, standards, operating procedures, supplies and specialized equipment, all of which we may improve, further develop, or otherwise modify. We also call these businesses “N-Hance Businesses” or the “Business” in this disclosure document. CDI developed and manufactures and/or distributes the wood care and renewal products used by N-Hance Businesses. Except for CDI, we have no affiliates that provide products or services to franchisees.

The N-Hance process uses proprietary solutions to treat wood surfaces after you have prepared the surfaces for treatment according to our operating procedures. Our methods may use portable ultraviolet light fixtures to cure the solutions after application to complete the treatment. We recommend that new franchise owners and technicians practice application of our products on test cabinets after training to maintain, refine and enhance their knowledge and skill of the techniques we teach at training. Franchisees are obligated to follow our detailed methods and processes in providing services to customers in the N-Hance Business. ~~We call the N-Hance Business that you will operate the “Business.”~~ Your Business would provide these services to residential and commercial customers in a single defined “Franchised Area.”

**Our Franchise.** To become a franchisee of an N-Hance Business, you must sign the Franchise Agreement attached as **Exhibit B** and the Initial Fee Business Note (the “Business Note”) attached as **Exhibit C**. If you are a corporation, partnership, limited liability company or other business entity, all owners with more than a 5% equity ownership interest must co-sign the Business Note and sign the Owner’s and Guarantor’s Undertaking attached to the Franchise Agreement. These owners will be bound by the applicable terms of the Franchise Agreement. Under the Franchise Agreement, you must offer and perform all N-Hance Business services for your customers that we mandate. You may also offer and perform additional services that we first approve. We may require that you first successfully complete additional training and/or the purchase of additional equipment or products. The current list of additional approved services includes granite renewal, floor sanding, and cabinet door replacement services. We reserve the right to change the list of mandatory and approved additional services in our discretion.

We began offering franchises for N-Hance Businesses in January 2013. We do not operate and have never operated any N-Hance Businesses, and we do not offer and have never offered franchises in any other line of business.

**Our Affiliates.** NHI affiliated companies currently offering franchises or providing products or services to our franchisees include:

Company	State/Type of Entity	Date of Formation	Principal Address	Number of U.S. Outlets on 12/31/22	Franchise Line of Business
CDI doing business under the names “Chem-Dry” and “Chem-Dry, Inc.”	Utah corporation	March 1994 Successor to a California corporation incorporated in Nov. 1977	3310 West End Avenue, Suite 620 Nashville, TN 37203	<del>1,388</del> 1,240 in the US and <del>49</del> 44 in Canada	Franchising Chem-Dry® carpet cleaning and upholstery cleaning since 1978. Offered N-Hance franchises in the U.S. and Canada from May 2003 until August 2017.
Devere International, Inc. (“DII”)	California corporation	Sept. 1987	3310 West End Avenue, Suite 620 Nashville, TN 37203 <sup>1</sup>	<del>272</del> 7053 Chem-Dry and 2 N-Hance	Offers Chem-Dry and N-Hance-master franchises outside of the United States and Canada

Company	State/Type of Entity	Date of Formation	Principal Address	Number of U.S. Outlets on 12/31/22	Franchise Line of Business
Delta Development Group, LLC ("DDG")	Colorado limited liability company	Mar. 14, 2018	3310 West End Avenue, Suite 620 Nashville, TN 37203 <sup>1</sup>	0	Commercial and residential property mitigation, reconstruction, remodeling and consulting services.

BELFOR or BFG owns the companies that offer franchises listed in the chart below. The franchising companies have offered franchises since their year of formation, only offer franchises in the Franchise Offering column in the chart, and have never offered franchises in any other line of business. All of the franchising companies in the chart below have the following principal business address: 731 Fairfield Court, Ann Arbor, MI 48108, except the Canadian companies have the following principal business address: 3300 Bridgeway Street, Vancouver, British Columbia V5K 1H9. [Winmar's principal business address is 175 Stonach Crescent, London, ON N5V 3G5.](#) [Belfor Franchise Group UK Limited has a principal business address of Curzon Street Business Centre, Curzon Street, Burton On Trent, Staffs, DE13 2DH.](#) [Winmar, a subsidiary of BELFOR, whose principal business address is 185 Oakland Ave., Suite 150, Birmingham, Michigan 48009](#) The Canadian companies, including Winmar, offer franchises for sale in Canada.

Company	State/Type of Entity	Date of Formation	Number of U.S. Outlets on 12/31/22	Franchise Line of Business
<b>BFG</b>				
HOODZ International, LLC ("HOODZ")	Delaware limited liability company	Oct. 3, 2008	<a href="#">128</a>	Performing commercial kitchen exhaust system cleaning, inspection, maintenance and restoration services.
DUCTZ International, LLC ("DUCTZ")	Michigan limited liability company	Mar. 30, 2004	<del>6686667</del>	HVAC <u>system</u> restoration, <u>coil cleaning, and dryer vent and duct cleaning</u> services, <u>to various large volume, emergency, and rapid response projects.</u>
1 800 WATER DAMAGE International, LLC ("1 800 WD")	Delaware limited liability company	Apr. 16, 2015	<del>467</del> <a href="#">178</a>	Water damage restoration services, <u>carpet cleaning services</u> , mold remediation, odor removal, fire and smoke and related cleaning services.
PACKOUTZ International, LLC ("BLUE KANGAROO PACKOUTZ")	Delaware limited liability	August 29, 2019	<del>22</del> <a href="#">103</a>	Contents restoration, packing, cleaning, and permanent climate-controlled storage.

Company	State/Type of Entity	Date of Formation	Number of U.S. Outlets <del>on 12/31/22</del>	Franchise Line of Business
	company			
PLUMBERZ International, LLC ("Z PLUMBERZ")	Delaware limited liability company	Mar. 25, 2019	<del>2830</del>	Plumbing, sewer, and drain service to residential, commercial, and industrial buildings.
Patch Boys International, LLC ("THE PATCH BOYS")	Delaware limited liability company	May 6, 2020	<del>298</del> 308	Performing light restoration and reconstruction services in residential homes and commercial businesses.
1-800 BOARDUP International, LLC*	Delaware LLC	July 8, 2022	<del>7590</del> 9075	Emergency Structural stabilization services.
Safer Home Services International, LLC	Michigan limited liability company	September 29, 2022	<del>31</del>	Pest protection, termite control, rodent control, and other related services to residential and commercial markets
COOL BINZ International, LLC	Michigan limited liability company	September 29, 2022	0	Portable storage containers, devices and equipment, including, climate-controlled and non-climate-controlled storage containers, mobile offices, mobile refrigeration units and freezers
HOODZ Canada, Inc.	Federal company (Canada)	Oct. 4, 2011	<del>140</del>	Performing commercial kitchen exhaust system cleaning, inspection, maintenance and restoration services.
DUCTZ Canada, Inc. (operating under the name "DUCTK-BUSTERS")	Federal company (Canada)	Jan. 12, 2018	2	HVAC <u>system</u> restoration, <u>coil cleaning</u> and <del>duct cleaning</del> <u>dryer vent services to various large volume, emergency, and rapid response projects.</u>
Patch Boys Canada, Inc.	Federal company (Canada)	Jan. 12, 2018	0	Performing light restoration and reconstruction services in residential homes and commercial businesses
Redbox+ International, LLC ("Redbox+")	Michigan LLC	May 28, 2021	2707	Roll-off container/portable toilet combination using our patented technology
JunkCo+ International, LLC	Michigan	December 6,	0+	Junk hauling and demolition

Company	State/Type of Entity	Date of Formation	Number of U.S. Outlets <del>on</del> <u>12/31/22</u>	Franchise Line of Business
<del>North America, LLC</del>	<u>Delaware</u> LLC	<del>2023</del> <u>January 25, 2024</u>		services
<b>BELFOR</b>				
Winmar (Canada) International Ltd. (“Winmar”)	Federal company (Canada)	Dec. 7, 2018	91	Restoration services for residential and commercial properties across Canada that specialize in water damage, fire and smoke restoration services, mold inspection and removal as well as damage restoration and recovery.

Our Parent, BFG, also owns the following affiliates that do not currently have or offer franchises, but reserve the right to have or offer franchises in the future.

Company	State/Type of Entity	Date of Formation	Principal Address	Number of Outlets	Industry
<u>1 800 WATER DAMAGE North America, LLC (“WDNA”)</u>	<u>Delaware LLC</u>	<u>Sept. 28, 2015</u>	<u>731 Fairfield Court, Ann Arbor, MI 48108</u>	<u>0</u>	<u>Water damage restoration services, carpet cleaning services, mold remediation, odor removal, fire and smoke and related cleaning services.</u>
DUCTZ North America, LLC (“DZNA”)	Delaware LLC	July 24, 2007	731 Fairfield Court, Ann Arbor, MI 48108	5 (company-owned DUCTZ Businesses)	HVAC <u>system</u> restoration, <u>coil cleaning</u> and <u>duct cleaning</u> <del>dryer vent</del> services <del>to various large volume, emergency, and rapid response projects.</del>
HOODZ North America, LLC (“HZNA”)	Delaware LLC	Nov. 12, 2009	731 Fairfield Court, Ann Arbor, MI 48108	6	Commercial exhaust hood system and oven cleaning, inspection, maintenance and restoration services.
PACKOUTZ North America, LLC (“BLUE	Michigan LLC	25-Mar-19	731 Fairfield Court, Ann Arbor, MI 48108	1	Contents restoration, packing, cleaning, and permanent climate-controlled storage.

KANGAROO PACKOUTZ NA")					
PLUMBERZ North America, LLC ("Z PLUMBERZ NA")	Michigan LLC	25-Mar-19	731 Fairfield Court, Ann Arbor, MI 48108	<del>77</del>	Plumbing, sewer, and drain service to residential, commercial, and industrial buildings.
SAFER HOME SERVICES NORTH AMERICAN, LLC ("SHS NA")	Michigan, LLC	29-Oct-22	731 Fairfield Court, Ann Arbor, MI 48108	<del>38</del>	Pest protection, termite control, rodent control, and other related services to residential and commercial customers
COOL BINZ, NORTH AMERICA, LLC ("CB NA")	Michigan, LLC	29-Oct-22	731 Fairfield Court, Ann Arbor, MI 48108	<del>42</del>	Portable storage containers, devices and equipment, including, climate-controlled and non-climate-controlled storage containers, mobile offices, mobile refrigeration units and freezers
<u>JunkCo North America, LLC</u>	<u>Michigan LLC</u>	<u>December 5, 2023</u>	<u>731 Fairfield Court, Ann Arbor, MI 48108</u>	<u>1</u>	<u>Junk removal and demolition services.</u>
<u>Hidrent, LLC (offering services as "Task Hero")</u>	<u>Delaware</u>	<u>Jan 22, 2024</u>	<u>731 Fairfield Court, Ann Arbor, MI 48108</u>	1	<u>A pioneering technology platform that connects off-duty fire fighters with residential or commercial customers in need of safe, trustworthy, and reliable handyman- type services.</u>
BHI Distribution, LLC ("BHI")	Delaware LLC	Feb. 19, 2008	731 Fairfield Court, Ann Arbor, MI 48108	1	Procurement and distribution of vehicles, equipment and supplies for BELFOR USA and its affiliates and subsidiaries.



## Item 2

### **BUSINESS EXPERIENCE**

#### President: Robert V. DeGraff, Jr.

Mr. DeGraff became President of NHI, located in Ann Arbor, MI, in January 2024. Prior to being named President, Mr. DeGraff was the owner and operator of RVDJr Enterprises, LLC d/b/a N-Hance of Buffalo, in Alden, NY. Mr. DeGraff acquired his N-Hance franchised business in 2016 and will continue to oversee its operation for the foreseeable future.

#### Director: Sheldon Yellen

Mr. Yellen became a Director of BFG Holdco on July 10, 2019. Mr. Yellen has served as Chief Executive Officer for DUCTZ, BFG, and DZNA, located in Ann Arbor, MI, since July 2007. Mr. Yellen has served as Chief Executive Officer of HOODZ and HZNA, located in Ann Arbor, MI, since September 2008. Mr. Yellen has served as Chief Executive Officer of 1-800 WD and WDNA, located in Ann Arbor, MI, since October 2015. Mr. Yellen has served as Chief Executive Officer of BELFOR, located in Birmingham, MI since April 2004. Mr. Yellen has served as Director and CEO of BELFOR Holdings, in Birmingham, MI, since its inception in September 2006.

#### President BELFOR Franchise Group, LLC: Rusty Amarante

##### Executive Chairman and Director: Rusty Amarante

Mr. Amarante became Executive Chairman and a Director of BFG Holdco on July 10, 2019. Mr. Amarante ~~served also currently serves~~ as President of Redbox+ International, LLC, located in Ann Arbor, MI ~~from and has done so since~~ September 2022 ~~to January 2024~~. ~~Mr. Amarante has served as President of 1-800 WATER DAMAGE International, LLC from April 2015 until August, 2018.~~ Mr. Amarante has served as Director of Operations for BELFOR USA Group, Inc., located in Birmingham, MI, since November 1999. –

#### Chief Financial Officer of Belfor Franchise Group, LLC: David Robertson

~~Mr. Robertson became Chief Financial Officer for BELFOR Franchise Group LLC, in Ann Arbor, MI, in October 2023. Prior to joining us, he was President of Lake's Lawn & Landscape, in Waterford, MI, from April 2023 through October 2023. From April 2018 through April 2022, Mr. Robertson was Senior Vice President and CFO of Altarum Institute in Ann Arbor, MI. Prior to that, he served as Principal of Rehmann, in Ann Arbor, MI, from September 2005 through April 2018.~~

#### Chief Financial Officer: Janette Sims

Ms. Sims became Chief Financial Officer for CDI and NHI, in Nashville, TN, in November, 2020. Previously she was the Controller of CDI and NHI from August 2014 until November 2020. ~~She has served in the same capacity for our affiliate, DDG, located in Arvada, CO, since March 2018.~~

#### Senior Vice President of Franchise Sales: D'Wayne Tanner

Mr. Tanner joined NHI in May 2017 in Nashville, TN as the Senior Vice President of Franchise Sales. Prior to joining NHI, Mr. Tanner was Vice President of Franchise Sales for D1 Sports Training in Franklin, TN from

February 2017 to April 2017 and, from June 2015 to August 2016, Vice President of Franchise Sales for UFC Gym in Irvine, CA.

Senior Vice President of Legal and Franchise Administration: Melanie Parker

Ms. Parker became Senior Vice President of Legal and Franchise Administration for NHI and our affiliate CDI, in Nashville, TN, in June 2019. Previously, she served as Vice President of Legal and Franchise Administration from October 2015 to June 2019. She has served in the same capacity for our affiliates ~~DDG, located in Arvada, CO, since March 2018 and~~ BFG, located in Ann Arbor, MI, since September 2019.

Vice President of Marketing: Abigail Baker

Ms. Baker became the Vice President of Marketing for NHI and CDI in Nashville, TN in February 2021. Previously, she joined CDI and NHI in July 2016 as the Director of Marketing in Nashville, TN.

**Item 3**

**LITIGATION**

Prior Action:

Scott Torok v Nhance, Inc.: On October 20, 2017, NHI franchisee Scott Torok filed a demand with the American Arbitration Association, Case No. 01-17-0006-3692, in Nashville, Tennessee. Torok sought \$74,000 (subject to revision) for alleged breaches of the N-Hance franchise agreements by NHI, fraud in the inducement and common law and statutory unfair trade practices. On February 27, 2018, Torok filed his statement of claim in which he alleged that various misrepresentations were made to him by NHI concerning: NHI's relationship with The Home Depot, startup costs and projected revenues. Torok also claims NHI's support program was deficient, and the N-Hance product and service processes were inefficient. NHI filed a response denying Torok's allegations and a counterclaim for Torok's breach of the N-Hance franchise agreements for non-payment of franchise fees and amounts due under the franchise agreements. On April 1, 2019 the parties agreed to mutually terminate the franchise agreements and NHI agreed to repurchase certain major equipment, marketing materials and telephone numbers, and released certain installment obligations resulting in a cash payment to the franchisee of \$78,000, plus the exchange of mutual releases.

Pending Actions:

Nhance, Inc. v. SME Services, LLC; Samuel Ou; and Erin Ou: On July 19, 2023, NHI filed a demand for arbitration with the American Arbitration Association, Case No. AAA Case No. 01-23-0003-1910, in Nashville, Tennessee, against a former franchisee. NHI's demand ~~sought~~ to enforce its post-termination covenant against competition and ~~sought~~ \$74,999 in damages. On November 6, 2023, the parties agreed to dismiss the arbitration and SME Services, LLC, Samuel Ou, and Erin Ou agreed to pay NHI \$2,485.84, return the equipment to NHI, -and agreed to cease use of NHI's trademarks and confidential information. The demand for arbitration was dismissed on November 9, 2023.

Nhance, Inc. v. Artemis Renovations, LLC, James M. Verney, and Krissy R. Verney: On June 21, 2023, NHI filed a demand for arbitration with the American Arbitration Association, Case No. AAA Case No.

01-23-0002-7691, in Nashville, Tennessee, against a former franchisee. NHI's demand soughteeks to enforce its post-termination covenant against competition and soughteeks \$74,999 in damages. The demand for arbitration was dismissed on December 11, 2023.

Other than these actions, no litigation is required to be disclosed in this Item.

#### **Item 4**

### **BANKRUPTCY**

No bankruptcy information is required to be disclosed in this Item.

#### **Item 5**

### **INITIAL FEES**

You must pay NHI an initial fee ("Initial Fee") ranging from \$22,500 to \$86,500 which includes an initial license fee (the "Initial License Fee"), ~~an~~ additional territory ("Supplemental Territory Fee"), and, if applicable, an operating supplies, inventory and equipment package ("Initial Package").

#### **Package One – Traditional**

For your first N-Hance Business franchise, the Initial Fee comprises the following components:

- (1) An Initial License Fee of \$45,000 for an area of up to 350,000 persons located in the Franchised Area.
- (2) Initial supplies, equipment, and marketing resource packages (collectively, the "Initial Package") totaling ~~\$41,500~~ \$41,495 - \$44,495, plus applicable sales tax.

If you request a Franchised Area larger than 350,000 residents, then you will be required to pay us a lump sum Supplemental Territory Fee equal to \$170 for every 1,000 persons over 350,000.

You must execute the Equipment Agreement in **Exhibit I** to purchase the equipment in the Initial Package. The Initial Fee for Package One is due when you sign the Franchise Agreement and is not refundable.

#### **Package Two – Traditional**

If you are a current N-Hance franchisee, in good standing (no default under any Franchise Agreement with us or an affiliate), NHI may, at its discretion, permit you to acquire an additional franchise for which you pay us the Initial License Fee only (no Initial Package required). The Initial Fee for Package Two is \$40,000 for an area of up to 350,000 persons. If you request a Franchised Area larger than 350,000 residents, then you will be required to pay us a lump sum Supplemental Territory Fee equal to \$170 for every 1,000 persons over 350,000. The Initial Fee for Package Two is due when you sign the Franchise Agreement and is non-refundable.

If you are an existing N-Hance franchisee, you will be required to execute a release as a condition to acquiring an additional franchise (See **Exhibit D to the Franchise Agreement**). If the Franchised Area for the

additional franchise you are acquiring is not adjacent to one of your current Franchised Areas, NHI may require you to purchase an additional franchise using Package One, including the Initial Package.

### **Package Three – Small Market Franchise**

From time to time, in select markets only, you may be able to acquire a Business franchise designated as a “Small Market” franchise. The Small Market Franchise is defined as an area with a population density of fewer than 200 people per square mile and no hub city with a population greater than 75,000 people.

The Initial Fee for the Small Market Franchise comprises the following components:

- (1) An Initial License Fee of \$22,500.
- (2) Initial product, equipment, and marketing resource packages (collectively referred to as the “Initial Package”) totaling ~~\$41,500~~\$41,495 - \$44,495, plus applicable sales tax.

You must execute the Equipment Agreement in **Exhibit I** for the equipment acquired in the Initial Package.

The Initial Fee for Package Three is due when you sign the Franchise Agreement and is non-refundable.

### **Package Four – Small Market Franchise**

If you are an existing N-Hance franchisee in good standing NHI may, at its discretion, permit you to purchase a Small Market Franchise license only (no Initial Package included). The Small Market Franchise is defined as an area with a population density of fewer than 200 people per square mile and no hub city with a population greater than 75,000 people. The Initial Fee for this Package is \$22,500.

The Initial Fee for Package Four is due when you sign the Franchise Agreement and is non-refundable. If you are an existing N-Hance franchisee, you will be required to execute a release as a condition to acquiring an additional franchise (See **Exhibit D to the Franchise Agreement**). If the Franchised Area for the additional franchise you are acquiring is not adjacent to one of your current Franchised Areas, NHI may require you to purchase the additional franchise using Package Three, including the Initial Package.

### **Related Franchisee Package**

If you are currently a franchisee in good standing (defined above), at our sole discretion, with one of our franchising affiliates (a “Related Franchisee”) you may qualify to purchase an N-Hance franchise at a reduced Initial Fee.

The Initial Fee for the Related Franchisee comprises the following components:

- (1) An Initial License Fee that is reduced by a discount of twenty-five percent (25%) off the standard Initial License Fee for the Package you purchase; and
- (2) Initial product, equipment, and marketing resource packages (collectively referred to as the “Initial Package”) totaling ~~\$41,500~~\$41,495 - \$44,495 plus applicable sales tax.

You must execute the Equipment Agreement in **Exhibit I** to purchase the equipment included in the Initial Package. The Initial Fee for the Related Franchisee is due when you sign the Franchise Agreement and is non-refundable.

**Down Payments and Other Payments**

When you sign the Franchise Agreement and the Business Note, you must pay NHI a non-refundable down payment as indicated in Item 10. NHI will finance the remainder of the Initial License Fee over 60 months to pay the remaining balance in full if we approve you for financing. All installment payments are due on or before the tenth day of each month and are non-refundable. Payments generally begin the fourth month following your completion of New Buyer Training, or the month after you sign your Franchise Agreement if you are an existing Franchisee. If you don’t complete New Buyer Training on time, your Business Note will be accelerated and become immediately due and payable.

NHI may offer you financing on a portion of the Initial Package, as indicated in Item 10, if we approve you for financing. NHI requires an automatic debit program for the payment of all fees and loan payments. In the event you are acquiring multiple franchises at the same time as the purchase of your first franchise, NHI may agree to stagger the payment start dates on the amounts financed for subsequent franchise purchases.

We determine the interest rate applicable to any financing based on our underwriting standards.

**Additional Equipment**

You may purchase the following equipment if you qualify and complete any training and certification we require.

EQUIPMENT	PRICE
Floor Sander Kit	<del>\$15,100</del> 18,995 - <del>\$20,995</del> plus tax
Color Tinting Kit	<del>\$8,395</del> 9,995 - <del>\$10,995</del> plus tax

Payment for the Floor Sander Kit and the Color Tinting Kit is due when you sign the Franchise Agreement and is non-refundable. You must execute the Equipment Agreement in **Exhibit I** to purchase this equipment. NHI does not provide financing for the purchase of the Floor Sander Kit or the Color Tinting Kit.

**Discounts**

From time to time, we may offer incentives of cash grants, equipment, product, or other items as an inducement to prospective franchisees when business circumstances warrant and in states where such incentives can be offered without restrictions. We reserve the right to limit, change or cancel any offer at any time.

If you pay the Initial License Fee in full within six months of signing the Franchise Agreement and the Business Note, NHI will offer you a Cash Discount of 10% off the Initial License Fee amount. The amount of the discount varies with the package purchased.

We are a member of the International Franchise Association (“IFA”) and participate in the IFA’s Vet Fran Program, which provides a discount on the Initial License Fee for veterans and spouses of current active

duty personnel of the U.S. Armed Forces who meet the requirements of the VetFran Program. We also offer a discount on the Initial License Fee to “First Responders” which include sworn police officers, paid firefighters, and paid emergency medical technicians and paramedics actively serving in an emergency medical service. The discount offered to veterans and first responders is as follows and applies to the first franchise acquisition only:

- \$4,500 for Package One
- \$2,250 for Package Three

The discount will be deducted from the Initial License Fee and applied to the down payment. If you pay the Initial License Fee in full when you purchase your initial franchise, the Cash Discount will be applied net of the VetFran discount.

### **Referral Fee**

Where permitted by law without franchise broker or seller registration, NHI will pay to any N-Hance franchisee a referral fee of \$5,000 for potential franchisees you refer to NHI that purchase a new N-Hance franchise from NHI. You must be the first person to provide NHI with the name, address and phone number of the potential franchisee. If he or she purchases the N-Hance franchise within 90 days after you provide NHI the information in writing, you will receive \$5,000 as a referral fee.

### **Item 6**

#### **OTHER FEES**

<b>NAME OF FEE<sup>1</sup></b>	<b>AMOUNT</b>	<b>DUE DATE</b>	<b>REMARKS</b>
Royalty – Traditional Franchise	The greater of (1) 2% of your Gross Revenue <sup>2</sup> or (2) the Minimum Monthly Royalty of <del>\$412.07</del> <u>424.43</u> for months 1 – 6 and <del>\$824.79</del> <u>849.53</u> thereafter	10 <sup>th</sup> day of the following month	For your first N-Hance Business, payment begins in the fourth month following completion of the New Buyer Training program. For an additional Franchise acquisition, payment generally begins the first month after you sign the Franchise Agreement. This fee must be paid via electronic funds transfer.
Royalty – Small Market Franchise	The greater of (1) 2% of your Gross Revenue <sup>2</sup> or (2) the Minimum Monthly Royalty of <del>\$219.85</del> <u>226.45</u> for months 1 – 6 and <del>\$439.71</del> <u>452.90</u> thereafter	10 <sup>th</sup> day of the month	For your first N-Hance Business, payment begins in the fourth month following completion of the New Buyer Training program. For an additional Franchise acquisition, payment generally begins the first month after you sign the Franchise Agreement. This fee must be paid via electronic funds transfer.

NAME OF FEE <sup>1</sup>	AMOUNT	DUE DATE	REMARKS
Yearly Minimum Purchase Amount	\$4,200	As incurred	You must purchase a minimum of \$4,200 (subject to an annual CPI increase; updated amount published in Manual) of proprietary products from NHI or CDI each calendar year for each Business you own.
Customer Relationship Management Software Fee <sup>9</sup>	\$100 - <del>\$300-500</del> , per month, <del>\$200-500</del> data import fee	As incurred	You are required to use our web-based customer management system in the operation of the Business. Existing franchisees must pay <u>up to \$200-500</u> once to import their existing database.
Non-Reporting Fee	\$300	As incurred	Payable each month you do not provide the required reports in the manner prescribed by NHI; repeatedly not providing the required reports could result in further action. We may change the amount of this fee once annually in the Manual
Brand Marketing Fund ("BMF") Contribution – Traditional Franchise	Up to \$400 per month	Monthly on the 25 <sup>th</sup> of each month	Your contributions to the BMF will be due beginning the same month your first Franchise Royalty payment is due. See Item 11 for additional details. Subject to change upon 30 days' notice from NHI.
Brand Marketing Fund ("BMF") Contribution – Small Market Franchise	Up to \$200 per month	Monthly on the 25 <sup>th</sup> of each month	Your contributions to the BMF will be due beginning the same month your first Franchise Royalty payment is due. See Item 11 for additional details. Subject to change upon 30 days' notice from NHI.
National Accounts Program Handling & Processing Fee <sup>5</sup>	Currently 10% - 25% of invoice total	As incurred	NHI or CDI remits to you all the payments received from completed national accounts jobs minus this handling & processing fee. This Fee can vary between National Accounts.
Catalyst Out-of-Area Fee	<u>Up to</u> 15% of Invoice Total <sup>5</sup>	As incurred	NHI collects this fee on any work you perform outside of your Franchise Area with our permission. NHI will contribute one-third of the Catalyst Out-of-Area Fee amount collected from each job to the BMF. Jobs performed outside of your Franchised Area without NHI prior written approval are subject to a fine or termination of the franchise agreement.



NAME OF FEE <sup>1</sup>	AMOUNT	DUE DATE	REMARKS
Failed Quality Control (“QC”) Evaluation Fee	Will vary	As incurred	If you fail a QC Evaluation you may be required, at your own expense, to complete additional training, pay for the cost of the QC Evaluation, costs associated with the service provided, and to correct the quality of the service for the customer. Fee could range between \$2,800 - \$8,000, depending on the <u>service</u> provided.
Transfer	\$3,000	Upon <del>filing of</del> transfer request	Due if you: (i) transfer the Franchise Business or its assets <u>to an existing franchisee or to a buyer not introduced to you by NHI nor working with NHI in the past 18 months</u> or <del>(ii) transfer any portion of the Franchise Business to a transferee who was introduced to you by NHI or was working with NHI in the past 18 months.</del>
Transfer Fee for prospect introduced to you by NHI or its affiliates or working with NHI in the past 18 months	10% of the sales price, but no less than \$10,000	When you request our approval of a transfer	Payable if you propose to transfer the Franchise Business or its assets, with our prior approval, to a prospect introduced to you by NHI or who had been working with NHI in past 18 months to buy a N-Hance franchise.
Non-Controlling Interest Transfer or Transfer to Select Family Member	\$1,000	Upon filing of transfer request	Due if you: (i) transfer a non-controlling interest in the Franchise Business or (ii) transfer Franchise Business to your spouse or adult offspring.
Area Transfer	\$5,000 plus fee for additional population in requested territory based on our fee formula then in effect	Due at the beginning of the area transfer process and prior to the issuance of successor franchise agreement or amendment.	Due if you propose to relocate your Business, with our approval, to <del>to</del> a different Franchise Area.
Renewal Fee	\$2,500	Prior to expiration of the initial term	Fee that is due at the end of the initial five-year term to acquire a successor franchise agreement



NAME OF FEE <sup>1</sup>	AMOUNT	DUE DATE	REMARKS
Month to month Royalty Fee on expired Franchise Agreement	Currently <del>\$1,649.58</del> <u>\$1,699.07</u> for a Traditional Market Franchise or <del>\$879.42</del> <u>\$905.80</u> for a Small Market Franchise; Two times the then current Minimum Monthly Royalty for either a Traditional or Small Market Franchise <sup>1</sup>	10 <sup>th</sup> day of month	NHI reserves the right to charge a month to month royalty fee beginning the 10 <sup>th</sup> of the month following the expiration of your Franchise Agreement and continues each month thereafter that you continue to operate the business, until you sign your successor Franchise Agreement or you cease operation of your Business. This fee must be paid via electronic funds transfer.
Administrative Fee	\$500 per transaction.	As incurred	Due upon your request or when we are required, due to your actions or request, to amend the Franchise Agreement.
Audit	Cost of inspection or audit	As incurred	Due if you do not provide reports, supporting records, or other required information or understate royalties or any other contribution by more than 2%.
Late Fee and Interest	1.5% per month, not to exceed highest rate allowed by law	15 days after billing	Payable on all amounts overdue to us.
<u>Non-Sufficient Funds Fee</u>	<u>\$50</u>	<u>As incurred</u>	<u>If we debit your account for monies owed and there are insufficient funds available, we will also charge our current non-sufficient fund fee ("NSF Fee")</u>
Additional Training <sup>7</sup>	\$100 - \$2,500	Prior to start date of training	Includes cost to comply with annual training requirements, technician training for your employees and -any training and certification that may be required to participate in national account programs. Costs for such state certification and training provided by third parties will vary depending on the type and the location of the course. May include optional web-based training and attendance at the annual convention.
Credit Card Processing Fee <sup>9</sup>	Will vary	As incurred	Payable on credit card transactions. Although we do not currently mandate a specific provider for this service, NHI reserves the right to do so in the future.

NAME OF FEE <sup>1</sup>	AMOUNT	DUE DATE	REMARKS
Convention Fee	<del>1,299 – \$2,500</del> <u>The then current fee, which is presently \$749 per person to attend Convention.</u>	Prior to convention	Registration fee <del>and lodging (one hotel room)</del> for two people to attend the first annual convention following the purchase of your initial N-Hance franchise is included in the Initial Package. <u>You will be responsible for all lodging and other expenses</u> For existing franchisees, cost can vary depending on when you register. <u>You will be responsible for all lodging and other expenses.</u> You will be required to attend at least two conventions during the term of the Franchise Agreement with the first attendance occurring during the first three years of your Franchise Agreement.
Enforcement Costs and Attorneys' Fees	Will vary	As incurred	Payable if we engage attorneys to enforce your Franchise Agreement.
Indemnification	Will vary	As incurred	You indemnify and hold us harmless against claims arising from your N-Hance Business operations, including costs of investigation, defense and resolution. Certain claims are covered by your insurance.
Liquidated Damages	Will vary under circumstances	As incurred	If your Franchise Agreement terminates before expiration, you will owe us the Monthly Franchise Fee, <u>minimum purchase requirements</u> and the BMF Contribution then in effect multiplied by the number of months remaining in the term of your franchise, plus all other loans and amounts accrued before termination.
Minimum Monthly Marketing Spend by You <sup>5</sup>	The greater of (1) 5% of your Gross Revenue or (2) a fixed dollar amount <sup>5</sup>	Monthly	You must spend a minimum amount each month on advertising, marketing and promotional programs for your N-Hance Business.
Customer Complaint Resolution <sup>10</sup>	Will vary <sup>10</sup>	As incurred	Payable by you to resolve customer complaints concerning your job performance. If we resolve your customer issue, you must reimburse us for amounts that we spend to resolve the complaint.

### **Minimum Monthly Royalty – Traditional Franchise**

Months 1 – 6	<del>\$412,074</del> <u>24.43</u>
Month 7 and thereafter	<del>\$824,798</del> <u>49.53</u>

### **Minimum Monthly Royalty – Small Market Franchise**

Months 1 – 6	<del>\$219,852</del> <u>26.45</u>
Month 7 and thereafter	<del>\$439,714</del> <u>52.90</u>

~~Beginning May 1, 2023,~~ The Minimum Monthly Royalty is subject to annual increase of either 2% or the CPI (Consumer Price Index), whichever is greater. The increase for ~~2022-2024~~ was ~~43~~ 5%. The increase for 2023 ~~was~~ is 5%.

- <sup>3</sup> The National Accounts Program Handling & Processing Fee covers the cost of generating the lead, payment collection, and remitting payment to you.
- <sup>4</sup> We may require you to use web marketing services we designate.
- <sup>5</sup> The Monthly Marketing Minimum Spend appears in Item 11. These amounts will not be increased more than once each calendar year to reflect increases in the CPI. Neither the acquisition cost of a national account lead nor any contributions to the BMF will apply towards the Monthly Marketing Minimum Spend requirements.
- <sup>6</sup> At times, NHI may request, assign, or approve a job for you in another Franchisee's Franchised Area. This fine would not be applicable in those instances.
- <sup>7</sup> This fee includes training provided by NHI and/or third parties. As mentioned in Item 1, you may be required to obtain additional training and/or certification from third parties, such as the US EPA. Please consult your local government offices for information about the tuition, fees and costs associated with such training.
- <sup>8</sup> All N-Hance franchisees are required to use a web-based customer management system designed to help you manage service calls and appointments, maintain customer lists, process credit card payments, and support your marketing efforts. You will be required to sign a Software License Agreement for this system. (See **Exhibit J**)
- <sup>9</sup> Rates generally range between 1.9% - 3.5% depending on vendor.
- <sup>10</sup> Customer Complaint Resolution Fees will vary. In our last fiscal year, this fee ranged from ~~\$470,500~~ to ~~\$18,155~~4,500.

**Item 7**

**YOUR ESTIMATED INITIAL INVESTMENT**

**Initial Franchise Purchase**

<b>Type of Expenditure</b>	<b>Amount</b>	<b>Method of Payment</b>	<b>When Due</b>	<b>To Whom Payment is to be Made</b>
Initial License Fee <sup>(1)</sup>  Initial Package: Equipment, Product, Marketing and Operations Package Fee <sup>(1)</sup>	\$22,500 to \$45,000, per franchise  <del>\$41,500</del> \$41,495 - <u>\$44,495</u>	Part Lump Sum, Remainder, installments	The Initial Fee is payable when you sign the Franchise Agreement.	NHI
Business Vehicle <sup>(2)</sup>	\$0 - \$60,000	Usually down payment plus monthly installments; or lease payments	Prior to Opening	Third Parties
Three Month's Rent <sup>(3)</sup>	\$0 - \$7,500	Lump Sum	At Signing of Lease	Landlord
Telephone and Business License	\$400 - \$4,000	Lump Sum	Prior to Opening	Third Parties
Travel Expenses While Attending Training (if applicable) <sup>(4)</sup>	\$1,000 – \$4,000	Lump Sum	As incurred for training period	Third Parties
Insurance <sup>(5)</sup>	\$600 - \$6,000	Lump Sum	Prior to Opening	Third Parties
Additional Funds – 3 months <sup>(6)</sup>	\$2,500 - \$12,000	Lump Sum	As Incurred During First 3 Months	Third Parties
Computer System <sup>(7)</sup>	\$0 - \$2,000	Lump Sum	Prior to Opening	Third Parties

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be Made
Advertising – 3 months <sup>(8)</sup>	\$1,500 - \$5,000	Lump Sum	As Incurred During First 3 Months	Third Parties
Permits and Licenses <sup>(9)</sup>	\$700 - \$5,000	Lump Sum	Prior to Opening	Third Parties
<b>TOTAL ESTIMATED INITIAL INVESTMENT – for Initial Franchise Purchase</b>	<del>\$70,700</del> <del>\$192,000</del> <u>\$70,695 - \$194,995</u>			
<b>YOUR ESTIMATED INITIAL INVESTMENT</b> <b>Existing Franchisees Purchasing Additional Franchise</b>				
Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be Made
Initial License Fee <sup>(1)</sup>	\$-22,500 to \$40,000, per franchise	Part Lump Sum, Remainder, installments	The Initial Fee is payable when you sign the Franchise Agreement	NHI
Initial Package	\$0 to <del>\$41,500</del> <u>\$44,495</u>	Part Lump Sum, Remainder, installments	When the Franchise Agreement is signed; if you are approved for financing, it may be payable in installments	NHI
Business Vehicle <sup>(2)</sup>	\$0 - \$60,000	Part down payment, plus monthly Installments	Prior to Opening	Third Parties
Three Month's Rent <sup>(3)</sup>	\$0 - \$7,500	Lump Sum	At Signing of Lease	Landlord
Telephone and Business License	\$0 - \$4,000	Lump Sum	Prior to Opening	Third Parties
Travel Expenses While Attending	\$1,250 - \$3,000	Lump Sum	Prior to attending training	

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be Made
Training (if applicable) <sup>(4)</sup>				NHI or CDI and Third Parties
Insurance <sup>(5)</sup>	\$0 - \$6,000	Lump Sum	Prior to Opening	Third Parties
Additional Funds – 3 months <sup>(6)</sup>	\$2,500 - \$12,000	Lump Sum	As Incurred During First 3 Months	Third Parties
Computer System <sup>(7)</sup>	N/A	Lump Sum	Prior to Opening	Third Parties
Advertising – 3 months <sup>(8)</sup>	\$1,500 - \$5,000	Lump Sum	As Incurred During First 3 Months	Third Parties
Permits and Licenses <sup>(9)</sup>	\$0 - \$5,000	Lump Sum	Prior to Opening	Third Parties
<b>TOTAL ESTIMATED INITIAL INVESTMENT – for Existing Franchisees Purchasing an Additional Franchise</b>	\$27,750 - <del>\$184,000</del> <u>\$186,995</u>			

**Notes:**

1. You must pay NHI the Initial Fee as outlined in Item 5. The Initial Fee is non-refundable. Financing terms are disclosed in Item 10. All Initial Fees are imposed by and payable to us. If you pay the Initial License Fee in full within 6 months of signing the Franchise Agreement and the Business Note, NHI will offer you a Cash Discount of ~~+2~~10% of the Initial License Fee amount.

2. A white cargo van or a white pickup truck with a trailer is required for the operation of the Business and is used to transport equipment and products to a job site (the “Business Vehicle”). In order for a Business Vehicle to be approved by NHI, the Business Vehicle must be a clean, well-maintained white cargo van or white pickup truck with an enclosed trailer and compliant with the current N-Hance standards. The Business Vehicle must be marked professionally and clearly on both sides with the N-Hance approved logos. Your first Business Vehicle must generally be marked and in operation within 90 days of the Franchise Agreement date. This item estimates the cost of your first van, the price for which could vary based on market conditions. If you already own a suitable, insurable Business Vehicle, there may be no need to purchase or lease an additional vehicle. However, the Business Vehicle must comply with standards of professionalism a

or otherwise in the Manual, regarding type of Business Vehicle, color and proper markings. In order for a Business Vehicle to be approved by us, the Business Vehicle must be ~~a~~ clean, well-maintained (operating properly, free from visible dents, scratches and damage), and with the proper logo package. The Business Vehicle must be marked professionally and clearly on both sides.

NHI has negotiated with an insurance broker to provide insurance coverage to you according to our specifications at a discounted rate. You are not required to use this insurance vendor; however, you must obtain and maintain the following minimum business liability coverage as well as vehicle liability coverage as a condition for receiving or maintaining a franchise:

- The minimum amount of business (general) liability coverage required is \$1,000,000.00 per occurrence.
- The minimum amount of \$100,000/~~\$300~~400,000/\$75,000 (or ~~\$300~~500,000.00 Combined Single Limit) is required for the vehicle liability coverage. All “non-owned” or “hired” vehicles must be insured with the same limits.
- NHI and CDI (and their officers, directors, employees, agents and parents, affiliates and subsidiaries) must be named as additional insureds on both the General Liability and Vehicle Liability insurance policies.
- The business liability insurance policy must state that the work product is covered at a minimum of \$50,000 per occurrence, or that there is no “workmanship” or “care, custody, and control” exclusion.
- You must also have Workers Compensation insurance based on your statutory requirements.
- You must submit to us an acceptable Certificate of Insurance for the Business, any vehicles used in the Business and Workers Compensation within 30 days after the date of the Franchise Agreement, and then annually prior to the expiration of your insurance coverage showing renewal or replacement with coverage conforming to our insurance requirements and showing the proper additional insureds.

The above insurance requirements are a minimum level of insurance needed for your Business and are not meant to limit the insurance you may select for your Business for adequate protection.

### **Required And Approved Suppliers**

You may use only equipment, processes, products, suppliers, and supplies (“Products”) which have either been obtained from or approved by NHI (“Approved Products”). You must purchase the Initial Package disclosed in Item 5 from NHI, the costs of which are included in the Initial Fee for Packages One and Three and the Related Franchisee Package. To protect the integrity of the N-Hance mark and assure consistent, high quality results, you may not use any wood cleaning, coating, protection, or other wood care or renewal products other than the products supplied by NHI or CDI (the “Proprietary Products”) including, but not limited to, the products listed in Item 14. We or CDI are the only approved supplier of the Proprietary Products. You must purchase the Proprietary Products at the then-current list price, plus applicable taxes, and pay for all purchases within 30 days of the invoice date. If you (1) use any product other than the Approved Products or (2) use or possess any wood cleaning, coating, protection or other wood care or renewal product other than the Proprietary

Products, NHI shall have the right to impose on you a fine of \$5,000 or to terminate your franchise agreement for your material breach. You must purchase a minimum of \$4,200- per franchise (changed not more than once each calendar year to reflect changes in the CPI) of Proprietary Products from us or CDI each calendar year. We may require you to purchase additional Approved Products and/or Proprietary Products. You may purchase other Products from us or CDI at the then current list price, plus applicable taxes, and must pay for all purchases within 30 days after the invoice date. We or CDI may require advance or progress payments for your purchases of Products. We may approve only a limited number of sources or a single source (which may include us or our affiliates) for certain equipment, products, supply items, promotional materials and business services (such as credit card processing).

No officer of the franchisor owns more than a 2% interest in any suppliers, however some of the BELFOR officers have an ownership interest in our affiliates BHI Distribution and Colman Wolf, which may, in the future, supply products and services to N-Hance Businesses.

### **Approval Of Other Suppliers**

If you propose to purchase or lease any equipment, product or supply item, other than a Proprietary Product, which is not then approved by NHI, you must first notify NHI in writing and, upon request, furnish to NHI specifications, photographs, drawings and/or other information or items sufficient to afford NHI a reasonable opportunity to determine whether the equipment, product or supply item complies with NHI's specifications and standards. Specifications, which we have formulated for quality, design, appearance, function and performance, are available to you in our Manual which we provide to you but are not available to suppliers. Our specific criteria for approving suppliers may not be available to you or suppliers. We may modify these specifications on reasonable written notice to you. We will consider your written request for a modification of a specification, if you explain the reason for the requested modification (or for the approval of any equipment or supply item we have not previously approved) and provide us with sufficient technical data to enable us to evaluate your request to our satisfaction. You may request in writing our approval of additional recommended suppliers. We will grant or revoke approvals of recommended suppliers based on the criteria available in our Manual or otherwise in writing, and based on inspections and performance reviews by us or others we deem to be reliable. We may grant approvals of new recommended suppliers or revoke past approvals of recommended suppliers. We will provide you with written notification of the approval or disapproval of a recommended supplier you propose within 60 days after receipt of your written request. We do not charge any fees to secure our approval of new brands and types of equipment and supplies. If you use any product other than the Approved Products, or use or possess any wood cleaning, coating, protection or other wood care or renewal product other than the Proprietary Products, NHI may impose on you a fine of \$5,000 per violation or terminate your Franchise Agreement.

You must install or have installed a business telephone and a voice mail/answering machine system for use in operating the Business. You must maintain high standards in the operation of the Business. You must also comply with all mandatory specifications, standards, operating procedures and rules ("System Standards") we publish in the Manual or otherwise communicate in writing relating to the operation of the Business. NHI will formulate and modify System Standards in our sole discretion, and we may grant waivers or modifications in specific situations that we determine are appropriate for such grants.

### **Revenue From Franchisee Purchases**

For the year ending December 31, 2023<sup>32</sup>, the revenue from the sale or lease of products and services to N-Hance franchisees was \$~~3,470,795~~2,782,213.72, which represents ~~10.78.95~~% of our total 2023<sup>32</sup> revenue



of \$~~33,483,574~~31,071,624.00. In addition, we collected \$~~163,254~~199,695 in revenue from rebates and other payments from approved suppliers based on sales made to franchisees, which represents 0.~~49~~64% of our total 2023~~2~~ revenue of \$~~33,483,574~~31,071,624.00. We used these supplier payments to offset the costs of our franchisee convention and support our supplier marketing program directed to franchisees. We derived these figures from our internally prepared financial statements.

### **Required Purchases and Leases**

We estimate that the purchases and leases you must make from us, from designated or approved suppliers, or according to our standards and specifications represent approximately 90% of your total purchases and leases of goods and services to establish, and approximately 20% to 30% of your total purchases and leases of goods and services to operate, your N-Hance Business.

### **Cooperatives**

Currently, neither we nor any franchisees have established any purchasing or distribution cooperatives.

### **Negotiated Prices & Material Benefits**

NHI and CDI negotiate with suppliers of uniforms, computers, computer software, web hosting services, background checks, tradeshow displays, payroll services, and credit card services on behalf of franchisees (including price terms). NHI or CDI may, in the future, negotiate other purchase arrangements with suppliers for your benefit. Neither NHI, nor CDI, provides any material benefits to you based on your purchase of particular products or services or the use of particular suppliers.

## **Item 9**

### **FRANCHISEE'S OBLIGATIONS**

**This table lists your principal obligations under the franchise and other agreements. It will help you find more detailed information about your obligations in these agreements and in other items of this disclosure Document.**

<b>Obligation</b>	<b>Section in Agreement</b>	<b>Item in Disclosure Document</b>
(i) Site selection and acquisition/lease	Not Applicable	Items 7 and 11
(ii) Pre-opening purchases/leases	Sections 2A, 2B, 2C, 2D of Franchise Agreement; Section 1 Software License Agreement; Section 1 of Equipment Agreement; and the Business Note	Items 5, 7, 8, 10, 11, and 15
(iii) Site development and other pre-	Sections 2A, 2B, 2C and 2D of	Items 5, 6, 7, 8, 10 and 11

## Item 10

### FINANCING

NHI has no obligation to provide you any financing for any portion of the Initial Fee. However, with approved credit, NHI may finance a portion of the Initial Fee for qualified prospective franchisees under specified terms and conditions in the Business Note. Except as disclosed below, we do not arrange financing from other sources and we do not receive direct or indirect payments from placing financing. NHI does not guarantee your obligations for third parties.

Our decision to offer financing of any portion of the Initial Fee will be based, in part, on our underwriting standards, any collateral you offer to secure the financing and our then-current financing policies. Should NHI provide financing for the Initial Fee, you must pay NHI a non-refundable down payment, as outlined in the chart below, when you sign the Franchise Agreement and provide NHI with security for the Business Note, which can include Business assets and/or other collateral that we may request. The balance will be paid to NHI in consecutive monthly payments until paid in full. Outstanding balances will bear between 8%-15% interest, depending on our underwriting standards.

#### Initial Fee Financing Terms

Item Financed <sup>1</sup>	Source of Financing	Down Payment	Amount Financed <sup>1</sup>	Monthly Payment <sup>2</sup>	Number of Monthly Payments
Initial Franchise Acquisition - <del>\$86,500</del> <del>\$86,495</del> - <del>\$89,495</del>	NHI	<del>\$43,600</del> <del>\$43,598</del> - <del>\$44,798</del>	<del>\$42,900</del> <del>\$42,897</del> - <del>\$44,697</del>	<del>\$869.86</del> <del>\$869.80</del> - <del>\$1,020.59</del> <del>063.34</del>	60
Additional License Only - \$40,000	NHI	\$24,000	\$16,000	\$324.42 - \$380.64	60
Small Market Franchise - <del>\$64,000</del> <del>\$63,995</del> - <del>\$66,995</del>	NHI	<del>\$30,100</del> <del>\$30,098</del> - <del>\$31,298</del>	<del>\$33,900</del> <del>\$33,897</del> - <del>\$35,697</del>	<del>\$687.37</del> <del>\$31</del> - <del>\$806.48</del> <del>\$849.23</del>	60
Small Market Franchise – License Only - \$22,500	NHI	\$13,500	\$9,000	\$182.49 - \$214.11	60

NHI charges interest at a rate of between 8% - 15% on the outstanding loan balance, depending on our underwriting standards. The rate is fixed when you sign the Business Note and the Franchise Agreement.

Typically, your first payment is due and interest begins to accrue (A) the month following your signing the Franchise Agreement if you are an existing NHI franchise or (B) the month that is the earlier of (i) the fourth month after your completion of New Buyer Training or (ii) the eighth month after the date of the Note. NHI

requires an automatic debit authorization for the electronic funds transfer of all Franchise Agreement Fees and monthly Note payments. Payments not received by the due date are subject to an interest charge in the amount of 1.5% per month. If you pay the Initial License Fee in full within 6 months of signing the Franchise Agreement and the Business Note, NHI will apply a Cash Discount of 10% of the Initial License Fee amount.

All Note payments are due on or before the tenth day of each month. All financing of the Initial Fee is contained in a Business Note to be issued by the franchisee and guaranteed by all of its guarantors under the Franchise Agreement, usually its equity owners. There is no prepayment penalty. The Business Note includes a waiver of defenses (or similar provisions).

If you do not make Business Note payments when due, if you are in default of your Franchise Agreement for any reason, or the Franchise Agreement terminates, NHI may accelerate the Business Note balance, demand immediate payment of the outstanding amount due plus interest and terminate the franchise under to Section 15 of the Franchise Agreement. NHI may resort to any collateral securing the Note and seek a deficiency if the value of the collateral realized by NHI does not pay the Note balance and costs of collection in full. A charge of \$~~40~~50.00 will be assessed for any installment debits returned unpaid. In the event of collection proceedings, NHI reserves the right to pursue costs associated with the collections, including court costs and attorneys' fees in accordance with the Business Note and Section 17 of the Franchise Agreement.

NHI has no present intent to sell, assign, or discount to a third party, in whole or in part, any note, contract or other instrument executed and no past or present practice of doing so; however, we have the right to do so.

### **Item 11**

#### **FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING**

**Except as listed below, NHI is not required to provide you with any assistance:**

##### **Pre-Opening Assistance**

Before you open your N-Hance Business, NHI will:

- (1) Designate the Franchised Area (Franchise Agreement – Section 1D).
- (2) Supply you with opening inventory of products and equipment (Franchise Agreement – Section 8A).
- (3) Provide you with one copy of the operating and other manuals we promulgate for the N-Hance Business (collectively, the “Manual”). (Franchise Agreement – Section 3C) See **Exhibit E** for the Table of Contents of the Manual.
- (4) Provide initial training for you if you have not previously trained with us and provide initial training for others we designate. (Franchise Agreement – Section 3A) This training is described in detail later in this Item.

NHI has no obligation to assist you with locating a site for your Business, negotiating a purchase or lease of the site, conforming the premises to local ordinances and building codes, obtaining any required

## Brand Marketing Fund

The Franchise Agreement includes a required monthly contribution to the BMF of \$220 - \$400 for each Traditional Franchise you own and \$110 - \$200 for each Small Market Franchise you own (the “BMF Contribution”). The current BMF Contribution amount is \$235.67 for the Traditional Franchise and \$117.84 for the Small Market Franchise and can be increased with 30 days written notice from NHI. Any company owned N-Hance locations operated by NHI or an affiliate of NHI will contribute at the same rates to the BMF. Some franchisees will, until they sign successor franchise agreements, contribute a percentage of revenue rather than a flat-fee each month to the BMF. We also may deposit marketing, promotional, and other payments we receive from suppliers or you into the BMF. In 2023<sup>32</sup>, BMF Contributions were spent as follows: 42% on production, 9<sup>40</sup>% on media placement, 0.271% on administrative expenses, and 5% on other miscellaneous expenses.

NHI will administer the BMF and will disburse the BMF to pay for marketing, advertising, promotional, public relations, reimbursement of amounts owed to CDI, and other similar activities intended to benefit the System and all franchised locations. Those activities may include (without limitation) (a) market research, (b) marketing technology development and implementation, (c) customer service, loyalty and reward programs, (d) media purchases, <sup>4</sup>advertising production, (f) advertising and public relations agency fees and expenses, (g) product research and development, and (h) creative services. We also may use the BMF to pay or reimburse us for our administrative overhead expenses, including salaries, incurred for activities supported by the BMF by both in-house marketing and third-party marketing service providers. Any amounts in the BMF not spent at the end of each fiscal year will remain in the BMF, provided that amounts contributed to the BMF may be used to pay taxes associated with unspent amounts on deposit in the BMF.

We will design and direct all activities and programs funded by the BMF with the assistance of the Brand Marketing Fund Committee. The Brand Marketing Fund Committee is an advisory board composed of seven franchisees and two members of the N-Hance corporate staff. Franchisee members of the Brand Marketing Fund Committee are appointed by us and generally serve two-year terms. The BMF will not be separately audited, and we have no obligation to make its financial statements available to franchisees. You acknowledge that we have no obligation to expend BMF amounts for your benefit <sup>equivalent</sup>equivalent to or proportionate to your BMF Contribution, and we do not warrant or guaranty that you will receive or derive any benefit from BMF activities. We will make all studies and reports produced by the BMF available to you at no cost as Confidential Information. We will make copies of all materials produced by the BMF for any franchisee’s use in their Business available to you at your expense for use in your Business. We may suspend, terminate, or reinstate the BMF at any time. The BMF will not terminate, however, until we have spent all amounts in the BMF for the purposes set forth above. (Franchise Agreement – Section 10.B.). Upon your written request, we will provide you a summary of annual BMF expenditures during the most recently ended fiscal year, on a confidential basis. No portion of the BMF will be used directly for the purpose of soliciting new franchise sales.

Day of Training	Subject	Hours of Class-room Training	Hours of On-the-Job Training	Location
Preparatory Training	Product Line, Marketing, Quick Start, Financial Basis	N/A	N/A	Preparatory Training to be completed by you prior to attending New Buyer Training
New Franchise Training	Hands-On Training	8 – 18 hours	45 – 55 hours	Logan, Utah or another location designated by NHI
Day 1	Foundations, of <u>Wood Refinishing</u> , Wood Tone Processes, Masking	2.5 hours	5.5 hours	Onsite
Day 2	Opaque Process, Cabinet Door <u>and Kitchen Organization</u> <u>IntroReplacement</u> , Glazing	2.5 hours	5.5 hours	Onsite
Day 3	Real Customer – Retrieve and Prepare Doors	4.5 hour	3.5 hours	Onsite
Day 4	Real Customer – Mask, Spray, Complete Cabinets	0 hours	8 hours	Classroom and Off-Site
Day 5	Real Customer – Spray Doors and Cure with LightSpeed Machine	0 hours	8 hours	Classroom and Off-Site
Day 6	Real Customer – Hang Doors,	0 hours	4 hours	Classroom and Off-Site

Day of Training	Subject	Hours of Class-room Training	Hours of On-the-Job Training	Location
	Finishing Touches, Review			
Day 7	<u>Cabinet Door Replacement and Kitchen Organization</u> <u>Introduction to Floors, Floor Refinishing</u>	<u>2.54</u> hours	<u>5.57</u> hours	<u>Onsite Classroom</u>
Day 8	Operations, Sales, Marketing	8 hour	0 hours	<u>Onsite Classroom</u>
Day 9 (Only if Floor Sanding Kit purchased)	<u>Introduction to Floors, Floor Refinishing</u> <u>Floor sanding</u>	1 hours	7 hours	<u>Onsite Classroom</u>

Training is provided under the supervision of ~~Kelly Jensen~~ Robert V. DeGraff, Jr. who has 8 years experience as the owner of an N-Hance Business with us ~~and 15 years experience in the business.~~ Trainers include Grayson Brogden, who has 8 years experience in the cabinet, furniture and construction industry. Brennan Klynkowski who has 2 years experience in cabinet refinishing. Brandon Jensen, who has two years experience with us, 8 years experience as a business coach, and 10 years experience in the cabinetry industry. ~~Ted Peterson, who has 4 years experience with us and 10 years experience as a business coach.~~ You may elect to repeat New Buyer Training Week at our facilities in Logan, UT at any time without additional charge other than charges for your travel, meals, and lodgings.

The Table of Contents for the Training Manual is attached hereto as **Exhibit E**. The Manual contains approximately 332 pages of information related to the operation of the N-Hance Business.

NHI may require you and/or your employees to attend various training courses (including annual training and certification programs) that NHI chooses to provide periodically at the times and locations NHI designates. You are required to attend and complete at least two annual conventions during the term of the Franchise Agreement, at least one in-person training course each year during the term of the Franchise Agreement and complete all online training courses NHI may require from time to time. Further, you must attend and complete at least one annual convention during the first three years of the Franchise Agreement. NHI may charge reasonable fees for these training courses and conventions. NHI reserves the right to require your and/or your employees' attendance, in person, at training each year. You are responsible for all travel and living expenses of

### **Item 13**

#### **TRADEMARKS**

NHI grants to you the right to use the Marks, at our discretion, in the operation of the Business. The following principal trademarks are registered with the U.S. Patent and Trademark Office on the Principal Register. CDI assigned the Marks and these registrations to us as part of the December 2012 reorganization. All required affidavits of use and renewals have been filed.

Mark: “NHANCE” Reg. Date: June 18, 2002 Trademark Reg. No. 2583743	Mark: “N-Hance” stylized color Reg. Date: June 7, 2005 Trademark Reg. No. 2960385
Mark: “N-Hance” Design Mark Reg. Date: November 9, 2004 Trademark Reg. No. 2902117	Mark: “N-HANCE” Reg. Date: April 7, 2015 Trademark Reg. No. 4714897
Mark: “Rethink Refinishing” Reg. Date: July 14, 2015 Trademark Reg. No. 4772511	Mark: “N-HANCE” Reg. Date: June 8, 2004 Trademark Reg. No. 2851256
Mark: “Wood Refinishing – Done Right” Reg. Date: September 12, 2017 Trademark Reg. No. 5285062	Mark: “Nance Wood Refinishing” Filing Date: January 16, 2018 Trademark Reg. No. 5380567
Mark: Lightspeed stylized color Reg. Date: September 12, 2017 Trademark Reg. No. 5285061	Mark: N-Hance logo Reg. Date: January 23, 2018 Trademark Red. No. 5384573
Mark: “N-Hance” Logo with Tagline Reg. Date: March 13, 2018 Trademark Reg. No. 5421464	Mark: “Lightspeed” Reg. Date: November 26, 2013 Trademark Reg. No. 4440018
Mark: “N-DURA” Design Mark Reg. Date October 26, 2021 Trademark Reg. No. 6540451	Mark: N-DURA Reg. Date: September 21, 2021 Trademark Reg. No. 6494078
<u>Mark: “Your Cabinet Makeover Experts”</u> <u>Application Date: November 17, 2023</u> <u>Serial Number: 98276338</u>	

Additional Marks may be disclosed in the Manual or otherwise in writing by NHI.

You must follow NHI’s rules when you use the Marks. You may not attempt to register any Mark in any state or other jurisdiction. You may not incorporate using in the name of that corporation any of the Marks. You may not have displays, advertising, literature, business cards, signs or any other promotional or identifying literature, or business name portraying any Mark alone, without an immediately adjacent identifier as to product, business name or service. You may not use the Marks in connection with the sale of any unauthorized products or services or in any manner not authorized in writing by NHI.

There are no currently effective material determinations of the U.S. Patent and Trademark Office, the Trademark Trial and Appeal Board, the trademark administrator of any state or any court, nor are there any

Provision	Section in Franchise Agreement	Summary
		We have the right to approve all transfers, our consent not to be unreasonably withheld
m. Conditions for our approval of transfer	Section 13C	Before NHI approves a transfer, certain conditions must be met: the transferee is qualified; the transferee assumes your obligations under the Franchise Agreement; <u>transferee assumes all obligations to customers and clients</u> ; all amounts due to NHI and its affiliates are paid in full; the transferee has no interest in a competitive business; the transferee satisfactorily completes training; the transferee signs the then-current franchise agreement and related documents; the transfer fee is paid; you sign a general release (if applicable law allows); you subordinate amounts due to you from the transferee; you correct any deficiencies, and the transferee agrees to make any requested updates; you abide by the covenant not to compete; the purchase agreement allocates the purchase price among specified categories, makes full disclosure, and states that the transferred agrees to the disposition of your payables and receivables; the transferee purchases all required equipment, and you take steps to de-identify yourself with the franchise; <u>you guarantee the performance of transferee if you finance the sale/assignment.</u>
n. Our right of first refusal to acquire your business	Section 13H	NHI has 30 days to match any written offer to buy an interest in your business, to buy an ownership interest in you, or to buy your Business assets.
<del>o. Our option to purchase your business</del>	<del>Section 13F</del>	<del>Within six months after receiving notification of your death or permanent incapacity, NHI can repurchase or terminate your franchise</del>



## **Item 18**

### **PUBLIC FIGURES**

NHI does not use any public figure to promote NHI's 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 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.

Every month, NHI requires all franchise owners to provide us with certain financial and other information relating to the operation of their N-Hance businesses during the preceding month. NHI may also request that all franchisees who do not submit monthly reports submit an annual report. We have not independently verified their information.

Most of our franchise owners have purchased several franchises covering separate geographic areas. We believe that a franchisee is able to achieve overhead efficiencies by supporting multiple franchises from a single operating base that is conveniently located to the franchises.

As of December 31, 2023, NHI had 1,627 U.S. franchise owners who operated 2,883 business units. Of these franchise owners, 1,139 franchise owners (the "Mature Franchise Owners"), representing 97.43% of the total franchise owners, who operate 2,834 N-Hance businesses (the "Mature Franchises") in discrete Franchise Areas, representing 98.26% of N-Hance franchises, operated those franchises for at least 13 months as of December 31, 2023. Of those Mature Franchise Owners, 879 franchise owners (the "Active Franchise Owners"), representing 75.72% of all franchise owners and 77.82% of Mature Franchise Owners, who collectively own 2,497 N-Hance businesses (the "Active Franchises"), representing 86.54% of all franchises and 87.7% of Mature Franchises, submitted annual financial data to NHI for 2023 and actively operated their business. We derived the Information presented below from the Active Franchise Owners about the Active Franchises. The information has been reported voluntarily by the Active Franchise Owners and has not been audited, reviewed or compiled by any independent accountant.

An "Active Franchise Owner" is a franchisee in the U.S. that has operated an N-Hance business on a full-time basis for the full year of 2023 by (i) completing at least two jobs through its N-Hance Business during each calendar month in 2023 and (ii) obtained at least one (1) third-party starred Google review. Active Franchise Owners include both Traditional and Small Market Franchises.

The chart below shows a revenue performance grid for Active Franchise Owners and Active Franchises for the one-year period ending on December 31, 2023, presented by various performance groupings from the

top performing to the bottom performing groups of Active Franchise Owners, with performance measured and grouped by average revenue per owner. Information from the franchisees and about the franchised businesses that did not report revenue information for all of 2023<sup>32</sup>, who did not qualify as Mature Franchise Owners, or which did not qualify as a Mature Franchise is not included in the performance grids.

<u>Group Ranked by Average Revenue</u>	<u>Number of Owners</u>	<u>Number of Franchised Areas</u>	<u>Average Revenue/ Owner</u>	<u>Average Revenue/ Territory</u>	<u>Average Revenue/ Job</u>	<u>Owners Exceeding Avg Rev/ Owner</u>
<u>Top Performer</u>	<u>1</u>	<u>7</u>	<u>\$4,409,851</u>	<u>\$629,979</u>	<u>\$7,656</u>	
<u>Top 10%</u>	<u>9</u>	<u>49</u>	<u>\$1,999,531</u>	<u>\$367,261</u>	<u>\$7,124</u>	<u>4</u>
<u>1st Quartile</u>	<u>21</u>	<u>90</u>	<u>\$1,388,154</u>	<u>\$323,903</u>	<u>\$7,261</u>	<u>6</u>
<u>2nd Quartile</u>	<u>22</u>	<u>67</u>	<u>\$543,466</u>	<u>\$178,451</u>	<u>\$5,629</u>	<u>7</u>
<u>3rd Quartile</u>	<u>22</u>	<u>47</u>	<u>\$320,784</u>	<u>\$150,154</u>	<u>\$5,623</u>	<u>11</u>
<u>4th Quartile</u>	<u>22</u>	<u>45</u>	<u>\$174,022</u>	<u>\$85,077</u>	<u>\$4,478</u>	<u>11</u>
<u>Bottom 10%</u>	<u>9</u>	<u>19</u>	<u>\$127,179</u>	<u>\$60,243</u>	<u>\$4,117</u>	<u>4</u>
<u>Bottom Performer</u>	<u>1</u>	<u>2</u>	<u>\$91,137</u>	<u>\$45,568</u>	<u>\$4,487</u>	

<u>Group Ranked by Average Revenue</u>	<u>Number of Owners</u>	<u>Number of Franchised Areas</u>	<u>Average Revenue / Owner</u>	<u>Owners Exceeding Avg Rev/ Owner</u>	<u>Percentage of Owners Exceeding Average Revenue Per Owner</u>	<u>Solutions as a % of Revenue</u>	<u>Tech Labor as % of Revenue</u>
<u>Top Performer</u>	<u>1</u>	<u>7</u>	<u>\$4,409,851</u>			<u>3.4%</u>	<u>25.6%</u>
<u>Top 10%</u>	<u>9</u>	<u>49</u>	<u>\$1,999,531</u>	<u>4</u>	<u>44.4%</u>	<u>3.6%</u>	<u>23.0%</u>
<u>1st Quartile</u>	<u>21</u>	<u>90</u>	<u>\$1,388,154</u>	<u>6</u>	<u>28.6%</u>	<u>3.3%</u>	<u>24.5%</u>
<u>2nd Quartile</u>	<u>22</u>	<u>67</u>	<u>\$543,466</u>	<u>7</u>	<u>31.8%</u>	<u>4.1%</u>	<u>28.5%</u>
<u>3rd Quartile</u>	<u>22</u>	<u>47</u>	<u>\$320,784</u>	<u>11</u>	<u>50.0%</u>	<u>4.0%</u>	<u>28.1%</u>
<u>4th Quartile</u>	<u>22</u>	<u>45</u>	<u>\$174,022</u>	<u>11</u>	<u>50.0%</u>	<u>6.1%</u>	<u>32.0%</u>
<u>Bottom 10%</u>	<u>9</u>	<u>19</u>	<u>\$127,179</u>	<u>4</u>	<u>44.4%</u>	<u>7.0%</u>	<u>37.4%</u>
<u>Bottom Performer</u>	<u>1</u>	<u>2</u>	<u>\$91,137</u>			<u>7.1%</u>	<u>35.5%</u>

<u>Number of Franchised Areas Per Owner</u>	<u>Number of Owners</u>	<u>Number of Franchised Areas</u>	<u>Average Franchised Areas/ Owner</u>	<u>Average Revenue / Owner</u>	<u>Median Revenue/ Owner</u>	<u>Average Revenue/ Franchised Area</u>	<u>Median Revenue/ Franchised Area</u>
<u>1</u>	<u>18</u>	<u>18</u>	<u>1.0</u>	<u>\$323,928</u>	<u>\$253,769</u>	<u>\$323,928</u>	<u>\$253,769</u>
<u>2</u>	<u>25</u>	<u>50</u>	<u>2.0</u>	<u>\$345,808</u>	<u>\$325,045</u>	<u>\$172,904</u>	<u>\$162,523</u>
<u>3 or More</u>	<u>44</u>	<u>181</u>	<u>4.1</u>	<u>\$852,666</u>	<u>\$640,034</u>	<u>\$207,278</u>	<u>\$159,267</u>
<u>Total</u>	<u>87</u>	<u>249</u>	<u>2.9</u>	<u>\$597,623</u>	<u>\$413,849</u>	<u>\$208,808</u>	<u>\$210,259</u>

<u>Number of Franchised Areas Per Owner</u>	<u>Number of Owners</u>	<u>Number of Franchised Areas</u>	<u>Average Franchised Areas/ Owner</u>	<u>Average Revenue / Job</u>	<u>Number of Owners Exceeding Avg Revenue Per Owner</u>	<u>Percentage of Owners Exceeding Average Revenue Per Owner</u>	<u>Solutions as % of Revenue</u>
<u>1</u>	<u>18</u>	<u>18</u>	<u>1.0</u>	<u>\$5,039</u>	<u>7</u>	<u>38.9%</u>	<u>3.4%</u>
<u>2</u>	<u>25</u>	<u>50</u>	<u>2.0</u>	<u>\$5,499</u>	<u>12</u>	<u>48.0%</u>	<u>4.2%</u>
<u>3 or More</u>	<u>44</u>	<u>181</u>	<u>4.1</u>	<u>\$6,797</u>	<u>16</u>	<u>36.4%</u>	<u>3.7%</u>
<u>Total</u>	<u>87</u>	<u>249</u>	<u>2.9</u>	<u>\$6,303</u>	<u>27</u>	<u>31.0%</u>	<u>3.8%</u>

<u>Group Ranked by Average Revenue</u>	<u>Number of Owners</u>	<u>Number of Franchised Areas</u>	<u>Average Revenue/ Owner</u>	<u>Median Revenue/ Owner</u>	<u>Average Revenue/ Territory</u>	<u>Average Revenue/ Job</u>	<u>Owners Exceeding Avg Rev/ Owner</u>
Top Performer	1	7	\$4,616,614	\$4,616,614	\$659,516	\$8,303	n/a
Top 5%	5	31	\$2,542,894	\$2,243,054	\$410,144	\$7,600	1
Top 10%	10	50	\$1,913,761	\$1,545,430	\$382,752	\$7,184	3
1 <sup>st</sup> Quartile	24	103	\$1,309,239	\$987,969	\$305,065	\$7,031	6
2 <sup>nd</sup> Quartile	24	77	\$548,071	\$529,622	\$170,827	\$5,354	12
3 <sup>rd</sup> Quartile	25	48	\$318,480	\$303,394	\$165,875	\$4,945	12
4 <sup>th</sup> Quartile	25	42	\$173,492	\$171,777	\$103,269	\$4,585	12
Bottom 10%	10	19	\$126,087	\$127,523	\$66,361	\$4,455	5
Bottom 5%	5	9	\$99,612	\$112,333	\$55,340	\$3,891	2
Bottom Performer	1	1	\$78,420	\$78,420	\$78,420	\$2,821	n/a

Notes:

~~1. A number of factors impact franchise owner's revenue, such as the operational capability of the franchise owner, the price that the franchise owner decides to charge for services, the competition in the market, and the franchise owner's ability to sell ancillary products and higher margin services. The price you charge and your ability to sell may differ from the Active Franchise Owners.~~

12. "Owners", reflects the number of individual franchise owners in each measured category out of the total 98 Active Franchise Owners.

23. "Number of Franchised Areas" reflects the total number of Franchised Areas owned by the franchise owners in each given row. The number of "Franchise Areas" is based on the franchises owned at the end of each calendar year.

34. "Average Revenue Per Owner" reflects the average revenue reported by the Active Franchise Owners for the calendar year ending December 31, ~~2022~~2023.

45. "Average Revenue Per Job" reflects the price data that Active Franchise Owners voluntarily report to us for transactions during the calendar year ending December 31, ~~2022~~2023.

56. "Median Revenue Per Job" reflects the price data that Active Franchise Owners voluntarily report to us for transactions during calendar years ending December 31, ~~2022~~2023.

67. "Owners Exceeding Average Revenue Per Owner" is the number of Active Franchise Owners that reported revenues above the "Average Revenue Per Owner" for the row from their respective groups.

78. "Tech Labor as a % of Revenue" refers to the reported cost of technician labor used in the performance of the jobs by the Reporting Owners, as a percentage of the revenues of the Reporting Owner. It is a portion of the costs of performance but does not include any other costs for other materials, supplies or other categories of expenses you would incur to operate your N-Hance Business.

840. "Solutions as a % of Revenue" refers to the reported cost of our NHI-supplied treatment products used in the performance of the jobs by the Reporting Owners, as a percentage of the revenues of the Reporting Owner. It is a portion of the costs of performance, but does not include any other costs for labor, other materials, supplies or other categories of expenses you would incur to operate your N-Hance Business.

944. In these financial performance representations, NHI considers each franchise agreement to be one "franchise" or "unit" for purposes of counting the number of Active Franchises. In the N-Hance franchise network, there sometimes is one individual, group of individuals or an entity who has management responsibility for a number of different franchises operating under different franchise agreements. For example, that individual, group or entity may be the franchisee under each of the franchise agreements, or an owner (whether of a majority or minority of the ownership interests) of those franchisees, or have management responsibility (for example, as a managing member or partner) of those franchisees.

~~12. The N Hance brand is established in many of the markets in which the Active Franchises operate. If you operate your N Hance business franchise in a new region or market where the N Hance brand is not yet developed, your franchise may not benefit as much from an established trade identity in the market~~

or from marketing activities that other N-Hance business franchise owners historically conducted.

103. This financial performance representation does not reflect variable or fixed operating expenses, or other costs or expenses that must be deducted from the revenue figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating your N-Hance business. Franchisees or former franchisees, listed in this disclosure document, may be one source of this information.

Other than the preceding financial performance representation, NHI does not make any financial performance representations. NHI also does not authorize its employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, NHI may provide you with copies of the reports and information NHI has received about that outlet. We do not represent or warrant the accuracy of franchised unit information reported to us by franchisees.

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, our President, ~~Kelly Jensen~~Robert DeGraff, at 3310 West End Avenue, Suite 620, Nashville, TN 37203, (800) 841-6583, the Federal Trade Commission, and the appropriate state regulatory agencies.

**Some businesses have sold this amount. Your individual results may differ. There is no assurance that you will sell as much.**

NHI will provide written substantiation for the data used to prepare this financial performance representation upon your reasonable request.

## Item 20

### OUTLETS AND FRANCHISEE INFORMATION

TABLE 1  
SYSTEMWIDE OUTLET SUMMARY FOR YEARS – 20210-20232

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
<u>Franchised</u>	<u>2021</u>	<u>428</u>	<u>383</u>	<u>-45</u>
-	<u>2022</u>	<u>383</u>	<u>317</u>	<u>-66</u>
-	<u>2023</u>	<u>317</u>	<u>288</u>	<u>-29</u>
<u>Company-Owned</u>	<u>2021</u>	<u>0</u>	<u>0</u>	<u>0</u>
-	<u>2022</u>	<u>0</u>	<u>0</u>	<u>0</u>
-	<u>2023</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Total Outlets</u>	<u>2021</u>	<u>428</u>	<u>381</u>	<u>-47</u>
-	<u>2022</u>	<u>381</u>	<u>315</u>	<u>-66</u>
-	<u>2023</u>	<u>315</u>	<u>288</u>	<u>-27</u>

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2020	505	428	-77
-	2021	428	383	-45
-	2022	383	317	-66
Company-Owned	2020	0	0	0
-	2021	0	0	0
-	2022	0	0	0
Total Outlets	2020	505	428	-77
-	2021	428	383	-45
-	2022	383	317	-66

TABLE 2

TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS  
(other than the Franchisor) FOR YEARS 2021 – 2023

State	Year	Number of Transfers
California	2020	3
	2021	0
	2022	0
Colorado	2020	0
	2021	0
	2022	8
Florida	2020	0
	2021	3
	2022	0
Idaho	2020	0
	2021	2
	2022	0
Montana	2020	1
	2021	0
	2022	0

<b>Nebraska</b>	2020	0
	2021	1
	2022	0
<b>New Mexico</b>	2020	2
	2021	0
	2022	0
<b>New York</b>	2020	1
	2021	0
	2022	0
<b>Texas</b>	2020	7
	2021	0
	2022	2
<b>TOTALS</b>	2020	12
	2021	8
	2022	10
<b>State</b>	<b>Year</b>	<b>Number of Transfers</b>
<b><u>Colorado</u></b>	2021	0
	2022	8
	2023	0
<b><u>Florida</u></b>	2021	3
	2022	0
	2023	3
<b><u>Idaho</u></b>	2021	2
	2022	0
	2023	0
<b><u>Nebraska</u></b>	2021	1
	2022	0
	2023	0
<b><u>Nevada</u></b>	2021	0
	2022	0
	2023	4
<b><u>Ohio</u></b>	2021	0
	2022	0
	2023	4
<b><u>Texas</u></b>	2021	0
	2022	2
	2023	0
<b><u>Utah</u></b>	2021	0

<b><u>TOTALS</u></b>	<u>2022</u>	<u>0</u>
	<u>2023</u>	<u>1</u>
	<u>2021</u>	<u>8</u>
	<u>2022</u>	<u>10</u>
	<u>2023</u>	<u>12</u>

**TABLE 3**

**STATUS OF FRANCHISED OUTLETS FOR THE YEARS 2021-2023**

State	Year	Outlets at Start of Year	Outlets Opened	Termi- nations	Non- Renewals	Reacquired by Franchisor	Ceased Operation Other Reasons	Totals
Alabama	2020	4	0	0	0	0	0	4
	2021	4	0	0	0	0	0	4
	2022	4	1	2	0	0	0	3
Arizona	2020	10	0	4	1	0	0	5
	2021	5	0	1	0	0	0	4
	2022	4	3	2	0	0	0	5
Arkansas	2020	6	0	0	0	0	3	3
	2021	3	2	3	0	0	0	2
	2022	2	0	0	0	0	0	2
California	2020	62	0	7	4	0	3	48
	2021	48	3	6	6	0	0	39
	2022	39	0	5	3	0	0	31
Colorado	2020	10	0	0	1	0	0	9
	2021	9	2	0	1	0	0	10
	2022	10	0	0	0	0	0	10
Connecticut	2020	5	0	0	1	0	0	4
	2021	4	1	0	1	0	0	4
	2022	4	0	0	0	0	3	1
Delaware	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
Florida	2020	48	1	2	1	0	0	46
	2021	46	4	5	1	0	0	44
	2022	44	3	0	2	0	0	45
Georgia	2020	11	1	2	0	0	0	10



State	Year	Outlets at Start of Year	Outlets Opened	Termi- nations	Non- Renewals	Reacquired by Franchisor	Ceased Operation Other Reasons	Totals
	2021	10	2	0	0	0	0	12
	2022	12	0	5	0	0	0	7
Hawaii	2020	4	0	0	0	0	0	4
	2021	4	0	0	0	0	0	4
	2022	4	0	0	0	0	0	4
Idaho	2020	3	0	0	0	0	0	3
	2021	3	0	0	0	0	0	3
	2022	3	0	0	0	0	0	3
Illinois	2020	12	0	2	0	0	0	10
	2021	10	0	0	0	0	0	10
	2022	10	0	3	0	0	0	7
Indiana	2020	5	2	0	0	0	0	7
	2021	7	0	1	0	0	0	6
	2022	6	2	0	1	0	0	7
Iowa	2020	0	2	0	0	0	0	2
	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
Kansas	2020	5	0	0	0	0	2	3
	2021	3	0	0	0	0	0	3
	2022	3	0	0	0	0	0	3
Kentucky	2020	10	1	0	0	0	0	11
	2021	10	0	3	0	0	0	7
	2022	7	1	1	0	0	0	7
Louisiana	2020	4	0	0	1	0	0	3
	2021	3	1	0	0	0	0	4
	2022	4	0	0	0	0	0	4
Maryland	2020	4	0	0	0	0	0	4
	2021	4	0	1	0	0	0	3
	2022	3	0	0	0	0	0	3
Massachusetts	2020	8	0	2	0	0	0	6
	2021	6	2	0	0	0	0	8
	2022	8	0	1	1	0	1	5
Michigan	2020	13	1	8	1	0	0	5
	2021	5	0	0	0	0	0	5
	2022	5	0	0	0	0	0	5
Minnesota	2020	10	0	5	0	0	0	5

State	Year	Outlets at Start of Year	Outlets Opened	Termi- nations	Non- Renewals	Reacquired by Franchisor	Ceased Operation Other Reasons	Totals
	2021	5	0	4	1	0	0	0
	2022	0	0	0	0	0	0	0
	2020	3	0	0	0	0	0	3
Mississippi	2021	3	0	2	0	0	0	1
	2022	1	0	0	1	0	0	0
	2020	14	0	3	0	0	0	11
Missouri	2021	11	1	7	0	0	0	5
	2022	5	1	0	0	0	2	4
	2020	1	0	0	0	0	0	1
Montana	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
Nebraska	2021	1	0	0	0	0	0	1
	2022	1	1	0	0	0	0	2
	2020	5	0	0	1	0	0	4
Nevada	2021	4	0	0	0	0	0	4
	2022	4	0	0	0	0	0	4
	2020	3	0	1	0	0	0	2
New Hampshire	2021	2	0	0	0	0	0	2
	2022	2	0	2	0	0	0	0
	2020	15	0	0	0	0	0	15
New Jersey	2021	15	0	0	0	0	0	15
	2022	15	0	0	0	0	2	13
	2020	4	0	0	0	0	0	4
New Mexico	2021	4	0	0	0	0	0	4
	2022	4	0	1	0	0	0	3
	2020	30	1	6	1	0	0	24
New York	2021	24	0	0	0	0	0	24
	2022	24	0	0	1	0	0	23
	2020	14	6	7	0	0	0	13
North Carolina	2021	13	0	0	0	0	0	13
	2022	13	0	2	1	0	1	9
	2020	18	0	0	0	0	0	18
Ohio	2021	18	0	0	0	0	0	18
	2022	18	2	4	0	0	0	16

State	Year	Outlets at Start of Year	Outlets Opened	Termi- nations	Non- Renewals	Reacquired by Franchisor	Ceased Operation Other Reasons	Totals
Oklahoma	2020	5	0	1	0	0	0	4
	2021	4	0	0	0	0	0	4
	2022	4	0	0	0	0	0	4
Oregon	2020	9	0	0	0	0	0	9
	2021	9	0	5	0	0	0	4
	2022	4	0	0	0	0	0	4
Pennsylvania	2020	17	0	0	0	0	4	13
	2021	13	2	4	0	0	0	11
	2022	11	0	0	2	0	0	9
Rhode Island	2020	3	0	0	0	0	0	3
	2021	3	0	0	0	0	0	3
	2022	3	0	0	0	0	3	0
South Carolina	2020	10	0	1	0	0	0	9
	2021	9	1	2	0	0	0	8
	2022	8	0	0	0	0	0	8
South Dakota	2020	2	0	0	0	0	0	2
	2021	2	0	0	0	0	0	2
	2022	2	0	0	-	0	0	2
Tennessee	2020	7	1	0	0	0	0	8
	2021	8	2	2	0	0	0	8
	2022	8	0	2	0	0	0	6
Texas	2020	53	0	9	0	0	0	44
	2021	44	0	9	2	0	0	33
	2022	33	0	13	1	0	2	17
Utah	2020	5	1	1	1	0	0	4
	2021	4	3	0	0	0	0	7
	2022	7	0	0	0	0	0	7
Vermont	2020	2	0	2	0	0	0	0
	2021	0	1	0	0	0	0	1
	2022	1	0	0	0	0	0	1
Virginia	2020	22	0	0	0	0	0	22
	2021	22	0	2	2	0	0	18
	2022	18	0	4	2	0	0	12
Washington	2020	18	0	0	1	0	0	17
	2021	17	0	1	0	0	0	16

State	Year	Outlets at Start of Year	Outlets Opened	Termi- nations	Non- Renewals	Reacquired by Franchisor	Ceased Operation Other Reasons	Totals
	2022	16	0	1	0	0	0	15
West Virginia	2020	2	1	0	0	0	0	3
	2021	3	0	0	0	0	0	3
	2022	3	0	1	2	0	0	0
Wisconsin	2020	7	0	5	0	0	0	2
	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
Wyoming	2020	1	0	1	0	0	0	0
	2021	0	0	0	0	0	0	0
	2022	0	0	0	0	0	0	0
TOTALS	2020	505	18	69	14	0	12	428
	2021	428	27	58	14	0	0	383
	2022	383	14	49	17	0	14	317

State	Year	Outlets at Start of Year	Outlets Opened	Termi- nations	Non- Renewals	Reacquired by Franchisor	Ceased Operation Other Reasons	Totals
Alabama	2021	4	0	0	0	0	0	4
	2022	4	1	2	0	0	0	3
	2023	3	0	0	0	0	0	3
Arizona	2021	5	0	1	0	0	0	4
	2022	4	3	2	0	0	0	5
	2023	5	0	1	0	0	1	3
Arkansas	2021	3	2	3	0	0	0	2
	2022	2	0	0	0	0	0	2
	2023	2	0	2	0	0	0	0
California	2021	48	3	8	6	0	0	37
	2022	37	0	5	3	0	0	29
	2023	29	0	1	2	0	1	25
Colorado	2021	9	2	0	1	0	0	10
	2022	10	0	0	0	0	0	10
	2023	10	0	0	0	0	0	10
Connecticut	2021	4	1	0	1	0	0	4
	2022	4	0	0	0	0	3	1
	2023	1	0	0	0	0	0	1

<u>State</u>	<u>Year</u>	<u>Outlets at Start of Year</u>	<u>Outlets Opened</u>	<u>Termi- nations</u>	<u>Non- Renewals</u>	<u>Reacquired by Franchisor</u>	<u>Ceased Operation Other Reasons</u>	<u>Totals</u>
<u>Delaware</u>	<u>2021</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<u>2022</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<u>2023</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
<u>Florida</u>	<u>2021</u>	<u>46</u>	<u>4</u>	<u>5</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>44</u>
	<u>2022</u>	<u>44</u>	<u>3</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>45</u>
	<u>2023</u>	<u>45</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>45</u>
<u>Georgia</u>	<u>2021</u>	<u>10</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>12</u>
	<u>2022</u>	<u>12</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
	<u>2023</u>	<u>7</u>	<u>0</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>3</u>
<u>Hawaii</u>	<u>2021</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2022</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2023</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
<u>Idaho</u>	<u>2021</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
	<u>2022</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
	<u>2023</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
<u>Illinois</u>	<u>2021</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10</u>
	<u>2022</u>	<u>10</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
	<u>2023</u>	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
<u>Indiana</u>	<u>2021</u>	<u>7</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6</u>
	<u>2022</u>	<u>6</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>7</u>
	<u>2023</u>	<u>7</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6</u>
<u>Iowa</u>	<u>2021</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
	<u>2022</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
	<u>2023</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
<u>Kansas</u>	<u>2021</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
	<u>2022</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
	<u>2023</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
<u>Kentucky</u>	<u>2021</u>	<u>10</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
	<u>2022</u>	<u>7</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
	<u>2023</u>	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>4</u>
<u>Louisiana</u>	<u>2021</u>	<u>3</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2022</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2023</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
<u>Maryland</u>	<u>2021</u>	<u>4</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
	<u>2022</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
	<u>2023</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
<u>Massachusetts</u>	<u>2021</u>	<u>6</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8</u>
	<u>2022</u>	<u>8</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>5</u>
	<u>2023</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>

<u>State</u>	<u>Year</u>	<u>Outlets at Start of Year</u>	<u>Outlets Opened</u>	<u>Termi- nations</u>	<u>Non- Renewals</u>	<u>Reacquired by Franchisor</u>	<u>Ceased Operation Other Reasons</u>	<u>Totals</u>
<u>Michigan</u>	<u>2021</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>
	<u>2022</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>
	<u>2023</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>
<u>Minnesota</u>	<u>2021</u>	<u>5</u>	<u>0</u>	<u>4</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2022</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2023</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
<u>Mississippi</u>	<u>2021</u>	<u>3</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<u>2022</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2023</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Missouri</u>	<u>2021</u>	<u>11</u>	<u>1</u>	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>
	<u>2022</u>	<u>5</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>4</u>
	<u>2023</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>3</u>
<u>Montana</u>	<u>2021</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<u>2022</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<u>2023</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
<u>Nebraska</u>	<u>2021</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<u>2022</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
	<u>2023</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
<u>Nevada</u>	<u>2021</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2022</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2023</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
<u>New Hampshire</u>	<u>2021</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
	<u>2022</u>	<u>2</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2023</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>New Jersey</u>	<u>2021</u>	<u>15</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>15</u>
	<u>2022</u>	<u>15</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>13</u>
	<u>2023</u>	<u>13</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>15</u>
<u>New Mexico</u>	<u>2021</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2022</u>	<u>4</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
	<u>2023</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
<u>New York</u>	<u>2021</u>	<u>24</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>24</u>
	<u>2022</u>	<u>24</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>23</u>
	<u>2023</u>	<u>23</u>	<u>0</u>	<u>4</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>18</u>
<u>North Carolina</u>	<u>2021</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>13</u>
	<u>2022</u>	<u>13</u>	<u>0</u>	<u>2</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>9</u>
	<u>2023</u>	<u>9</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>9</u>
<u>Ohio</u>	<u>2021</u>	<u>18</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>18</u>
	<u>2022</u>	<u>18</u>	<u>2</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>16</u>

<u>State</u>	<u>Year</u>	<u>Outlets at Start of Year</u>	<u>Outlets Opened</u>	<u>Termi- nations</u>	<u>Non- Renewals</u>	<u>Reacquired by Franchisor</u>	<u>Ceased Operation Other Reasons</u>	<u>Totals</u>
	<u>2023</u>	<u>16</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>14</u>
<u>Oklahoma</u>	<u>2021</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2022</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2023</u>	<u>4</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
<u>Oregon</u>	<u>2021</u>	<u>9</u>	<u>0</u>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2022</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
	<u>2023</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>
<u>Pennsylvania</u>	<u>2021</u>	<u>13</u>	<u>2</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>11</u>
	<u>2022</u>	<u>11</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>9</u>
	<u>2023</u>	<u>9</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>12</u>
<u>Rhode Island</u>	<u>2021</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>
	<u>2022</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>0</u>
	<u>2023</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>South Carolina</u>	<u>2021</u>	<u>9</u>	<u>1</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8</u>
	<u>2022</u>	<u>8</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8</u>
	<u>2023</u>	<u>8</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8</u>
<u>South Dakota</u>	<u>2021</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
	<u>2022</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
	<u>2023</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
<u>Tennessee</u>	<u>2021</u>	<u>8</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8</u>
	<u>2022</u>	<u>8</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6</u>
	<u>2023</u>	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6</u>
<u>Texas</u>	<u>2021</u>	<u>44</u>	<u>0</u>	<u>9</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>33</u>
	<u>2022</u>	<u>33</u>	<u>0</u>	<u>13</u>	<u>1</u>	<u>0</u>	<u>2</u>	<u>17</u>
	<u>2023</u>	<u>17</u>	<u>1</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>14</u>
<u>Utah</u>	<u>2021</u>	<u>4</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
	<u>2022</u>	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
	<u>2023</u>	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>7</u>
<u>Vermont</u>	<u>2021</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<u>2022</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
	<u>2023</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
<u>Virginia</u>	<u>2021</u>	<u>22</u>	<u>0</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>18</u>
	<u>2022</u>	<u>18</u>	<u>0</u>	<u>4</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>12</u>
	<u>2023</u>	<u>12</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>11</u>
<u>Washington</u>	<u>2021</u>	<u>17</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>16</u>
	<u>2022</u>	<u>16</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>15</u>
	<u>2023</u>	<u>15</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>14</u>
<u>West Virginia</u>	<u>2021</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>

<u>State</u>	<u>Year</u>	<u>Outlets at Start of Year</u>	<u>Outlets Opened</u>	<u>Termi- nations</u>	<u>Non- Renewals</u>	<u>Reacquired by Franchisor</u>	<u>Ceased Operation Other Reasons</u>	<u>Totals</u>
<u>Wisconsin</u>	<u>2022</u>	<u>3</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2023</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>2021</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
	<u>2022</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
	<u>2023</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
<u>TOTALS</u>	<u>2021</u>	<u>428</u>	<u>27</u>	<u>6058</u>	<u>14</u>	<u>0</u>	<u>0</u>	<u>3813</u>
	<u>2022</u>	<u>3813</u>	<u>14</u>	<u>49</u>	<u>17</u>	<u>0</u>	<u>14</u>	<u>3157</u>
	<u>2023</u>	<u>3157</u>	<u>7</u>	<u>1722</u>	<u>107</u>	<u>0</u>	<u>7</u>	<u>2888</u>

TABLE 4

STATUS OF COMPANY-OWNED OUTLETS

FOR YEARS ENDING 20210-20232

STATE	YEAR	OUTLETS AT START OF YEAR	OUTLETS OPENED	OUTLETS REACQUIRED FROM FRANCHISEES	NON- RENEWALS	OUTLETS CLOSED	OUTLETS SOLD TO FRANCHIS EES	OUTLETS AT END OF YEAR
<b>TOTAL</b>	<u>20210</u>	0	0	0	0	0	0	0
	<u>20221</u>	0	0	0	0	0	0	0
	<u>20232</u>	0	0	0	0	0	0	0

TABLE 5

PROJECTED OPENINGS AS OF JANUARY 1, 20243

<u>STATE</u>	<u>FRANCHISE AGREEMENTS SIGNED BUT OUTLET NOT OPENED</u>	<u>PROJECTED SALES TO NEW FRANCHISEES</u>	<u>PROJECTED COMPANY OWNED OUTLETS IN NEXT FISCAL YEAR</u>
<u>Alabama</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Alaska</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Arizona</u>	<u>0</u>	<u>2</u>	<u>0</u>
<u>Arkansas</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>California</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Colorado</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Connecticut</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Delaware</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Florida</u>	<u>0</u>	<u>2</u>	<u>0</u>



<u>STATE</u>	<u>FRANCHISE AGREEMENTS SIGNED BUT OUTLET NOT OPENED</u>	<u>PROJECTED SALES TO NEW FRANCHISEES</u>	<u>PROJECTED COMPANY OWNED OUTLETS IN NEXT FISCAL YEAR</u>
<u>Georgia</u>	<u>0</u>	<u>2</u>	<u>0</u>
<u>Hawaii</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Idaho</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Illinois</u>	<u>0</u>	<u>2</u>	<u>0</u>
<u>Indiana</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Iowa</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Kansas</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Kentucky</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Louisiana</u>	<u>0</u>	<u>1</u>	<u>0</u>
<u>Maine</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Maryland</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Massachusetts</u>	<u>0</u>	<u>2</u>	<u>0</u>
<u>Michigan</u>	<u>0</u>	<u>2</u>	<u>0</u>
<u>Minnesota</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Mississippi</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Missouri</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Montana</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Nebraska</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Nevada</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>New Hampshire</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>New Jersey</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>New Mexico</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>New York</u>	<u>0</u>	<u>1</u>	<u>0</u>
<u>No. Carolina</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>No. Dakota</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Ohio</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Oklahoma</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Oregon</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Pennsylvania</u>	<u>0</u>	<u>1</u>	<u>0</u>
<u>Rhode Island</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>So. Carolina</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>So. Dakota</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Tennessee</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Texas</u>	<u>0</u>	<u>2</u>	<u>0</u>
<u>Utah</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Vermont</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Virginia</u>	<u>0</u>	<u>1</u>	<u>0</u>

<u>STATE</u>	<u>FRANCHISE AGREEMENTS SIGNED BUT OUTLET NOT OPENED</u>	<u>PROJECTED SALES TO NEW FRANCHISEES</u>	<u>PROJECTED COMPANY OWNED OUTLETS IN NEXT FISCAL YEAR</u>
<u>Washington</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>W. Virginia</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Wisconsin</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Wyoming</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Totals</u>	<u>0</u>	<u>18</u>	<u>0</u>

<u>STATE</u>	<u>FRANCHISE AGREEMENTS SIGNED BUT OUTLET NOT OPENED</u>	<u>PROJECTED FRANCHISED NEW OUTLETS IN THE NEXT FISCAL YEAR</u>	<u>PROJECTED COMPANY OWNED OUTLETS IN NEXT FISCAL YEAR</u>
<u>Alabama</u>	-	0	0
<u>Alaska</u>	-	0	0
<u>Arizona</u>	-	1	0
<u>Arkansas</u>	-	1	0
<u>California</u>	-	2	0
<u>Colorado</u>	-	0	0
<u>Connecticut</u>	-	0	0
<u>Delaware</u>	-	0	0
<u>Florida</u>	-	1	0
<u>Georgia</u>	-	2	0
<u>Hawaii</u>	-	0	0
<u>Idaho</u>	-	0	0
<u>Illinois</u>	-	2	0
<u>Indiana</u>	-	0	0
<u>Iowa</u>	-	0	0
<u>Kansas</u>	-	1	0
<u>Kentucky</u>	-	0	0
<u>Louisiana</u>	-	0	0
<u>Maine</u>	-	0	0
<u>Maryland</u>	-	0	0
<u>Massachusetts</u>	-	0	0
<u>Michigan</u>	-	0	0

Minnesota	-	1	0
Mississippi	-	0	0
Missouri	-	2	0
Montana	-	0	0
Nebraska	-	0	0
Nevada	-	1	0
New Hampshire	-	0	0
New Jersey	-	1	0
New Mexico	-	0	0
New York	-	2	0
No. Carolina	-	2	0
No. Dakota	-	0	0
Ohio	-	0	0
Oklahoma	-	0	0
Oregon	-	0	0
Pennsylvania	1	2	0
Rhode Island	-	0	0
So. Carolina	-	0	0
South Dakota	-	0	0
Tennessee	-	1	0
Texas	1	2	0
Utah	-	0	0
Vermont	-	0	0
Virginia	-	2	0
Washington	-	0	0
W. Virginia	-	0	0
Wisconsin	-	0	0
Wyoming	-	0	0
Totals	2	26	0

A list of franchisees and their business telephone numbers and addresses as of December 31, 2023<sup>32</sup> is attached as **Exhibit F**. A list of the name and last known business address, city, state and business telephone number of every franchisee who has had their franchise agreement terminated, canceled, not renewed or otherwise voluntarily or involuntarily ceased to do business under the franchise agreement for the period ending December 31, 2023<sup>32</sup> and/or who had their franchise agreement terminated, canceled, not renewed in 2023<sup>32</sup> or who has not communicated with us within 10 weeks of the date of issuance of this document is attached as

**Exhibit G.** If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

Some current and former franchisees have signed confidentiality clauses in the last three years. In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with N-Hance franchise system. You may wish to speak with current and former franchisees but be aware that not all such franchisees will be able to communicate with you. There are no trademark-specific franchisee organizations associated with the N-Hance franchise system. NHI has established an N-Hance Franchise Advisory Council (NFAC) consisting of eight franchisee representatives. Generally, a new chairperson is elected each year. The current chairperson of the NFAC is ~~Ken Koger~~Michael Markese and he can be reached at c/o Nhance, Inc., 3310 West End Avenue, Suite 620, Nashville, TN 37203.

## **Item 21**

### **FINANCIAL STATEMENTS**

Attached to this Franchise Disclosure Document in **Exhibit D** are the fiscal year end audited consolidated financial statements of BFG Holdco, Inc. (formerly known as HRI Holdings, Inc.), our affiliate company, for the years 202~~10~~, 202~~21~~ and 202~~32~~, ~~and its unaudited financial statements for the period of January 1, 2023 to September 30, 2023.~~ Our affiliate BFG Holdco, Inc. has guaranteed our performance with you. A copy of the Guaranty of Performance is included in **Exhibit D**.

## **Item 22**

### **CONTRACTS**

The Franchise Agreement is attached as **Exhibit B** to this disclosure document along with the Release Agreements, and the Consolidated Office Agreement (“COA”). The Initial Fee Business Note is attached as **Exhibit C**. The Equipment Agreement is attached as **Exhibit E** to the franchise agreement. The Software License Agreement is attached as **Exhibit F** to the franchise agreement. The Disclosure Questionnaire is attached as **Exhibit I** to this disclosure document (page 115).

<b>State</b>	<b>State Administrator</b>
NEW YORK	New York State Department of Law Investor Protection Bureau, 28 Liberty Street, 21 <sup>st</sup> Floor, New York, NY 10005 212.416.8222
NORTH DAKOTA	North Dakota Securities Department 600 East Boulevard Avenue State Capital, Fifth Floor Dept. 414 Bismarck, ND 58505-0510 701-328-4712
OREGON	Department of Consumer and Business Services Division of Finance and Corporate Securities 350 Winter Street, N.E. #410 Salem, OR 97310 503.378.4387
RHODE ISLAND	Department of Business Regulation Division of Securities 1151 Pontiac Avenue Building 69-1 Cranston, RI 02920 401.222.3048
SOUTH DAKOTA	Department of Labor and Regulation Division of Insurance Securities Regulation 124 S. Euclid, Suite 104 Pierre, SD 57501 605.773.3563
VIRGINIA	State Corporation Commission Division of Securities and Retail Franchising 1300 East Main Street, 9 <sup>th</sup> Floor Richmond, VA 23219 804.371.9051
WASHINGTON	Director of Dept. of Financial Institutions Securities Division <a href="mailto:P.O.Box41200@ Olympia, WA 98504-1200">P.O. Box 41200 Olympia, WA 98504-1200</a> <del>150 Israel Rd. SW Tumwater, WA 98501</del>  360.902.8760
WISCONSIN	Wisconsin Securities Commissioner Department of Financial Institutions 201 W. Washington Avenue, 3 <sup>rd</sup> Floor P.O. Box 1768 Madison, WI 53703 608.261.9555

**EXHIBIT F**  
**LIST OF FRANCHISEES**

<u>Primary Contact</u>	<u>Street 1</u>	<u>City</u>	<u>State/Province</u>	<u>Phone</u>
<b>ALABAMA</b>				
<a href="#">Sammy Dosch</a>	<a href="#">422 Valley Rd.</a>	<a href="#">Birmingham</a>	<a href="#">AL</a>	<a href="#">205-600-9817</a>
<a href="#">Sammy Dosch</a>	<a href="#">422 Valley Rd.</a>	<a href="#">Birmingham</a>	<a href="#">AL</a>	<a href="#">205-600-9817</a>
<a href="#">Fred Trick</a>	<a href="#">1305 Twin Oaks Rd. East</a>	<a href="#">Northport</a>	<a href="#">AL</a>	<a href="#">205-210-3683</a>
<b>ARIZONA</b>				
<a href="#">Russell, Greg, Perkins, Weston, &amp; Perkins, Luke</a>	<a href="#">5991 E Abineau Canyon Dr.</a>	<a href="#">Flagstaff</a>	<a href="#">AZ</a>	<a href="#">928-923-5555</a>
<a href="#">David Phillips</a>	<a href="#">1406 East Orange Grove Road</a>	<a href="#">Tucson</a>	<a href="#">AZ</a>	<a href="#">520-445-2377</a>
<a href="#">David Phillips</a>	<a href="#">1406 East Orange Grove Road</a>	<a href="#">Tucson</a>	<a href="#">AZ</a>	<a href="#">520-551-6422</a>
<b>CALIFORNIA</b>				
<a href="#">Ross Mosbarger &amp; Michele Nolan</a>	<a href="#">570 Primrose Ln</a>	<a href="#">Benicia</a>	<a href="#">CA</a>	<a href="#">707-751-0170</a>
<a href="#">Scott Sutton</a>	<a href="#">15881 Nuaimi Lane</a>	<a href="#">Fontana</a>	<a href="#">CA</a>	<a href="#">909-578-6753</a>
<a href="#">Scott Sutton</a>	<a href="#">15881 Nuaimi Lane</a>	<a href="#">Fontana</a>	<a href="#">CA</a>	<a href="#">909-578-6753</a>
<a href="#">Mike Rozo</a>	<a href="#">413 N 12TH ST</a>	<a href="#">GROVER BEACH</a>	<a href="#">CA</a>	<a href="#">805-473-9663</a>
<a href="#">Mike Rozo</a>	<a href="#">413 N 12TH ST</a>	<a href="#">GROVER BEACH</a>	<a href="#">CA</a>	<a href="#">805-473-9663</a>
<a href="#">Mike Rozo</a>	<a href="#">413 N 12TH ST</a>	<a href="#">GROVER BEACH</a>	<a href="#">CA</a>	<a href="#">805-473-9663</a>
<a href="#">Jonathan Schoen</a>	<a href="#">660 TAMALPAIS AVE.</a>	<a href="#">NOVATO</a>	<a href="#">CA</a>	<a href="#">415-897-1771</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Jonathan Schoen</a>	<a href="#">660 TAMALPAIS AVE</a>	<a href="#">NOVATO</a>	<a href="#">CA</a>	<a href="#">415-897-1771</a>
<a href="#">Jonathan Schoen</a>	<a href="#">660 TAMALPAIS AVE</a>	<a href="#">NOVATO</a>	<a href="#">CA</a>	<a href="#">415-897-1771</a>
<a href="#">John R. Nicholas III</a>	<a href="#">14061 PARADISE DR</a>	<a href="#">POWAY</a>	<a href="#">CA</a>	<a href="#">858-748-1734</a>
<a href="#">Richard Nance</a>	<a href="#">4228 ALTA CAMPO DRIVE</a>	<a href="#">REDDING</a>	<a href="#">CA</a>	<a href="#">530-221-3275</a>
<a href="#">Richard Nance</a>	<a href="#">4228 ALTA CAMPO DRIVE</a>	<a href="#">REDDING</a>	<a href="#">CA</a>	<a href="#">530-221-3275</a>
<a href="#">William (Willie) Plaza</a>	<a href="#">9820 Indiana Ave. Ste. 17</a>	<a href="#">Riverside</a>	<a href="#">CA</a>	<a href="#">951-772-1903</a>
<a href="#">William (Willie) Plaza</a>	<a href="#">9820 Indiana Ave. Ste. 17</a>	<a href="#">Riverside</a>	<a href="#">CA</a>	<a href="#">951-772-1903</a>
<a href="#">William (Willie) Plaza</a>	<a href="#">9820 Indiana Ave. Ste. 17</a>	<a href="#">Riverside</a>	<a href="#">CA</a>	<a href="#">951-772-1903</a>
<a href="#">William (Willie) Plaza</a>	<a href="#">9820 Indiana Ave. Ste. 17</a>	<a href="#">Riverside</a>	<a href="#">CA</a>	<a href="#">951-772-1903</a>
<a href="#">Jeffrey Overfield</a>	<a href="#">2248 B SIERRA MEADOWS DRIVE</a>	<a href="#">ROCKLIN</a>	<a href="#">CA</a>	<a href="#">916-630-0160</a>
<a href="#">Jeffrey (Jeff) Overfield</a>	<a href="#">2248 B SIERRA MEADOWS DRIVE</a>	<a href="#">ROCKLIN</a>	<a href="#">CA</a>	<a href="#">916-630-0160</a>
<a href="#">Greg Overfield</a>	<a href="#">38 B-2 BETA COURT</a>	<a href="#">SAN RAMON</a>	<a href="#">CA</a>	<a href="#">925-820-1019</a>
<a href="#">Greg Overfield</a>	<a href="#">38 B-2 BETA COURT</a>	<a href="#">SAN RAMON</a>	<a href="#">CA</a>	<a href="#">925-820-1019</a>
<a href="#">Oleg Reut</a>	<a href="#">27 W Easy St.</a>	<a href="#">Simi Valley</a>	<a href="#">CA</a>	<a href="#">805-491-2930</a>
<a href="#">Reut, Oleg</a>	<a href="#">27 W Easy St.</a>	<a href="#">Simi Valley</a>	<a href="#">CA</a>	<a href="#">805-491-2930</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">OLEG REUT</a>	<a href="#">27 W Easy St.</a>	<a href="#">Simi Valley</a>	<a href="#">CA</a>	<a href="#">805-491-2930</a>
<a href="#">Benjamin Vafai</a>	<a href="#">12 Piedmont</a>	<a href="#">Trabuco Canyon</a>	<a href="#">CA</a>	<a href="#">949-539-5053</a>
<a href="#">Benjamin Vafai</a>	<a href="#">12 Piedmont</a>	<a href="#">Trabuco Canyon</a>	<a href="#">CA</a>	<a href="#">949-539-5053</a>
<a href="#">Benjamin Vafai</a>	<a href="#">12 Piedmont</a>	<a href="#">Trabuco Canyon</a>	<a href="#">CA</a>	<a href="#">949-539-5053</a>
<b>COLORADO</b>				
<a href="#">Stephen Lane Pack</a>	<a href="#">5910 INGALLS ST #C</a>	<a href="#">ARVADA</a>	<a href="#">CO</a>	<a href="#">479-747-0050</a>
<a href="#">Stephen Lane Pack</a>	<a href="#">5910 Ingalls St #C</a>	<a href="#">Arvada</a>	<a href="#">CO</a>	<a href="#">479-747-0050</a>
<a href="#">Stephen Lane Pack</a>	<a href="#">5910 Ingalls St #C</a>	<a href="#">Arvada</a>	<a href="#">CO</a>	<a href="#">479-747-0050</a>
<a href="#">Stephen Lane Pack</a>	<a href="#">5910 Ingalls St #C</a>	<a href="#">Arvada</a>	<a href="#">CO</a>	<a href="#">479-747-0050</a>
<a href="#">Stephen Lane Pack</a>	<a href="#">5910 INGALLS ST #C</a>	<a href="#">ARVADA</a>	<a href="#">CO</a>	<a href="#">479-747-0050</a>
<a href="#">Stephen Lane Pack</a>	<a href="#">5910 Ingalls St #C</a>	<a href="#">Arvada</a>	<a href="#">CO</a>	<a href="#">479-747-0050</a>
<a href="#">Stephen Lane Pack</a>	<a href="#">5910 INGALLS ST #C</a>	<a href="#">ARVADA</a>	<a href="#">CO</a>	<a href="#">479-747-0050</a>
<a href="#">Stephen Lane Pack</a>	<a href="#">5910 INGALLS ST #C</a>	<a href="#">ARVADA</a>	<a href="#">CO</a>	<a href="#">479-747-0050</a>
<a href="#">Kathy Egan</a>	<a href="#">6268 West 10th St.</a>	<a href="#">Greeley</a>	<a href="#">CO</a>	<a href="#">970-702-4288</a>
<a href="#">Kathy Egan</a>	<a href="#">6268 West 10th St.</a>	<a href="#">Greeley</a>	<a href="#">CO</a>	<a href="#">970-702-4288</a>
<b>CONNECTICUT</b>				
<a href="#">Hedman, Doug</a>	<a href="#">94 Seminary Rd.</a>	<a href="#">Simsbury</a>	<a href="#">CT</a>	<a href="#">860-310-5919</a>



Primary Contact	Street 1	City	State/Province	Phone
DELAWARE				302-750-5167
T. Albert Hoffmann	500 Connor Boulevard	Bear	DE	5167
FLORIDA				
Jason Vanasse	2420 Concorde Drive	Fort Myers	FL	941-999-1142
Jason Vanasse	2420 Concorde Drive	Fort Myers	FL	920-475-3314
Clay & Teresa Fennimore	74 Sixth Street South	Jacksonville Beach	FL	904-220-9978
Clay & Teresa Fennimore	74 Sixth Street South	Jacksonville Beach	FL	904-220-9978
Clay & Teresa Fennimore	74 Sixth Street South	Jacksonville Beach	FL	904-220-9978
Clay & Teresa Fennimore	74 Sixth Street South	Jacksonville Beach	FL	904-220-9978
Patrick Hagerty	1258 Holly Cove Drive	JUPITER	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Drive	Jupiter	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Dr	Jupiter	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Drive	Jupiter	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Dr	Jupiter	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Drive	Jupiter	FL	561-267-3990
Daniel Geier	13022 125th Avenue	Largo	FL	727-469-3109
Daniel Geier	13022 125th Avenue	Largo	FL	727-644-6592

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Daniel Geier</a>	<a href="#">13022 125th Avenue</a>	<a href="#">Largo</a>	<a href="#">FL</a>	<a href="#">727-644-6592</a>
<a href="#">Andrew Hesser</a>	<a href="#">10124 SW 130 Terr</a>	<a href="#">Miami</a>	<a href="#">FL</a>	<a href="#">305-491-1222</a>
<a href="#">Andrew Hesser</a>	<a href="#">10124 SW 130 Terr</a>	<a href="#">Miami</a>	<a href="#">FL</a>	<a href="#">305-491-1222</a>
<a href="#">Sandra Costantini</a>	<a href="#">1345 Serrano Circle</a>	<a href="#">Naples</a>	<a href="#">FL</a>	<a href="#">239-601-7702</a>
<a href="#">Sandra Costantini</a>	<a href="#">1345 Serrano Circle</a>	<a href="#">Naples</a>	<a href="#">FL</a>	<a href="#">239-601-7702</a>
<a href="#">Albert Hoffman</a>	<a href="#">10613 Crystal Springs Ct.</a>	<a href="#">Orlando</a>	<a href="#">FL</a>	<a href="#">302-750-5167</a>
<a href="#">Albert Hoffman</a>	<a href="#">10613 Crystal Spring Ct.</a>	<a href="#">Orlando</a>	<a href="#">FL</a>	<a href="#">407-249-8801</a>
<a href="#">Albert Hoffmann</a>	<a href="#">10613 Crystal Springs Ct.</a>	<a href="#">Orlando</a>	<a href="#">FL</a>	<a href="#">302-750-5167</a>
<a href="#">Patricia Senak</a>	<a href="#">1297 N US Highway 1 #6</a>	<a href="#">Ormond Beach</a>	<a href="#">FL</a>	<a href="#">586-764-1538</a>
<a href="#">Patricia Senak</a>	<a href="#">1297 N US Highway 1 #6</a>	<a href="#">Ormond Beach</a>	<a href="#">FL</a>	<a href="#">586-764-1538</a>
<a href="#">Patricia Senak</a>	<a href="#">ATTN: Patricia Senak</a>	<a href="#">Ormond Beach</a>	<a href="#">FL</a>	<a href="#">586-764-1538</a>
<a href="#">James Lafreniere</a>	<a href="#">4699 North Federal Highway, #101-M</a>	<a href="#">Pompano Beach</a>	<a href="#">FL</a>	<a href="#">954-294-1268</a>
<a href="#">James Lafreniere</a>	<a href="#">4699 North Federal Highway, #101-M</a>	<a href="#">Pompano Beach</a>	<a href="#">FL</a>	<a href="#">305-491-3430</a>
<a href="#">James Lafreniere</a>	<a href="#">4699 North Federal Highway, #101-M</a>	<a href="#">Pompano Beach</a>	<a href="#">FL</a>	<a href="#">954-294-1268</a>
<a href="#">Juan Reynaud</a>	<a href="#">8520 Sandy Beach St</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">727-723-9663</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Juan Reynaud</a>	<a href="#">8457 Sandy Beach Street</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">813-362-7742</a>
<a href="#">Juan Reynaud</a>	<a href="#">8457 Sandy Beach Street</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">727-723-9663</a>
<a href="#">Willie Diaz</a>	<a href="#">6005 Jet Port Industrial Blvd</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">813-898-2895</a>
<a href="#">Juan Reynaud</a>	<a href="#">4302 Bayside Village Dr Apt 101</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">727-723-9663</a>
<a href="#">Willie Diaz</a>	<a href="#">6005 Jet Port Industrial Blvd</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">813-898-2895</a>
<a href="#">Willie Diaz</a>	<a href="#">6005 Jet Port Industrial Blvd</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">813-898-2895</a>
<a href="#">Willie Diaz</a>	<a href="#">6005 Jet Port Industrial Boulevard</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">813-898-2895</a>
<a href="#">Willie Diaz</a>	<a href="#">6005 Jet Port Industrial Blvd</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">813-898-2895</a>
<a href="#">Urbizo-Poulsen, Irma</a>	<a href="#">15777 Tangelo Twist</a>	<a href="#">Winter Garden</a>	<a href="#">FL</a>	<a href="#">407-496-4776</a>
<a href="#">Irma L. Ubizo-Poulsen</a>	<a href="#">15777 Tangelo Twist</a>	<a href="#">Winter Garden</a>	<a href="#">FL</a>	<a href="#">407-496-4776</a>
<a href="#">Irma L. Ubizo-Poulsen</a>	<a href="#">15777 Tangelo Twist</a>	<a href="#">Winter Garden</a>	<a href="#">FL</a>	<a href="#">407-496-4776</a>
<a href="#">Irma L. Ubizo-Poulsen</a>	<a href="#">15777 Tangelo Twist</a>	<a href="#">Winter Garden</a>	<a href="#">FL</a>	<a href="#">407-496-4776</a>
<a href="#">Willie Diaz</a>	<a href="#">6005 Jet Port Industrial Blvd.</a>	<a href="#">Tampa</a>	<a href="#">FL</a>	<a href="#">813-898-2895</a>
<a href="#">Brian Gore</a>	<a href="#">2804 McClain Lane</a>	<a href="#">Albany</a>	<a href="#">GA</a>	<a href="#">229-886-6036</a>
<a href="#">Tim Judy</a>	<a href="#">1509 Chastain Road</a>	<a href="#">Johns Island</a>	<a href="#">SC</a>	<a href="#">321-243-6054</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Tim Judy</a>	<a href="#">1509 Chastain Road</a>	<a href="#">Johns Island</a>	<a href="#">SC</a>	<a href="#">321-243-6054</a>
<b>GEORGIA</b>				
<a href="#">Brandon Holcomb</a>	<a href="#">ATTN: Brandon Holcomb</a>	<a href="#">Alpharetta</a>	<a href="#">GA</a>	<a href="#">470-253-8794</a>
<a href="#">Brandon Holcomb</a>	<a href="#">9580 Red Bird Lane</a>	<a href="#">Johns Creek</a>	<a href="#">GA</a>	<a href="#">470-253-8794</a>
<a href="#">William Burns</a>	<a href="#">109 Buckfield Drive</a>	<a href="#">Rincon</a>	<a href="#">GA</a>	<a href="#">912-667-0287</a>
<b>HAWAII</b>				
<a href="#">Mark Evans</a>	<a href="#">73-1295 Nawahie Loop</a>	<a href="#">Kailua Kona</a>	<a href="#">HI</a>	<a href="#">808-769-1947</a>
<a href="#">Shawn Ouchi</a>	<a href="#">94-622 Kuaie Street</a>	<a href="#">Mililani</a>	<a href="#">HI</a>	<a href="#">808-772-4211</a>
<a href="#">Shawn Ouchi</a>	<a href="#">94-622 Kuaie Street</a>	<a href="#">Mililani</a>	<a href="#">HI</a>	<a href="#">808-256-8441</a>
<a href="#">Shawn Ouchi</a>	<a href="#">94-622 Kuaie Street</a>	<a href="#">Mililani</a>	<a href="#">HI</a>	<a href="#">808-772-4211</a>
<b>IDAHO</b>				
<a href="#">Becca Labrador</a>	<a href="#">6145 Corporal Lane</a>	<a href="#">Boise</a>	<a href="#">ID</a>	<a href="#">208-392-1717</a>
<a href="#">Becca Labrador</a>	<a href="#">6145 Corporal Lane</a>	<a href="#">Boise</a>	<a href="#">ID</a>	<a href="#">208-392-1717</a>
<a href="#">Dennis Pace, Adam Blake, Eric Cox &amp; Jeffrey Pace</a>	<a href="#">525 Ella Road</a>	<a href="#">Spokane Valley</a>	<a href="#">WA</a>	<a href="#">509-328-9663</a>
<b>ILLINOIS</b>				
<a href="#">Tom Seeger</a>	<a href="#">21338 Brandon Road</a>	<a href="#">Kildeer</a>	<a href="#">IL</a>	<a href="#">847-234-8700</a>
<a href="#">Tom Seeger</a>	<a href="#">21338 BRANDON RD</a>	<a href="#">KILDER</a>	<a href="#">IL</a>	<a href="#">847-234-8700</a>
<a href="#">Tom Seeger</a>	<a href="#">21338 Brandon Road</a>	<a href="#">Kildeer</a>	<a href="#">IL</a>	<a href="#">847-234-8700</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Tom Seeger</a>	<a href="#">21338 BRANDON RD</a>	<a href="#">KILDER</a>	<a href="#">IL</a>	<a href="#">847-234-8700</a>
<a href="#">Tom Seeger</a>	<a href="#">21338 BRANDON RD</a>	<a href="#">KILDER</a>	<a href="#">IL</a>	<a href="#">847-234-8700</a>
<a href="#">Tom Seeger</a>	<a href="#">21338 BRANDON RD</a>	<a href="#">Kildeer</a>	<a href="#">IL</a>	<a href="#">847-234-8700</a>
<a href="#">Tom Seeger</a>	<a href="#">21338 Brandon Rd</a>	<a href="#">Kildeer</a>	<a href="#">IL</a>	<a href="#">847-234-8700</a>
<b>INDIANA</b>				
<a href="#">Ben Knipp</a>	<a href="#">4349 Horman Road</a>	<a href="#">FORT WAYNE</a>	<a href="#">IN</a>	<a href="#">260-341-6671</a>
<a href="#">Kevin Jones</a>	<a href="#">1601 COUNTRY CLUB RD STE A</a>	<a href="#">INDIANAPOLIS</a>	<a href="#">IN</a>	<a href="#">317-273-8500</a>
<a href="#">Kevin &amp; Amy Jones</a>	<a href="#">1601 COUNTRY CLUB RD STE A</a>	<a href="#">INDIANAPOLIS</a>	<a href="#">IN</a>	<a href="#">317-273-8500</a>
<a href="#">Kevin Jones</a>	<a href="#">1601 COUNTRY CLUB RD STE A</a>	<a href="#">INDIANAPOLIS</a>	<a href="#">IN</a>	<a href="#">317-273-8500</a>
<a href="#">Surendra Kankariya</a>	<a href="#">4 Cornwall Drive, Suite 220</a>	<a href="#">East Brunswick</a>	<a href="#">NJ</a>	<a href="#">317-222-1058</a>
<a href="#">Surendra Kankariya</a>	<a href="#">4 Cornwall Drive, Suite 220</a>	<a href="#">East Brunswick</a>	<a href="#">NJ</a>	<a href="#">317-222-1058</a>
<b>IOWA</b>				
<a href="#">Jesse Klein</a>	<a href="#">3019 300th St.</a>	<a href="#">Ellsworth</a>	<a href="#">IA</a>	<a href="#">515-203-9420</a>
<a href="#">Jesse Klein</a>	<a href="#">3019 300th St.</a>	<a href="#">Ellsworth</a>	<a href="#">IA</a>	<a href="#">515-203-9420</a>
<b>KANSAS</b>				
<a href="#">Mark Harris</a>	<a href="#">8423 Hall St.</a>	<a href="#">Lenexa</a>	<a href="#">KS</a>	<a href="#">913-514-2556</a>
<a href="#">Mark Harris</a>	<a href="#">8423 Hall St.</a>	<a href="#">Lenexa</a>	<a href="#">KS</a>	<a href="#">913-514-2556</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Kevin Burton</a>	<a href="#">1260 NW 35th St.</a>	<a href="#">Topeka</a>	<a href="#">KS</a>	<a href="#">785-484-3000</a>
<b>KENTUCKY</b>				
<a href="#">Ken Koger</a>	<a href="#">106 Elk Drive</a>	<a href="#">Stamping Ground</a>	<a href="#">KY</a>	<a href="#">866-712-4484</a>
<a href="#">Kenneth Koger</a>	<a href="#">3369 Main Street</a>	<a href="#">Stamping Ground</a>	<a href="#">KY</a>	<a href="#">866-712-4484</a>
<a href="#">Kenneth Koger</a>	<a href="#">3369 Main Street</a>	<a href="#">Stamping Ground</a>	<a href="#">KY</a>	<a href="#">866-712-4484</a>
<a href="#">Jason Crabb</a>	<a href="#">5247 Wayne Rt. Z</a>	<a href="#">Wappapello</a>	<a href="#">MO</a>	<a href="#">573-776-4328</a>
<b>LOUISIANA</b>				
<a href="#">Jason Freeman</a>	<a href="#">18241 Weatherwood Drive</a>	<a href="#">Baton Rouge</a>	<a href="#">LA</a>	<a href="#">225-910-4444</a>
<a href="#">Jason Freeman</a>	<a href="#">18241 Weatherwood Dr.</a>	<a href="#">Baton Rouge</a>	<a href="#">LA</a>	<a href="#">225-910-4444</a>
<a href="#">Jason Freeman</a>	<a href="#">18241 Weatherwood Drive</a>	<a href="#">Baton Rouge</a>	<a href="#">LA</a>	<a href="#">225-910-4444</a>
<a href="#">Freeman, Jason</a>	<a href="#">18241 Weatherwood Dr.</a>	<a href="#">Baton Rouge</a>	<a href="#">LA</a>	<a href="#">225-910-4444</a>
<b>MARYLAND</b>				
<a href="#">John Dearing</a>	<a href="#">14001 Greencroft Lane</a>	<a href="#">Cockeysville</a>	<a href="#">MD</a>	<a href="#">443-338-3766</a>
<a href="#">John Dearing</a>	<a href="#">14001 Greencroft Lane</a>	<a href="#">Cockeysville</a>	<a href="#">MD</a>	<a href="#">443-338-3766</a>
<a href="#">John Dearing</a>	<a href="#">14001 Greencroft Lane</a>	<a href="#">Cockeysville</a>	<a href="#">MD</a>	<a href="#">443-797-9657</a>
<b>MASSACHUSETTS</b>				
<a href="#">Patrick Greally</a>	<a href="#">16 Russell Trufant Rd</a>	<a href="#">CARVER</a>	<a href="#">MA</a>	<a href="#">781-561-5263</a>
<a href="#">Gaudreau, Seth</a>	<a href="#">986 Middle Rd.</a>	<a href="#">Clarksburg</a>	<a href="#">MA</a>	<a href="#">413-281-3296</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Jeff Murray</a>	<a href="#">769 Washington St</a>	<a href="#">Haverhill</a>	<a href="#">MA</a>	<a href="#">978-228-0349</a>
<a href="#">Jeff Murray</a>	<a href="#">769 Washington St</a>	<a href="#">Haverhill</a>	<a href="#">MA</a>	<a href="#">978-228-0349</a>
<a href="#">Kevan Bradley</a>	<a href="#">47 Perkins Avenue, Apt. 1</a>	<a href="#">Malden</a>	<a href="#">MA</a>	<a href="#">978-413-7917</a>
<b>MICHIGAN</b>				
<a href="#">Anna Exner</a>	<a href="#">6999 Metroplex Drive</a>	<a href="#">Romulus</a>	<a href="#">MI</a>	<a href="#">734-787-3387</a>
<a href="#">Anna Exner</a>	<a href="#">6999 Metroplex Drive</a>	<a href="#">Romulus</a>	<a href="#">MI</a>	<a href="#">734-787-3387</a>
<a href="#">Anna Exner</a>	<a href="#">6999 Metroplex Drive</a>	<a href="#">Romulus</a>	<a href="#">MI</a>	<a href="#">734-787-3387</a>
<a href="#">Anna Exner</a>	<a href="#">6999 Metroplex Drive</a>	<a href="#">Romulus</a>	<a href="#">MI</a>	<a href="#">734-787-3387</a>
<a href="#">Anna Exner</a>	<a href="#">46825 Denton Road</a>	<a href="#">Van Buren Township</a>	<a href="#">MI</a>	<a href="#">734-787-3387</a>
<b>MINNESOTA</b>				
<a href="#">Ada Selina Garrido</a>	<a href="#">944 Newport Avenue</a>	<a href="#">Shakopee</a>	<a href="#">MN</a>	<a href="#">952-564-7828</a>
<b>MISSOURI</b>				
<a href="#">Greg Carleton</a>	<a href="#">4833 NW 57TH CT</a>	<a href="#">KANSAS CITY</a>	<a href="#">MO</a>	<a href="#">816-868-7952</a>
<a href="#">Jason Crabb</a>	<a href="#">8815 Highway T</a>	<a href="#">Wappapello</a>	<a href="#">MO</a>	<a href="#">573-776-4328</a>
<a href="#">Jason Crabb</a>	<a href="#">5247 Wayne Rt. Z</a>	<a href="#">Wappapello</a>	<a href="#">MO</a>	<a href="#">573-776-4328</a>
<b>MONTANA</b>				
<a href="#">Erik Hess</a>	<a href="#">307 Mary Ave.</a>	<a href="#">Missoula</a>	<a href="#">MT</a>	<a href="#">406-544-5208</a>
<b>NEBRASKA</b>				
<a href="#">Larry Stolz</a>	<a href="#">2500 Jameson N.</a>	<a href="#">LINCOLN</a>	<a href="#">NE</a>	<a href="#">402-420-9027</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Larry Stolz</a>	<a href="#">2500 Jameson North</a>	<a href="#">Lincoln</a>	<a href="#">NE</a>	<a href="#">402-420-9027</a>
NEVADA				
<a href="#">Ernesto Rodriguez</a>	<a href="#">10613 Crystal Springs Court</a>	<a href="#">Orlando</a>	<a href="#">FL</a>	<a href="#">407-249-8801</a>
<a href="#">Brigham Redd</a>	<a href="#">5062 Moose Falls Dr.</a>	<a href="#">Las Vegas</a>	<a href="#">NV</a>	<a href="#">702-613-9282</a>
<a href="#">Brigham Redd</a>	<a href="#">5062 Moose Falls Dr.</a>	<a href="#">Las Vegas</a>	<a href="#">NV</a>	<a href="#">702-613-9282</a>
<a href="#">Greg Russell</a>	<a href="#">2570 S. Sunshine Circle</a>	<a href="#">Washington</a>	<a href="#">UT</a>	<a href="#">435-525-4496</a>
<a href="#">Greg Russell</a>	<a href="#">2570 S Sunshine Circle</a>	<a href="#">Washington</a>	<a href="#">UT</a>	<a href="#">435-525-4496</a>
NEW JERSEY				
<a href="#">Dillon McInerney</a>	<a href="#">35 Hethcote Road</a>	<a href="#">Glen Rock</a>	<a href="#">NJ</a>	<a href="#">551-655-5429</a>
<a href="#">Dillon McInerney</a>	<a href="#">35 Hethcote Road</a>	<a href="#">Glen Rock</a>	<a href="#">NJ</a>	<a href="#">551-655-5429</a>
<a href="#">Albert Hoffmann</a>	<a href="#">2 REBECCA CT</a>	<a href="#">MIDDLETOWN</a>	<a href="#">DE</a>	<a href="#">302-750-5167</a>
<a href="#">Philip Miranda</a>	<a href="#">9 Martin Street</a>	<a href="#">Newton</a>	<a href="#">NJ</a>	<a href="#">973-862-5069</a>
<a href="#">Philip Miranda</a>	<a href="#">9 Martin Street</a>	<a href="#">Newton</a>	<a href="#">NJ</a>	<a href="#">973-862-5069</a>
<a href="#">Philip Miranda</a>	<a href="#">9 Martin Street</a>	<a href="#">Newton</a>	<a href="#">NJ</a>	<a href="#">973-862-5069</a>
<a href="#">Anthony Rizzo</a>	<a href="#">9 Brookside Road</a>	<a href="#">Succasuna</a>	<a href="#">NJ</a>	<a href="#">973-552-9663</a>
<a href="#">Anthony Rizzo</a>	<a href="#">9 Brookside Rd.</a>	<a href="#">Succasunna</a>	<a href="#">NJ</a>	<a href="#">973-252-9663</a>
<a href="#">Anthony Rizzo</a>	<a href="#">9 BROOKSIDE ROAD</a>	<a href="#">SUCCASUNNA</a>	<a href="#">NJ</a>	<a href="#">973-252-9663</a>



Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Ronald and Lisa Markese</a>	<a href="#">1889 Lakewood Rd Suite 1</a>	<a href="#">TOMS RIVER</a>	<a href="#">NJ</a>	<a href="#">848-210-6675</a>
<a href="#">Ronald Markese</a>	<a href="#">1889 Lakewood Rd Suite 1</a>	<a href="#">TOMS RIVER</a>	<a href="#">NJ</a>	<a href="#">848-210-6675</a>
<a href="#">Ronald and Lisa Markese</a>	<a href="#">1889 Lakewood Rd Suite 1</a>	<a href="#">TOMS RIVER</a>	<a href="#">NJ</a>	<a href="#">848-210-6675</a>
<a href="#">Ronald and Lisa Markese</a>	<a href="#">1889 Lakewood Rd Suite 1</a>	<a href="#">TOMS RIVER</a>	<a href="#">NJ</a>	<a href="#">848-210-6675</a>
<a href="#">Ronald and Lisa Markese</a>	<a href="#">1889 Lakewood Rd Suite 1</a>	<a href="#">TOMS RIVER</a>	<a href="#">NJ</a>	<a href="#">848-210-6675</a>
<a href="#">Ronald and Lisa Markese</a>	<a href="#">1889 Lakewood Rd Suite 1</a>	<a href="#">Toms River</a>	<a href="#">NJ</a>	<a href="#">848-210-6675</a>
<b>NEW MEXICO</b>				
<a href="#">Charles Schmidt</a>	<a href="#">2312 DIETZ PLACE NW</a>	<a href="#">ALBUQUERQU E</a>	<a href="#">NM</a>	<a href="#">505-672-8776</a>
<a href="#">Danny and Christy Trussell</a>	<a href="#">8023 Edith Blvd. NE</a>	<a href="#">ALBUQUERQU E</a>	<a href="#">NM</a>	<a href="#">505-314-1997</a>
<a href="#">Danny and Christy Trussell</a>	<a href="#">8023 Edith Blvd. NE</a>	<a href="#">ALBUQUERQU E</a>	<a href="#">NM</a>	<a href="#">505-314-1997</a>
<b>NEW YORK</b>				
<a href="#">Robert Degraff</a>	<a href="#">12780 North Rd.</a>	<a href="#">Alden</a>	<a href="#">NY</a>	<a href="#">716-391-0933</a>
<a href="#">Robert Degraff</a>	<a href="#">12866 Clinton St</a>	<a href="#">Alden</a>	<a href="#">NY</a>	<a href="#">716-391-0933</a>
<a href="#">Robert Degraff</a>	<a href="#">12866 Clinton St</a>	<a href="#">Alden</a>	<a href="#">NY</a>	<a href="#">716-391-0933</a>
<a href="#">Jim Berardi</a>	<a href="#">2528 Balsam Avenue</a>	<a href="#">East Meadow</a>	<a href="#">NY</a>	<a href="#">516-545-0202</a>
<a href="#">Jim Berardi</a>	<a href="#">2528 Balsam Avenue</a>	<a href="#">East Meadow</a>	<a href="#">NY</a>	<a href="#">516-545-0202</a>
<a href="#">Jim Berardi</a>	<a href="#">2528 Balsam Avenue</a>	<a href="#">East Meadow</a>	<a href="#">NY</a>	<a href="#">516-551-7540</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Jim Berardi</a>	<a href="#">2528 Balsam Aveue</a>	<a href="#">East Meadow</a>	<a href="#">NY</a>	<a href="#">516-551-7540</a>
<a href="#">Ken (Mengmeng) Wang</a>	<a href="#">51 Old Estate Rd.</a>	<a href="#">Manhassest</a>	<a href="#">NY</a>	<a href="#">917-378-1687</a>
<a href="#">Ken (Mengmeng) Wang</a>	<a href="#">51 Old Estate Rd.</a>	<a href="#">Manhasset</a>	<a href="#">NY</a>	<a href="#">917-378-1687</a>
<a href="#">Ken (Mengmeng) Wang</a>	<a href="#">51 Old Estate Rd.</a>	<a href="#">Manhasset</a>	<a href="#">NY</a>	<a href="#">917-378-1687</a>
<a href="#">Ken (Mengmeng) Wang</a>	<a href="#">51 Old Estate Rd.</a>	<a href="#">Manhasset</a>	<a href="#">NY</a>	<a href="#">917-378-1687</a>
<a href="#">Albert Chin</a>	<a href="#">223-51 56th Road</a>	<a href="#">Oakland Gardens</a>	<a href="#">NY</a>	<a href="#">917-831-2019</a>
<a href="#">Michael Gangadeen</a>	<a href="#">3000 Stevens St. Unit 45</a>	<a href="#">Oceanside</a>	<a href="#">NY</a>	<a href="#">516-766-2939</a>
<a href="#">Michael Gangadeen</a>	<a href="#">3000 Stevens St. Unit 45</a>	<a href="#">Oceanside</a>	<a href="#">NY</a>	<a href="#">516-766-2939</a>
<a href="#">Ralph DeStefanis</a>	<a href="#">1034 Erie St.</a>	<a href="#">UTICA</a>	<a href="#">NY</a>	<a href="#">315-437-0055</a>
<a href="#">Trevor Kaftan</a>	<a href="#">955 Route 376</a>	<a href="#">Wappingers Falls</a>	<a href="#">NY</a>	<a href="#">845-849-2244</a>
<a href="#">Trevor Kaftan</a>	<a href="#">955 Route 376, Suite 2</a>	<a href="#">Wappingers Falls</a>	<a href="#">NY</a>	<a href="#">845-849-2244</a>
<a href="#">Trevor Kaftan</a>	<a href="#">955 Route 376</a>	<a href="#">Wappingers Falls</a>	<a href="#">NY</a>	<a href="#">845-849-2244</a>
<b>NORTH CAROLINA</b>				
<a href="#">Michael Sudyk</a>	<a href="#">5515 Wagon Farm Road</a>	<a href="#">Efland</a>	<a href="#">NC</a>	<a href="#">336-343-6782</a>
<a href="#">Rhett &amp; Sally Heglar</a>	<a href="#">3221 BUR OAK DRIVE</a>	<a href="#">GASTONIA</a>	<a href="#">NC</a>	<a href="#">704-332-2888</a>
<a href="#">Richard Reid</a>	<a href="#">106 S. Walnut Circle</a>	<a href="#">Greensboro</a>	<a href="#">NC</a>	<a href="#">919-901-1333</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Richard Reid</a>	<a href="#">106 S. Walnut Circle</a>	<a href="#">Greensboro</a>	<a href="#">NC</a>	<a href="#">919-901-1333</a>
<a href="#">Tyrel Falgout</a>	<a href="#">106 S. Walnut Circle, Suite A</a>	<a href="#">Greensboro</a>	<a href="#">NC</a>	<a href="#">336-645-3390</a>
<a href="#">Tyrel Falgout</a>	<a href="#">106 S. Walnut Circle, Suite A</a>	<a href="#">Greensboro</a>	<a href="#">NC</a>	<a href="#">336-299-2844</a>
<a href="#">Richard Reid, Ty Falgout, Travis Nisley</a>	<a href="#">106 S. Walnut Circle, Suite A</a>	<a href="#">Greensboro</a>	<a href="#">NC</a>	<a href="#">336-645-3390</a>
<a href="#">Tom Terrana</a>	<a href="#">836 Hawk Ridge Drive</a>	<a href="#">Mill Spring</a>	<a href="#">NC</a>	<a href="#">864-558-1000</a>
<a href="#">Jasper Fowler</a>	<a href="#">116 S Kerr Ave, Unit D</a>	<a href="#">Wilmington</a>	<a href="#">NC</a>	<a href="#">910-541-1633</a>
<b>OHIO</b>				
<a href="#">Ken Mullen</a>	<a href="#">301 S. Miami Ave</a>	<a href="#">Cleves</a>	<a href="#">OH</a>	<a href="#">513-467-9663</a>
<a href="#">Ken Mullen</a>	<a href="#">301 S. Miami Ave</a>	<a href="#">Cleves</a>	<a href="#">OH</a>	<a href="#">513-467-9663</a>
<a href="#">Ken Mullen</a>	<a href="#">301 S. Miami Ave</a>	<a href="#">Cleves</a>	<a href="#">OH</a>	<a href="#">513-467-9663</a>
<a href="#">Ken Mullen</a>	<a href="#">301 S. Miami Ave</a>	<a href="#">Cleves</a>	<a href="#">OH</a>	<a href="#">513-467-9663</a>
<a href="#">Thomas Fisher</a>	<a href="#">530 N. Mulberry St</a>	<a href="#">Clyde</a>	<a href="#">OH</a>	<a href="#">419-366-9682</a>
<a href="#">Thomas Fisher</a>	<a href="#">530 N. Mulberry St.</a>	<a href="#">Clyde</a>	<a href="#">OH</a>	<a href="#">419-366-9682</a>
<a href="#">Larry Pollock</a>	<a href="#">6480 Fiesta Drive</a>	<a href="#">Columbus</a>	<a href="#">OH</a>	<a href="#">614-315-4069</a>
<a href="#">Larry Pollock</a>	<a href="#">6480 Fiesta Drive</a>	<a href="#">Columbus</a>	<a href="#">OH</a>	<a href="#">614-315-4069</a>
<a href="#">Larry Pollock</a>	<a href="#">6480 Fiesta Drive</a>	<a href="#">Columbus</a>	<a href="#">OH</a>	<a href="#">614-315-4069</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Larry Pollock</a>	<a href="#">6480 Fiesta Drive</a>	<a href="#">Columbus</a>	<a href="#">OH</a>	<a href="#">614-315-4069</a>
<a href="#">Larry Pollock</a>	<a href="#">6480 Fiesta Drive</a>	<a href="#">Columbus</a>	<a href="#">OH</a>	<a href="#">614-315-4069</a>
<a href="#">Greg Henry</a>	<a href="#">2699 COLUMBIA TRAIL</a>	<a href="#">LOVELAND</a>	<a href="#">OH</a>	<a href="#">513-677-9663</a>
<a href="#">Paul Flickinger</a>	<a href="#">4276 Sylvan Road</a>	<a href="#">Wooster</a>	<a href="#">OH</a>	<a href="#">330-262-5135</a>
<a href="#">Paul Flickinger</a>	<a href="#">4276 Sylvan Road</a>	<a href="#">Wooster</a>	<a href="#">OH</a>	<a href="#">330-262-5135</a>
<b>OKLAHOMA</b>				
<a href="#">Tim Tomlinson</a>	<a href="#">12511 S. 4th Ct.</a>	<a href="#">Jenks</a>	<a href="#">OK</a>	<a href="#">918-645-3068</a>
<a href="#">Tim Tomlinson</a>	<a href="#">12511 S. 4th Ct.</a>	<a href="#">Jenks</a>	<a href="#">OK</a>	<a href="#">918-645-3068</a>
<b>OREGON</b>				
<a href="#">James Carter</a>	<a href="#">86057 Drummond Dr</a>	<a href="#">EUGENE</a>	<a href="#">OR</a>	<a href="#">541-222-9663</a>
<a href="#">Bill Walker</a>	<a href="#">841 Enterprise Dr</a>	<a href="#">Central Point</a>	<a href="#">OR</a>	<a href="#">541-779-9663</a>
<a href="#">Bill Walker</a>	<a href="#">841 Enterprise Dr</a>	<a href="#">Central Point</a>	<a href="#">OR</a>	<a href="#">541-779-9663</a>
<a href="#">Brock Brittain</a>	<a href="#">7615 SW Salmon Ave.</a>	<a href="#">Redmond</a>	<a href="#">OR</a>	<a href="#">541-317-9663</a>
<b>PENNSYLVANIA</b>				
<a href="#">Albert Hoffmann</a>	<a href="#">2 Rebecca Ct</a>	<a href="#">Middletown</a>	<a href="#">DE</a>	<a href="#">302-750-5167</a>
<a href="#">Ryan Janes</a>	<a href="#">745 Mineo Drive</a>	<a href="#">Erie</a>	<a href="#">PA</a>	<a href="#">814-882-0579</a>
<a href="#">Nick Meyer</a>	<a href="#">1625 Lowell Avenue</a>	<a href="#">Erie</a>	<a href="#">PA</a>	<a href="#">412-932-9732</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Nicholas Meyer</a>	<a href="#">1625 Lowell Avenue</a>	<a href="#">Erie</a>	<a href="#">PA</a>	<a href="#">412-932-9732</a>
<a href="#">Novel Kim</a>	<a href="#">431 S. Bethlehem Pike</a>	<a href="#">Fort Washington</a>	<a href="#">PA</a>	<a href="#">267-410-1710</a>
<a href="#">Chris Lamason</a>	<a href="#">1 BIG HORN AVENUE</a>	<a href="#">MECHANICSBURG</a>	<a href="#">PA</a>	<a href="#">717-713-0237</a>
<a href="#">Chris and Lorie Lamason</a>	<a href="#">1 BIG HORN AVENUE</a>	<a href="#">MECHANICSBURG</a>	<a href="#">PA</a>	<a href="#">717-713-0237</a>
<a href="#">Bill Fuller</a>	<a href="#">Attn: Bill Fuller</a>	<a href="#">Pittsburgh</a>	<a href="#">PA</a>	<a href="#">412-378-4412</a>
<a href="#">Bill Fuller</a>	<a href="#">1150 Davis Ave</a>	<a href="#">Pittsburgh</a>	<a href="#">PA</a>	<a href="#">412-407-9095</a>
<a href="#">Bill Fuller</a>	<a href="#">1150 Davis Ave</a>	<a href="#">Pittsburgh</a>	<a href="#">PA</a>	<a href="#">412-378-4412</a>
<a href="#">Kevin Cunningham</a>	<a href="#">517-519 Wyoming Ave #203</a>	<a href="#">Scranton</a>	<a href="#">PA</a>	<a href="#">570-904-4800</a>
<a href="#">Kevin Cunningham</a>	<a href="#">517-519 Wyoming Ave #203</a>	<a href="#">Scranton</a>	<a href="#">PA</a>	<a href="#">570-904-4800</a>
<a href="#">SOUTH CAROLINA</a>				
<a href="#">Andrew Ambler</a>	<a href="#">30 Peregrine Dr</a>	<a href="#">Hilton Head</a>	<a href="#">SC</a>	<a href="#">843-715-8420</a>
<a href="#">David Judy</a>	<a href="#">1509 Chastain Road</a>	<a href="#">Johns Island</a>	<a href="#">SC</a>	<a href="#">336-209-7560</a>
<a href="#">Tim Judy</a>	<a href="#">1509 Chastain Road</a>	<a href="#">Johns Island</a>	<a href="#">SC</a>	<a href="#">336-209-7560</a>
<a href="#">Tim Judy</a>	<a href="#">1509 Chastain Road</a>	<a href="#">Johns Island</a>	<a href="#">SC</a>	<a href="#">336-209-7560</a>
<a href="#">Tim Judy</a>	<a href="#">1509 Chastain Road</a>	<a href="#">Johns Island</a>	<a href="#">SC</a>	<a href="#">321-243-6054</a>
<a href="#">Tim Judy</a>	<a href="#">1509 Chastain Road</a>	<a href="#">Johns Island</a>	<a href="#">SC</a>	<a href="#">321-243-6054</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Tom Terrana</a>	<a href="#">836 Hawk Ridge Drive</a>	<a href="#">Mill Spring</a>	<a href="#">NC</a>	<a href="#">864-558-1000</a>
<a href="#">Tom Terrana</a>	<a href="#">836 Hawk Ridge Drive</a>	<a href="#">Mill Spring</a>	<a href="#">NC</a>	<a href="#">864-558-1000</a>
<b>SOUTH DAKOTA</b>				
<a href="#">Lee Knigge</a>	<a href="#">1400 N. Six Mile Road</a>	<a href="#">Sioux Falls</a>	<a href="#">SD</a>	<a href="#">605-906-5565</a>
<b>TENNESSEE</b>				
<a href="#">Stephen Taylor</a>	<a href="#">942 Tom Osborne Rd</a>	<a href="#">Columbia</a>	<a href="#">TN</a>	<a href="#">615-719-2674</a>
<a href="#">Stephen Taylor</a>	<a href="#">942 Tom Osborne Road</a>	<a href="#">COLUMBIA</a>	<a href="#">TN</a>	<a href="#">615-719-2674</a>
<a href="#">Stephen Taylor</a>	<a href="#">942 Tom Osborne Road</a>	<a href="#">Columbia</a>	<a href="#">TN</a>	<a href="#">615-719-2674</a>
<a href="#">Kenneth Aldrich</a>	<a href="#">188 County Rd. 577</a>	<a href="#">Englewood</a>	<a href="#">TN</a>	<a href="#">423-840-1974</a>
<a href="#">Kenneth Aldrich</a>	<a href="#">188 County Rd. #577</a>	<a href="#">Englewood</a>	<a href="#">TN</a>	<a href="#">423-840-1974</a>
<a href="#">Duan Coqui</a>	<a href="#">PO BOX 40387</a>	<a href="#">Nashville</a>	<a href="#">TN</a>	<a href="#">931-548-4000</a>
<b>TEXAS</b>				
<a href="#">Bryce Taylor</a>	<a href="#">3506 Spotted Horse Tr</a>	<a href="#">Austin</a>	<a href="#">TX</a>	<a href="#">512-909-4643</a>
<a href="#">Bryce and Denise Taylor</a>	<a href="#">3506 Spotted Horse Trail</a>	<a href="#">Austin</a>	<a href="#">TX</a>	<a href="#">512-909-4643</a>
<a href="#">Bryce and Denise Taylor</a>	<a href="#">3506 Spotted Horse Trail</a>	<a href="#">Austin</a>	<a href="#">TX</a>	<a href="#">512-909-4643</a>
<a href="#">Bryce Taylor</a>	<a href="#">3506 Spotted Horse Trail</a>	<a href="#">Austin</a>	<a href="#">TX</a>	<a href="#">512-909-4643</a>
<a href="#">Bryce Taylor</a>	<a href="#">3506 Spotted Horse Trail</a>	<a href="#">Austin</a>	<a href="#">TX</a>	<a href="#">512-909-4643</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Stephen Lieb &amp; Derek Griffith</a>	<a href="#">697 Metro Park Circle</a>	<a href="#">Lewisville</a>	<a href="#">TX</a>	<a href="#">469-287-5700</a>
<a href="#">Derek Griffith</a>	<a href="#">697 Metro Park Circle</a>	<a href="#">Lewisville</a>	<a href="#">TX</a>	<a href="#">469-287-5700</a>
<a href="#">Derek Griffith</a>	<a href="#">697 Metro Park Circle</a>	<a href="#">Lewisville</a>	<a href="#">TX</a>	<a href="#">469-287-5700</a>
<a href="#">Derek Griffith</a>	<a href="#">697 Metro Park Circle</a>	<a href="#">Lewisville</a>	<a href="#">TX</a>	<a href="#">469-287-5700</a>
<a href="#">Derek Griffith</a>	<a href="#">697 Metro Park Circle</a>	<a href="#">Lewisville</a>	<a href="#">TX</a>	<a href="#">469-287-5700</a>
<a href="#">Schmidt, Daniel and Kerry</a>	<a href="#">2980 Puter Creek</a>	<a href="#">Spring Branch</a>	<a href="#">TX</a>	<a href="#">214-680-9447</a>
<a href="#">Daniel Schmidt</a>	<a href="#">2980 Puter Creek</a>	<a href="#">Spring Branch</a>	<a href="#">TX</a>	<a href="#">214-680-9447</a>
<a href="#">Daniel and Kerry Schmidt</a>	<a href="#">2980 Puter Creek</a>	<a href="#">Spring Branch</a>	<a href="#">TX</a>	<a href="#">214-680-9447</a>
<a href="#">Jan Fredrik Bekkmo</a>	<a href="#">1 Waterway Ave #1459</a>	<a href="#">Woodlands</a>	<a href="#">TX</a>	<a href="#">346-298-4805</a>
<b>UTAH</b>				
<a href="#">Behunin, Lonnie</a>	<a href="#">2356 North 950 East</a>	<a href="#">Cedar City</a>	<a href="#">UT</a>	<a href="#">801-406-1114</a>
<a href="#">Behunin, Lonnie</a>	<a href="#">2356 North 950 East</a>	<a href="#">Cedar City</a>	<a href="#">UT</a>	<a href="#">801-406-1114</a>
<a href="#">Monty Huntsman</a>	<a href="#">681 N. 2525 W.</a>	<a href="#">LAYTON</a>	<a href="#">UT</a>	<a href="#">801-399-9663</a>
<a href="#">Monty Huntsman</a>	<a href="#">681 N. 2525 W.</a>	<a href="#">Layton</a>	<a href="#">UT</a>	<a href="#">801-399-9663</a>
<a href="#">Zaric Bushnell</a>	<a href="#">1260 E 3300 S</a>	<a href="#">Millcreek</a>	<a href="#">UT</a>	<a href="#">385-492-8547</a>
<a href="#">Behunin, Lonnie</a>	<a href="#">860 N. 1430 W</a>	<a href="#">Orem</a>	<a href="#">UT</a>	<a href="#">801-406-1114</a>

Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Greg Russell</a>	<a href="#">2570 S Sunshine Circle</a>	<a href="#">Washington</a>	<a href="#">UT</a>	<a href="#">435-525-4496</a>
VERMONT				
<a href="#">Gaudreau, Seth</a>	<a href="#">986 Middle Rd.</a>	<a href="#">Clarksburg</a>	<a href="#">MA</a>	<a href="#">413-281-3296</a>
VIRGINIA				
<a href="#">Greg Liszewski</a>	<a href="#">427 White Oak Lane</a>	<a href="#">Bluemont</a>	<a href="#">VA</a>	<a href="#">571-577-8602</a>
<a href="#">Greg Liszewski</a>	<a href="#">427 White Oak Ln.</a>	<a href="#">Bluemont</a>	<a href="#">VA</a>	<a href="#">571-577-8602</a>
<a href="#">Mark Donnelly</a>	<a href="#">2800 Dorr Ave, Suite P</a>	<a href="#">Merrifield</a>	<a href="#">VA</a>	<a href="#">703-345-3100</a>
<a href="#">Mark Donnelly</a>	<a href="#">2800 Dorr Ave, Suite P</a>	<a href="#">Merrifield</a>	<a href="#">VA</a>	<a href="#">703-345-3100</a>
<a href="#">Brian Curran</a>	<a href="#">2361 B Greystone Court</a>	<a href="#">Rockville</a>	<a href="#">VA</a>	<a href="#">804-283-4997</a>
<a href="#">Brian Curran</a>	<a href="#">2361 B Greystone Court</a>	<a href="#">Rockville</a>	<a href="#">VA</a>	<a href="#">804-283-4997</a>
<a href="#">Keith Reynolds</a>	<a href="#">2636 WEST MAIN ST</a>	<a href="#">SALEM</a>	<a href="#">VA</a>	<a href="#">540-375-6631</a>
<a href="#">Bernice Sherrod-Dumas</a>	<a href="#">2318 Calvert St</a>	<a href="#">Virginia Beach</a>	<a href="#">VA</a>	<a href="#">757-995-1300</a>
<a href="#">Bernice Sherrod-Dumas</a>	<a href="#">2318 Calvert St</a>	<a href="#">Virginia Beach</a>	<a href="#">VA</a>	<a href="#">757-995-1300</a>
<a href="#">Bernice &amp; Bob Dumas</a>	<a href="#">2318 Calvert St</a>	<a href="#">Virginia Beach</a>	<a href="#">VA</a>	<a href="#">757-995-1300</a>
<a href="#">Albert Hoffmann</a>	<a href="#">2 Rebecca Ct.</a>	<a href="#">Middletown</a>	<a href="#">DE</a>	<a href="#">302-750-5167</a>
WASHINGTON				
<a href="#">Chad Sutter</a>	<a href="#">2204 15th St.</a>	<a href="#">Anacortes</a>	<a href="#">WA</a>	<a href="#">360-722-2886</a>



Primary Contact	Street 1	City	State/Province	Phone
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Mike Hawkins</a>	<a href="#">1500 Industry St.</a>	<a href="#">Everett</a>	<a href="#">WA</a>	<a href="#">877-868-9663</a>
<a href="#">Dennis Pace, Adam Blake, Eric Cox &amp; Jeffrey Pace</a>	<a href="#">2518 East Riverside Avenue</a>	<a href="#">Spokane</a>	<a href="#">WA</a>	<a href="#">253-474-9663</a>
<a href="#">Dennis Pace, Adam Blake, Eric Cox &amp; Jeffrey Pace</a>	<a href="#">2518 East Riverside Avenue</a>	<a href="#">Spokane</a>	<a href="#">WA</a>	<a href="#">253-474-9663</a>
<a href="#">Dennis Pace, Adam Blake, Eric Cox &amp; Jeffrey Pace</a>	<a href="#">525 N. Ella Road</a>	<a href="#">Spokane Valley</a>	<a href="#">WA</a>	<a href="#">509-328-9663</a>
<a href="#">Dennis Pace, Adam Blake, Eric Cox &amp; Jeffrey Pace</a>	<a href="#">525 Ella Road</a>	<a href="#">Spokane Valley</a>	<a href="#">WA</a>	<a href="#">509-328-9663</a>
<b>WISCONSIN</b>				
<a href="#">Michael Hilliard</a>	<a href="#">13208 W. Hwy. 14</a>	<a href="#">Evansville</a>	<a href="#">WI</a>	<a href="#">608-205-4455</a>
Primary Contact	Street 1	City	State/Province	Bus Phone
<b>ALABAMA</b>				
<a href="#">Sammy Dosch</a>	<a href="#">422 Valley Rd.</a>	<a href="#">Birmingham</a>	<a href="#">AL</a>	<a href="#">205-600-9817</a>

Primary Contact	Street 1	City	State/Province	Phone
Sammy Dosch	422 Valley Rd.	Birmingham	AL	205-600-9817
Fred Trick	1305 Twin Oaks Rd. East	Northport	AL	205-210-3683
ARIZONA				
John Kiesel	2333 West Clearview Trail	Anthem	AZ	(602)809-5340
Russell, Greg, Perkins, Weston, & Perkins, Luke	5991 E Abineau Canyon Dr.	Flagstaff	AZ	928-923-5555
Scott McFadden	4129 East Shannon Street	Gilbert	AZ	480-594-3240
David Phillips	1406 East Orange Grove Road	Tucson	AZ	520-445-2377
David Phillips	1406 East Orange Grove Road	Tucson	AZ	520-551-6422
ARKANSAS				
Taylor White	1753 N. Garland Avenue	Fayetteville	AR	479-259-9722
Taylor White	1753 N. Garland Avenue	Fayetteville	AR	469-222-9310
CALIFORNIA				
Ross Mosbarger & Michele Nolan	570 Primrose Ln	Benicia	CA	707-751-0170
Scott Sutton	15881 Nuaimi Lane	Fontana	CA	909-578-6753
Scott Sutton	15881 Nuaimi Lane	Fontana	CA	909-578-6753
Federico Romero	1205 E. Ash Ave	Fullerton	CA	714-519-3230
Federico Romero	1205 E. Ash Ave	Fullerton	CA	714-519-3230
Mike Rozo	413 N 12 <sup>TH</sup> ST.	GROVER BEACH	CA	805-473-9663
Mike Rozo	413 N 12 <sup>TH</sup> ST.	GROVER BEACH	CA	805-473-9663
Mike Rozo	413 N 12 <sup>TH</sup> ST	GROVER BEACH	CA	805-473-9663
Mike Rozo	413 N 12 <sup>TH</sup> ST	GROVER BEACH	CA	805-473-9663
Mike Rozo	413 N 12 <sup>TH</sup> ST	GROVER BEACH	CA	805-473-9663
Jonathan Schoen	660 TAMALPAIS AVE.	NOVATO	CA	415-897-1771
Jonathan Schoen	660 TAMALPAIS AVE	NOVATO	CA	415-897-1771
Jonathan Schoen	660 TAMALPAIS AVE	NOVATO	CA	415-897-1771
John R. Nicholas III	14061 PARADISE DR	POWAY	CA	858-748-1734
Richard Nance	4228 ALTA CAMPO DRIVE	REDDING	CA	530-221-3275
Richard Nance	4228 ALTA CAMPO DRIVE	REDDING	CA	530-221-3275

Primary Contact	Street 1	City		State/Province	Phone
William (Willie) Plaza	9820 Indiana Ave. Ste 17	Riverside	CA	951-772-1903	
William (Willie) Plaza	9820 Indiana Ave. Ste. 17	Riverside	CA	951-772-1903	
William (Willie) Plaza	9820 Indiana Ave. Ste. 17	Riverside	CA	951-772-1903	
William (Willie) Plaza	9820 Indiana Ave. Ste. 17	Riverside	CA	951-772-1903	
Jeffrey Overfield	2248 B SIERRA MEADOWS DRIVE	ROCKLIN	CA	916-630-0160	
Jeffrey (Jeff) Overfield	2248 B SIERRA MEADOWS DRIVE	ROCKLIN	CA	916-630-0160	
Greg Overfield	38 B-2 BETA COURT	SAN RAMON	CA	925-820-1019	
Greg Overfield	38 B-2 BETA COURT	SAN RAMON	CA	925-820-1019	
Oleg Reut	27 W Easy St.	Simi Valley	CA	805-491-2930	
Reut, Oleg	27 W Easy St.	Simi Valley	CA	805-491-2930	
OLEG REUT	27 W Easy St.	Simi Valley	CA	805-491-2930	
Jack Colliau	1111 W. EL CAMINO REAL STE 133	Sunnyvale	CA	855-728-7157	
Benjamin Vafai	12 Piedmont	Trabuco Canyon	CA	949-539-5053	
Benjamin Vafai	12 Piedmont	Trabuco Canyon	CA	949-539-5053	
Benjamin Vafai	12 Piedmont	Trabuco Canyon	CA	949-539-5053	
COLORADO					
Stephen Lane Pack	5910 INGALLS ST #C	ARVADA	CO	479-747-0050	
Stephen Lane Pack	5910 Ingalls St #C	Arvada	CO	479-747-0050	
Stephen Lane Pack	5910 Ingalls St #C	Arvada	CO	479-747-0050	
Stephen Lane Pack	5910 Ingalls St #C	Arvada	CO	479-747-0050	
Stephen Lane Pack	5910 INGALLS ST #C	ARVADA	CO	479-747-0050	
Stephen Lane Pack	5910 Ingalls St #C	Arvada	CO	479-747-0050	
Stephen Lane Pack	5910 INGALLS ST #C	ARVADA	CO	479-747-0050	
Stephen Lane Pack	5910 INGALLS ST #C	ARVADA	CO	479-747-0050	
Kathy Egan	6268 West 10 <sup>th</sup> St.	Greeley	CO	970-702-4288	
Kathy Egan	6268 West 10 <sup>th</sup> St.	Greeley	CO	970-702-4288	
CONNECTICUT					
Hedman, Doug	94 Seminary Rd.	Simsbury	CT	860-310-5919	
DELAWARE					
T. Albert Hoffmann	500 Connor Boulevard	Bear	DE	302-750-5167	

Primary Contact	Street 1	City	State/Province	Phone
FLORIDA				
Jason Vanasse	2420 Concorde Drive	Fort Myers	FL	941-999-1142
Jason Vanasse	2420 Concorde Drive	Fort Myers	FL	920-475-3314
Clay & Teresa Fennimore	74 Sixth Street South	Jacksonville Beach	FL	904-220-9978
Clay & Teresa Fennimore	74 Sixth Street South	Jacksonville Beach	FL	904-220-9978
Clay & Teresa Fennimore	74 Sixth Street South	Jacksonville Beach	FL	904-220-9978
Clay & Teresa Fennimore	74 Sixth Street South	Jacksonville Beach	FL	904-220-9978
Patrick Hagerty	1258 Holly Cove Drive	JUPITER	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Drive	Jupiter	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Dr	Jupiter	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Drive	Jupiter	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Dr	Jupiter	FL	561-972-0042
Patrick Hagerty	1258 Holly Cove Drive	Jupiter	FL	561-267-3990
Daniel Geier	13022 125 <sup>th</sup> Avenue	Largo	FL	727-469-3109
Daniel Geier	13022 125 <sup>th</sup> Avenue	Largo	FL	727-644-6592
Daniel Geier	13022 125 <sup>th</sup> Avenue	Largo	FL	727-644-6592
Andrew Hesser	10124 SW 130 Terr	Miami	FL	305-491-1222
Andrew Hesser	10124 SW 130 Terr	Miami	FL	305-491-1222
Sandra Costantini	1345 Serrano Circle	Naples	FL	239-601-7702
Sandra Costantini	1345 Serrano Circle	Naples	FL	239-601-7702
Ernesto Rodriguez	10613 Crystal Springs Ct.	Orlando	FL	302-750-5167
Ernesto Rodriguez	10613 Crystal Spring Ct.	Orlando	FL	407-249-8801
Albert Hoffmann	10613 Crystal Springs Ct.	Orlando	FL	302-750-5167

Primary Contact	Street 1	City		State/Province	Phone
Patricia Senak	1297 N US Highway 1 #6	Ormond Beach	FL		586-764-1538
Patricia Senak	1297 N US Highway 1 #6	Ormond Beach	FL		586-764-1538
Patricia Senak	ATTN: Patricia Senak	Ormond Beach	FL		586-764-1538
James Lafreniere	4699 North Federal Highway, #101-M	Pompano Beach	FL		954-294-1268
James Lafreniere	4699 North Federal Highway, #101-M	Pompano Beach	FL		305-491-3430
James Lafreniere	4699 North Federal Highway, #101-M	Pompano Beach	FL		954-294-1268
Juan Reynaud	8520 Sandy Beach St	Tampa	FL		727-723-9663
Juan Reynaud	8457 Sandy Beach Street	Tampa	FL		813-362-7742
Juan Reynaud	8457 Sandy Beach Strreet	Tampa	FL		727-723-9663
Willie Diaz	6005 Jet Port Industrial Blvd	Tampa	FL		813-898-2895
Juan Reynaud	4302 Bayside Village Dr Apt 101	Tampa	FL		727-723-9663
Willie Diaz	6005 Jet Port Industrial Blvd	Tampa	FL		813-898-2895
Willie Diaz	6005 Jet Port Industrial Blvd	Tampa	FL		813-898-2895
Willie Diaz	6005 Jet Port Industrial Boulevard	Tampa	FL		813-898-2895
Willie Diaz	6005 Jet Port Industrial Blvd	Tampa	FL		813-898-2895
Urbizo-Poulsen, Irma	15777 Tangelo Twist	Winter Garden	FL		407-496-4776
Irma L. Ubizo-Poulsen	15777 Tangelo Twist	Winter Garden	FL		407-496-4776
Irma L. Ubizo-Poulsen	15777 Tangelo Twist	Winter Garden	FL		407-496-4776
Irma L. Ubizo-Poulsen	15777 Tangelo Twist	Winter Garden	FL		407-496-4776
Willie Diaz	6005 Jet Port Industrial Blvd.	Tampa	FL		813-898-2895
Brian Gore	2804 McClain Lane	Albany	GA		229-886-6036

Primary Contact	Street 1	City	State/Province	Phone
Tim Judy	1509 Chastain Road	Johns Island	SC	321-243-6054
Tim Judy	1509 Chastain Road	Johns Island	SC	321-243-6054
GEORGIA				
Brandon Holcomb	ATTN: Brandon Holcomb	Alpharetta	GA	470-253-8794
Brandon Holcomb	6820 Meadowridge Ct	Alpharetta	GA	470-253-8794
Jerald Evans	3884 Grayridge Dr.	Duluth	GA	470-235-4769
Jerald Evans	3884 Grayridge Dr.	Duluth	GA	470-235-4769
Brandon Holcomb	9580 Red Bird Lane	Johns Creek	GA	470-253-8794
William Burns	109 Buckfield Drive	Rincon	GA	912-667-0287
Andrew Ambler	30 Peregrine Dr	Hilton Head	SC	912-223-5894
HAWAII				
Mark Evans	73-1295 Nawahie Loop	Kailua Kona	HI	808-769-1947
Shawn Ouchi	94-622 Kuaie Street	Mililani	HI	808-772-4211
Shawn Ouchi	94-622 Kuaie Street	Mililani	HI	808-256-8441
Shawn Ouchi	94-622 Kuaie Street	Mililani	HI	808-772-4211
IDAHO				
Becca Labrador	6145 Corporal Lane	Boise	ID	208-392-1717
Becca Labrador	6145 Corporal Lane	Boise	ID	208-392-1717
Dennis Pace, Adam Blake, Eric Cox & Jeffrey Pace	525 Ella Road	Spokane Valley	WA	509-328-9663
ILLINOIS				
Tom Seeger	21338 Brandon Road	Kildeer	IL	847-234-8700
Tom Seeger	21338 BRANDON RD	KILDER	IL	847-234-8700
Tom Seeger	21338 Brandon Road	Kildeer	IL	847-234-8700
Tom Seeger	21338 BRANDON RD	KILDER	IL	847-234-8700
Tom Seeger	21338 BRANDON RD	KILDER	IL	847-234-8700

Primary Contact	Street 1	City		State/Province	Phone
Tom Seeger	21338 BRANDON RD	Kildeer	IL		847-234-8700
Tom Seeger	21338 Brandon Rd	Kildeer	IL		847-234-8700
INDIANA					
Ben Knipp	4349 Horman Road	FORT WAYNE	IN		260-341-6671
Kevin Jones	1601 COUNTRY CLUB RD STE A	INDIANAPOLIS	IN		317-273-8500
Kevin & Amy Jones	1601 COUNTRY CLUB RD STE A	INDIANAPOLIS	IN		317-273-8500
Kevin Jones	1601 COUNTRY CLUB RD STE A	INDIANAPOLIS	IN		317-273-8500
Terrell Bailey	4267 Sunrise Drive	Sellersburg	IN		812-913-3825
Surendra Kankariya	4 Cornwall Drive, Suite 220	East Brunswick	NJ		317-222-1058
Surendra Kankariya	4 Cornwall Drive, Suite 220	East Brunswick	NJ		317-222-1058
IOWA					
Jesse Klein	3019 300 <sup>th</sup> St.	Ellsworth	IA		515-203-9420
Jesse Klein	3019 300 <sup>th</sup> St.	Ellsworth	IA		515-203-9420
KANSAS					
Mark Harris	8423 Hall St.	Lenexa	KS		913-514-2556
Mark Harris	8423 Hall St.	Lenexa	KS		913-514-2556
Kevin Burton	1260 NW 35 <sup>th</sup> St.	Topeka	KS		785-484-3000
KENTUCKY					
Aaron Davis	9103 Hudson Lane	Louisville	KY		502-804-4941
Davis, Aaron	9103 Hudson Lane	Louisville	KY		502-804-4941
Aaron Davis	9103 Hudson Lane	Louisville	KY		502-804-4941
Ken Koger	106 Elk Drive	Stamping Ground	KY		866-712-4484
Kenneth Koger	3369 Main Street	Stamping Ground	KY		866-712-4484
Kenneth Koger	3369 Main Street	Stamping Ground	KY		866-712-4484
Jason Crabb	5247 Wayne Rt. Z	Wappapello	MO		573-776-4328
LOUISIANA					
Jason Freeman	18241 Weatherwood Drive	Baton Rouge	LA		225-910-4444
Jason Freeman	18241 Weatherwood Dr.	Baton Rouge	LA		225-910-4444
Jason Freeman	18241 Weatherwood Drive	Baton Rouge	LA		225-910-4444

Primary Contact	Street 1	City	State/Province	Phone
Freeman, Jason	18241 Weatherwood Dr.	Baton Rouge	LA	225-910-4444
MARYLAND				
John Dearing	14001 Greencroft Lane	Cockeysville	MD	443-338-3766
John Dearing	14001 Greencroft Lane	Cockeysville	MD	443-338-3766
John Dearing	14001 Greencroft Lane	Cockeysville	MD	443-797-9657
MASSACHUSETTS				
Patrick Greally	16 Russell Trufant Rd	CARVER	MA	781-561-5263
Gaudreau, Seth	986 Middle Rd.	Clarksburg	MA	413-281-3296
Jeff Murray	769 Washington St	Haverhill	MA	978-228-0349
Jeff Murray	769 Washington St	Haverhill	MA	978-228-0349
Kevan Bradley	47 Perkins Avenue, Apt. 1	Malden	MA	978-413-7917
MICHIGAN				
Anna Exner	6999 Metroplex Drive	Romulus	MI	734-787-3387
Anna Exner	6999 Metroplex Drive	Romulus	MI	734-787-3387
Anna Exner	6999 Metroplex Drive	Romulus	MI	734-787-3387
Anna Exner	6999 Metroplex Drive	Romulus	MI	734-787-3387
Anna Exner	46825 Denton Road	Van Buren Township	MI	734-787-3387
MISSOURI				
Greg Carleton	4833 NW 57 <sup>TH</sup> CT	KANSAS CITY	MO	816-868-7952
Greg Carleton	4833 NW 57 <sup>TH</sup> CT	KANSAS CITY	MO	816-868-7952
Jason Crabb	8815 Highway T	Wappapello	MO	573-776-4328
Jason Crabb	5247 Wayne Rt. Z	Wappapello	MO	573-776-4328
MONTANA				
Erik Hess	307 Mary Ave.	Missoula	MT	406-544-5208
NEBRASKA				
Larry Stolz	2500 Jameson N.	LINCOLN	NE	402-420-9027
Larry Stolz	2500 Jameson North	Lincoln	NE	402-420-9027
NEVADA				
Brigham Redd	5062 Moose Falls Dr.	Las Vegas	NV	702-613-9282
Brigham Redd	5062 Moose Falls Dr.	Las Vegas	NV	702-613-9282



Primary Contact	Street 1	City		State/Province	Phone
Greg Russell	2570 S. Sunshine Circle	Washington	UT		435-525-4496
Greg Russell	2570 S Sunshine Circle	Washington	UT		435-525-4496
NEW JERSEY					
Anthony Rizzo	9 Brookside Road	Succasuna	NJ		973-552-9663
Philip Miranda	9 Martin Street	Newton	NJ		973-862-5069
Philip Miranda	9 Martin Street	Newton	NJ		973-862-5069
Philip Miranda	9 Martin Street	Newton	NJ		973-862-5069
Anthony Rizzo	9 Brookside Rd.	Succasunna	NJ		973-252-9663
Anthony Rizzo	9 BROOKSIDE ROAD	SUCCASUNNA	NJ		973-252-9663
Ronald and Lisa Markese	1889 Lakewood Rd Suite 1	TOMS RIVER	NJ		848-210-6675
Ronald Markese	1889 Lakewood Rd Suite 1	TOMS RIVER	NJ		848-210-6675
Ronald and Lisa Markese	1889 Lakewood Rd Suite 1	TOMS RIVER	NJ		848-210-6675
Ronald and Lisa Markese	1889 Lakewood Rd Suite 1	TOMS RIVER	NJ		848-210-6675
Ronald and Lisa Markese	1889 Lakewood Rd Suite 1	TOMS RIVER	NJ		848-210-6675
Ronald and Lisa Markese	1889 Lakewood Rd Suite 1	Toms River	NJ		848-210-6675
Albert Hoffmann	2 REBECCA CT	MIDDLETOWN	DE		302-750-5167
NEW MEXICO					
Charles Schmidt	2312 DIETZ PLACE NW	ALBUQUERQUE	NM		505-672-8776
Danny and Christy Trussell	8023 Edith Blvd. NE	ALBUQUERQUE	NM		505-314-1997
Danny and Christy Trussell	8023 Edith Blvd. NE	ALBUQUERQUE	NM		505-314-1997
NEW YORK					
Robert Degraff	12780 North Rd.	Alden	NY		716-391-0933
Robert Degraff	12866 Clinton St	Alden	NY		716-391-0933
Robert Degraff	12866 Clinton St	Alden	NY		716-391-0933
Jim Berardi	2528 Balsam Avenue	East Meadow	NY		516-545-0202
Jim Berardi	2528 Balsam Avenue	East Meadow	NY		516-545-0202
Jim Berardi	2528 Balsam Avenue	East Meadow	NY		516-551-7540
Jim Berardi	2528 Balsam Aveue	East Meadow	NY		516-551-7540
Jay VanIngen	25 Temple Acres	Geneseo	NY		585-243-0577

Primary Contact	Street 1	City	State/Province	Phone
Ken (Mengmeng) Wang	51 Old Estate Rd.	Manhasset	NY	917-378-1687
Ken (Mengmeng) Wang	51 Old Estate Rd.	Manhasset	NY	917-378-1687
Ken (Mengmeng) Wang	51 Old Estate Rd.	Manhasset	NY	917-378-1687
Ken (Mengmeng) Wang	51 Old Estate Rd.	Manhasset	NY	917-378-1687
Albert Chin	223-51 56 <sup>th</sup> Road	Oakland Gardens	NY	917-831-2019
Michael Gangadeen	3000 Stevens St. Unit 45	Oceanside	NY	516-766-2939
Michael Gangadeen	3000 Stevens St. Unit 45	Oceanside	NY	516-766-2939
Saulino, Andrew J.	PO BOX 85	Speonk	NY	631-339-9055
Saulino, Andrew J.	PO BOX 85	Speonk	NY	631-339-9055
Saulino, Andrew J.	PO BOX 85	Speonk	NY	631-339-9055
Ralph DeStefanis	1034 Erie St.	UTICA	NY	315-738-1113
Ralph DeStefanis	1034 Erie St.	UTICA	NY	315-437-0055
Trevor Kaftan	955 Route 376	Wappingers Falls	NY	845-849-2244
Trevor Kaftan	955 Route 376, Suite 2	Wappingers Falls	NY	845-849-2244
Trevor Kaftan	955 Route 376	Wappingers Falls	NY	845-849-2244
NORTH CAROLINA				
Michael Sudyk	5515 Wagon Farm Road	Efland	NC	336-343-6782
Rhett & Sally Heglar	3221 BUR OAK DRIVE	GASTONIA	NC	704-332-2888
Richard Reid	106 S. Walnut Circle	Greensboro	NC	919-901-1333
Richard Reid	106 S. Walnut Circle	Greensboro	NC	919-901-1333
Tyrel Falgout	106 S. Walnut Circle, Suite A	Greensboro	NC	336-645-3390
Tyrel Falgout	106 S. Walnut Circle, Suite A	Greensboro	NC	336-299-2844
Richard Reid, Ty Falgout, Travis Nisley	106 S. Walnut Circle, Suite A	Greensboro	NC	336-645-3390
Tom Terrana	836 Hawk Ridge Drive	Mill Spring	NC	864-558-1000
Jasper Fowler	116 S Kerr Ave, Unit D	Wilmington	NC	910-541-1633
OHIO				
Ken Mullen	301 S. Miami Ave	Cleves	OH	513-467-9663
Ken Mullen	301 S. Miami Ave	Cleves	OH	513-467-9663
Ken Mullen	301 S. Miami Ave	Cleves	OH	513-467-9663

Primary Contact	Street 1	City	State/Province	Phone
Ken Mullen	301 S. Miami Ave	Cleves	OH	513-467-9663
Thomas Fisher	530 N. Mulberry St	Clyde	OH	419-366-9682
Thomas Fisher	530 N. Mulberry St.	Clyde	OH	419-366-9682
Larry Pollock	6480 Fiesta Drive	Columbus	OH	614-315-4069
Larry Pollock	6480 Fiesta Drive	Columbus	OH	614-315-4069
Larry Pollock	6480 Fiesta Drive	Columbus	OH	614-315-4069
Larry Pollock	6480 Fiesta Drive	Columbus	OH	614-315-4069
Larry Pollock	6480 Fiesta Drive	Columbus	OH	614-315-4069
Paul Lawrence	8712 Paulden Court	Lewis Center	OH	740-953-8108
Paul Lawrence	8712 Paulden Court	Lewis Center	OH	740-953-8108
Greg Henry	2699 COLUMBIA TRAIL	LOVELAND	OH	513-677-9663
Paul Flickinger	4276 Sylvan Road	Wooster	OH	330-262-5135
Paul Flickinger	4276 Sylvan Road	Wooster	OH	330-262-5135
OKLAHOMA				
Tim Tomlinson	12511 S. 4 <sup>th</sup> Ct.	Jenks	OK	918-645-3068
Tim Tomlinson	12511 S. 4 <sup>th</sup> Ct.	Jenks	OK	918-645-3068
Tim Tomlinson	12511 S. 4 <sup>th</sup> Ct.	Jenks	OK	918-645-3068
Tim Tomlinson	12511 S. 4 <sup>th</sup> Ct.	Jenks	OK	918-645-3068
OREGON				
James Carter	86057 Drummond Dr	EUGENE	OR	541-222-9663
Bill Walker	841 Enterprise Dr	Central Point	OR	541-779-9663
Bill Walker	841 Enterprise Dr	Central Point	OR	541-779-9663
Brock Brittain	7615 SW Salmon Ave.	Redmond	OR	541-317-9663
PENNSYLVANIA				
Albert Hoffmann	2 Rebecca Ct	Middletown	DE	302-750-5167
Ryan Janes	745 Mineo Drive	Erie	PA	814-882-0579
Nick Meyer	1625 Lowell Avenue	Erie	PA	412-932-9732
Nicholas Meyer	1625 Lowell Avenue	Erie	PA	412-932-9732
Chris Lamason	1 BIG HORN AVENUE	MECHANICSBURG	PA	717-713-0237
Chris and Lorie Lamason	1 BIG HORN AVENUE	MECHANICSBURG	PA	717-713-0237
Bill Fuller	Attn: Bill Fuller	Pittsburgh	PA	412-378-4412
Bill Fuller	1150 Davis Ave	Pittsburgh	PA	412-407-9095
Bill Fuller	1150 Davis Ave	Pittsburgh	PA	412-378-4412
SOUTH CAROLINA				

Primary Contact	Street 1	City	State/Province	Phone
Andrew Ambler	30 Peregrine Dr	Hilton Head	SC	843-715-8420
David Judy	1509 Chastain Road	Johns Island	SC	336-209-7560
Tim Judy	1509 Chastain Road	Johns Island	SC	336-209-7560
Tim Judy	1509 Chastain Road	Johns Island	SC	336-209-7560
Tim Judy	1509 Chastain Road	Johns Island	SC	321-243-6054
Tim Judy	1509 Chastain Road	Johns Island	SC	321-243-6054
Tom Terrana	836 Hawk Ridge Drive	Mill Spring	NC	864-558-1000
Tom Terrana	836 Hawk Ridge Drive	Mill Spring	NC	864-558-1000
SOUTH DAKOTA				
Lee Holway	1130 E St. James Suite #3	Rapid City	SD	605-391-8742
Lee Knigge	1400 N. Six Mile Road	Sioux Falls	SD	605-906-5565
TENNESSEE				
Stephen Taylor	942 Tom Osborne Rd	Columbia	TN	615-719-2674
Stephen Taylor	942 Tom Osborne Road	COLUMBIA	TN	615-719-2674
Stephen Taylor	942 Tom Osborne Road	Columbia	TN	615-719-2674
Kenneth Aldrich	188 County Rd. 577	Englewood	TN	423-840-1974
Kenneth Aldrich	188 County Rd. #577	Englewood	TN	423-840-1974
Duan Coqui	PO BOX 40387	Nashville	TN	931-548-4000
TEXAS				
Bryce Taylor	3506 Spotted Horse Tr	Austin	TX	512-909-4643
Bryce and Denise Taylor	3506 Spotted Horse Trail	Austin	TX	512-909-4643
Bryce and Denise Taylor	3506 Spotted Horse Trail	Austin	TX	512-909-4643
Bryce Taylor	3506 Spotted Horse Trail	Austin	TX	512-909-4643
Bryce Taylor	3506 Spotted Horse Trail	Austin	TX	512-909-4643
Jon Flynt	106 North Denton Tap Road	Coppell	TX	469-521-9393

Primary Contact	Street 1	City		State/Province	Phone
Jon Flynt	106 North Denton Tap Road	Coppell	TX		469-521-9393
Stephen Lieb & Derek Griffith	697 Metro Park Circle	Lewisville	TX		469-287-5700
Derek Griffith	697 Metro Park Circle	Lewisville	TX		469-287-5700
Derek Griffith	697 Metro Park Circle	Lewisville	TX		469-287-5700
Derek Griffith	697 Metro Park Circle	Lewisville	TX		469-287-5700
Derek Griffith	697 Metro Park Circle	Lewisville	TX		469-287-5700
John Good	6311 Lakewood Park	San Antonio	TX		830-714-4798
John Good	6311 Lakewood Park	San Antonio	TX		830-714-4798
Schmidt, Daniel and Kerry	2980 Puter Creek	Spring Branch	TX		214-680-9447
Daniel Schmidt	2980 Puter Creek	Spring Branch	TX		214-680-9447
Daniel and Kerry Schmidt	2980 Puter Creek	Spring Branch	TX		214-680-9447
UTAH					
Behunin, Lonnie	2356 North 950 East	Cedar City	UT		801-406-1114
Behunin, Lonnie	2356 North 950 East	Cedar City	UT		801-406-1114
Monty Huntsman	681 N. 2525 W.	LAYTON	UT		801-399-9663
Monty Huntsman	681 N. 2525 W.	Layton	UT		801-399-9663
Zaric Bushnell	1260 E 3300 S	Millcreek	UT		385-492-8547
Behunin, Lonnie	860 N. 1430 W	Orem	UT		801-406-1114
Greg Russell	2570 S Sunshine Circle	Washington	UT		435-525-4496
VERMONT					
Gaudreau, Seth	986 Middle Rd.	Clarksburg	MA		413-281-3296
VIRGINIA					
Greg Liszewski	427 White Oak Lane	Bluemont	VA		571-577-8602
Greg Liszewski	427 White Oak Ln.	Bluemont	VA		571-577-8602
Mark Donnelly	2800 Dorr Ave, Suite P	Merrifield	VA		703-345-3100
Mark Donnelly	2800 Dorr Ave, Suite P	Merrifield	VA		703-345-3100
Brian Curran	2361 B Greystone Court	Rockville	VA		804-283-4997
Brian Curran	2361 B Greystone Court	Rockville	VA		804-283-4997

Primary Contact	Street 1	City	State/Province	Phone
Keith Reynolds	2636 WEST MAIN ST	SALEM	VA	540-375-6631
Bernice Sherrod-Dumas	2318 Calvert St	Virginia Beach	VA	757-995-1300
Bernice Sherrod-Dumas	2318 Calvert St	Virginia Beach	VA	757-995-1300
Bernice Sherrod-Dumas	2318 Calvert St	Virginia Beach	VA	757-995-1300
Bernice & Bob Dumas	2318 Calvert St	Virginia Beach	VA	757-995-1300
Albert Hoffmann	2 Rebecca Ct.	Middletown	DE	302-750-5167
WASHINGTON				
Chad Sutter	2204 15 <sup>th</sup> St.	Anacortes	WA	360-722-2886
Jeff Mourer	10328 NE 201 <sup>st</sup> PLACE	BOTHELL	WA	425-481-5555
Mike Hawkins	1500 Industry St.	Everett	WA	877-868-9663
Mike Hawkins	1500 Industry St.	Everett	WA	877-868-9663
Mike Hawkins	1500 Industry St.	Everett	WA	877-868-9663
Mike Hawkins	1500 Industry St.	Everett	WA	877-868-9663
Mike Hawkins	1500 Industry St.	Everett	WA	877-868-9663
Mike Hawkins	1500 Industry St.	Everett	WA	877-868-9663
Mike Hawkins	1500 Industry St.	Everett	WA	877-868-9663
Dennis Pace, Adam Blake, Eric Cox & Jeffrey Pace	2518 East Riverside Avenue	Spokane	WA	253-474-9663
Dennis Pace, Adam Blake, Eric Cox & Jeffrey Pace	2518 East Riverside Avenue	Spokane	WA	253-474-9663
Dennis Pace, Adam Blake, Eric Cox & Jeffrey Pace	525 N. Ella Road	Spokane Valley	WA	509-328-9663
Dennis Pace, Adam Blake, Eric Cox & Jeffrey Pace	525 Ella Road	Spokane Valley	WA	509-328-9663
Adam Blake, Dennis Pace, Jeffrey Pace, & Eric Cox	525 Ella Road	Spokane Valley	WA	253-474-9663
WISCONSIN				
Michael Hilliard	13208 W. Hwy. 14	Evansville	WI	608-205-4455
Michael Hilliard	13208 W. Hwy. 14	Evansville	WI	608-205-4455

## EXHIBIT G

### LIST OF FORMER FRANCHISEES

Primary Contact	Street 1	City	State/Province	ZIP/Postal Code	Bus Phone
Larry & Paula Strickland	461 Cabbage Patch Rd	Lacey Springs	AL	35754	256-261-8103
Scott McFadden and Rebecca Bradley	4129 East Shannon Street	Gilbert	AZ	85296	480-594-3240
Michele Mosbarger	570 Primrose Lane	Benicia	CA	94510	707-771-0700
Thomas Mann	3604 Millbrae Rd.	Cameron Park	CA	95682	530-333-3273
Alejandro Rivero	150 F Avenue	Coronado	CA	92118	619-301-1728
Dave Lantow	2410 Marwick Ave	Long Beach	CA	90815	714-362-3717

Jack & Marilyn Colliau	1111 West El Camino Real	Sunnyvale	CA	94087	855-728-7157
Keith Stiriz	8345 NW 54 Terrace	Gainesville	FL	32653	352-262-2834
Gary A. Chin	15827 NW 11 St	Pembroke Pines	FL	33028	954-249-4856
Jason Morgan	5680 Oakbrook Parkway, Suite 105	Norcross	GA	30093	770-815-9042
Ronald J Toepper	2040 E. Algonquin Rd.	Algonquin	IL	60102	224-600-8049
Cory L. Diedrich	16250 E. Lake Shore Drive N.	Hope	IN	47246	812-546-2236
Robert Kassiotis	4 Graystone Dr	Danvers	MA	01923	617-543-5792
James & Krissy Verney	530 ROXBURY PLACE	FLORENC E	MS	39073	601-845-7484
David Charles	3806 Steve Ikerd Dr NE	Hickory	NC	28601	828-381-5252
Hugo Ramos Duarte	1176 Mocksville Hwy	Statesville	NC	28625	704-402-2332
Brandon Klein	74 Quincy Drive	Bedford	NH	03110	603-470-6182
Albert Chin	223-51 56 <sup>th</sup> Rd	Oakland Gardens	NY	11364	917-831-2019
Ty Arsenault	1231 West Waterloo Road	Akron	OH	44314	234-254-6200
Chet Grewe	719 Congress Park	Centerville	OH	45459	937-604-2920
Chris Lamason	1 Big Horn Avenue	Mechanics burg	PA	17055	717-462-7228
Frazier, Shane	PO BOX 893	Hixson	TN	37343	423-763-8502
David Cole	5110 Melia Dr.	Arlington	TX	76001	817-239-0938
Hills, Tina	9427 Button Brush Court	Cypress	TX	77433	254-702-2720



Jose Kamar	6304 Via Serena Drive	El Paso	TX	79912	915-667-7474
George Martinez	124 Blue Ridge	Kerrville	TX	78028	830-777-7074
Mia Cobell	6807 Trinity Trail Ln	Rosenburg	TX	77469	281-223-1761
James Scott Woodland	2 Bluff View	Round Rock	TX	78664	512-634-8882
Brian and Karen Hammons	26139 Wood Chuck	San Antonio	TX	78260	601-807-3233
Erik Clark	6509 La Sol Lane	Woodway	TX	76712	254-733-7271
David Groy	1130 International Parkway	Fredricksburg	VA	22406	571-616-0015
Bernice & Bob Dumas	2318 Calvert St	Virginia Beach	VA	23451	757-995-1300
William Njama	PO Box 1231	Bremerton	WA	98337	253-561-5239
Jody Gooslin	31 East 2 <sup>nd</sup> Avenue	Williamson	WV	25661	304-784-7365
Tom Gibson	4 Dover St.	Winfield	WV	25213	304-760-9500
Franchisees who left the system after selling/transferring their business					
Andy Rozzo	5910 Ingalls Street	Arvada	CO	-	303-463-9663
Brian and Karen Hammons	26139 Wood Chuck	San Antonio	TX	78260	210-364-8523
Franchises that have ceased operating					
Todd Sorrell	707 Jennifer St.	Brentwood	CA	94513	925-330-0666
Juan Bartesaghi	284 West Ave	Bridgeport	CT	06604	203-202-2101
Peter Woods	6 OLD DUCK HOLE ROAD	MADISON	CT	06443	203-245-7000
Tony Razza	3 Taylor Drive	Rehoboth	MA	02769	508-509-8385

<a href="#">Knowles, Jerry</a>	<a href="#">7282 N Farm Road 227</a>	<a href="#">Springfield</a>	<a href="#">MO</a>	<a href="#">65809</a>	<a href="#">417-521-4613</a>
<a href="#">Allen Oravetz</a>	<a href="#">105 Warpath Road</a>	<a href="#">Murphy</a>	<a href="#">NC</a>	<a href="#">28906</a>	<a href="#">828-633-3118</a>
<a href="#">Sam Ou</a>	<a href="#">2206 Freeman Way</a>	<a href="#">Allendale</a>	<a href="#">NJ</a>	<a href="#">07401</a>	<a href="#">201-612-9663</a>

~~\*Some franchisees terminated, transferred or ceased operating more than one franchise agreement.~~

<a href="#">Primary Contact</a>	<a href="#">Street 1</a>	<a href="#">City</a>	<a href="#">State/Province</a>	<a href="#">Bus Phone</a>
<a href="#">Taylor White</a>	<a href="#">1753 N. Garland Avenue</a>	<a href="#">Fayetteville</a>	<a href="#">AR</a>	<a href="#">469-222-9310</a>
<a href="#">John Kisiel</a>	<a href="#">2333 West Clearview Trail</a>	<a href="#">Anthem</a>	<a href="#">AZ</a>	<a href="#">602-809-5340</a>
<a href="#">Todd Sorrell</a>	<a href="#">707 Jennifer St.</a>	<a href="#">Brentwood</a>	<a href="#">CA</a>	<a href="#">925-330-0666</a>
<a href="#">Federico Romero</a>	<a href="#">1205 E. Ash Ave</a>	<a href="#">Fullerton</a>	<a href="#">CA</a>	<a href="#">714-519-3230</a>
<a href="#">Mike Rozo</a>	<a href="#">413 N 12TH ST</a>	<a href="#">GROVER BEACH</a>	<a href="#">CA</a>	<a href="#">805-473-9663</a>
<a href="#">Juan Bartesaghi</a>	<a href="#">284 West Ave</a>	<a href="#">Bridgeport</a>	<a href="#">CT</a>	<a href="#">203-202-2101</a>
<a href="#">Peter Woods</a>	<a href="#">6 OLD DUCK HOLE ROAD</a>	<a href="#">MADISON</a>	<a href="#">CT</a>	<a href="#">203-245-7000</a>
<a href="#">Brandon Holcomb</a>	<a href="#">6820 Meadowridge Ct</a>	<a href="#">Alpharetta</a>	<a href="#">GA</a>	<a href="#">470-253-8794</a>
<a href="#">Jerald Evans</a>	<a href="#">3884 Grayridge Dr.</a>	<a href="#">Duluth</a>	<a href="#">GA</a>	<a href="#">470-235-4769</a>
<a href="#">Terrell Bailey</a>	<a href="#">4267 Sunrise Drive</a>	<a href="#">Sellersburg</a>	<a href="#">IN</a>	<a href="#">812-913-3825</a>
<a href="#">Tony Razza</a>	<a href="#">3 Taylor Drive</a>	<a href="#">Rehoboth</a>	<a href="#">MA</a>	<a href="#">508-509-8385</a>
<a href="#">Greg Carleton</a>	<a href="#">4833 NW 57TH CT</a>	<a href="#">KANSAS CITY</a>	<a href="#">MO</a>	<a href="#">816-868-7952</a>
<a href="#">Knowles, Jerry</a>	<a href="#">3684 East Beaumont Street</a>	<a href="#">Springfield</a>	<a href="#">MO</a>	<a href="#">417-830-8264</a>
<a href="#">Allen Oravetz</a>	<a href="#">105 Warpath Road</a>	<a href="#">Murphy</a>	<a href="#">NC</a>	<a href="#">828-633-3118</a>

<a href="#">Sam Ou</a>	<a href="#">2206 Freeman Way</a>	<a href="#">Allendale</a>	<a href="#">NJ</a>	<a href="#">201-612-9663</a>
<a href="#">Jay VanIngen</a>	<a href="#">25 Temple Acres</a>	<a href="#">Geneseo</a>	<a href="#">NY</a>	<a href="#">585-243-0577</a>
<a href="#">Saulino, Andrew J.</a>	<a href="#">PO BOX 85</a>	<a href="#">Speonk</a>	<a href="#">NY</a>	<a href="#">631-339-9055</a>
<a href="#">Ralph DeStefanis</a>	<a href="#">1034 Erie St.</a>	<a href="#">UTICA</a>	<a href="#">NY</a>	<a href="#">315-437-0055</a>
<a href="#">Tim Tomlinson</a>	<a href="#">12511 S. 4th Ct.</a>	<a href="#">Jenks</a>	<a href="#">OK</a>	<a href="#">918-645-3068</a>
<a href="#">Andrew Ambler</a>	<a href="#">30 Peregrine Dr</a>	<a href="#">Hilton Head</a>	<a href="#">SC</a>	<a href="#">912-223-5894</a>
<a href="#">Lee Holway</a>	<a href="#">ATTN: Lee Holway &amp; Kelly Stacy</a>	<a href="#">Rapid City</a>	<a href="#">SD</a>	<a href="#">605-391-8742</a>
<a href="#">Jon Flynt</a>	<a href="#">106 North Denton Tap Road</a>	<a href="#">Coppell</a>	<a href="#">TX</a>	<a href="#">469-521-9393</a>
<a href="#">John Good</a>	<a href="#">6311 Lakewood Park</a>	<a href="#">San Antonio</a>	<a href="#">TX</a>	<a href="#">830-714-4798</a>
<a href="#">Bernice &amp; Bob Dumas</a>	<a href="#">2318 Calvert St</a>	<a href="#">Virginia Beach</a>	<a href="#">VA</a>	<a href="#">757-995-1300</a>
<a href="#">Jeff Mourer</a>	<a href="#">10328 NE 201ST PLACE</a>	<a href="#">BOTHELL</a>	<a href="#">WA</a>	<a href="#">425-481-5555</a>
<a href="#">Michael Hilliard</a>	<a href="#">Attn: Michael Hilliard</a>	<a href="#">Evansville</a>	<a href="#">WI</a>	<a href="#">608-205-4455</a>
<b>Franchisees who left the system after selling/transferring their business</b>				
<a href="#">Brigham Redd</a>	<a href="#">5062 Moose Falls Drive</a>	<a href="#">Las Vegas</a>	<a href="#">NV</a>	<a href="#">702-613-9282</a>
<a href="#">Zaric Bushnell</a>	<a href="#">1260 E. 3300 S, Se 220</a>	<a href="#">Millcreek</a>	<a href="#">UT</a>	<a href="#">385-492-8547</a>
<b>Franchises that have ceased operating</b>				
<a href="#">Scott McFadden</a>	<a href="#">4129 East Shannon Street</a>	<a href="#">Gilbert</a>	<a href="#">AZ</a>	<a href="#">480-594-3240</a>
<a href="#">M. Colliau</a>	<a href="#">1111 W. El Camino Real</a>	<a href="#">Sunnyvale</a>	<a href="#">CA</a>	<a href="#">855-728-7157</a>
<a href="#">Aaron Davis</a>	<a href="#">9103 Hudson Lane</a>	<a href="#">Louisville</a>	<a href="#">KY</a>	<a href="#">502-804-4941</a>

**EXHIBIT H**  
**STATE ADDENDA TO THE DISCLOSURE DOCUMENT**

**ADDITIONAL STATE DISCLOSURES**  
**TO FRANCHISE DISCLOSURE DOCUMENT**

**CALIFORNIA**

SECTION 31125 OF THE CALIFORNIA CORPORATIONS CODE REQUIRES US TO GIVE YOU A DISCLOSURE DOCUMENT, IN A FORM CONTAINING THE INFORMATION THAT THE COMMISSIONER MAY BY RULE OR ORDER REQUIRE, BEFORE A SOLICITATION OF A PROPOSED MATERIAL MODIFICATION OF AN EXISTING FRANCHISE.

THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES THAT A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE FRANCHISE DISCLOSURE DOCUMENT.

See the cover page of the Disclosure Document for our URL address. A. OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF BUSINESS OVERSIGHT AND COMPLAINTS CONCERNING THE CONTENT OF OUR WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF BUSINESS OVERSIGHT AT [www.DBO.CA.GOV](http://www.DBO.CA.GOV).

1. The following statement is added to Item 3:

Neither Franchisor nor any other person identified in Item 2 of the Disclosure Document is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities Exchange Act of 1934, 15 U.S.C.A. 78a et seq., suspending or expelling such persons from membership in such association or exchange.

2. The following statements are added to Item 17:

California Business & Professions Code Sections 20000 through 20043 provide rights to you concerning termination, transfer or nonrenewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.

The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. Sec.101 et seq.)

The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under California law.

The Franchise Agreement may contain a liquidated damages clause. Under California Civil Code Section 1671, certain liquidated damages clauses are unenforceable.

The Franchise Agreement requires binding arbitration. The arbitration will occur at Nashville, Tennessee or Salt Lake City, Utah with the costs being borne by equally by the parties.

Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code section 20040.5, Code of Civil Procedure section 1281, and the Federal Arbitration Act) to any provisions of a franchise agreement restricting venue to a forum outside of the State of California.

The Franchise Agreement requires you to sign a general release if you transfer your franchise. California Corporations Code 31512 voids a waiver of your rights under the Franchise Investment Law (California Corporations Code 31000 through 31516). Business and Professions Code 20010 voids a waiver of your rights under the Franchise Relations Act (Business and Professions Code 20000 through 20043).

The Franchise Agreement requires application of the laws of the State of Tennessee. This provision may not be enforceable under California law.

## **HAWAII**

**THESE FRANCHISES WILL BE/HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF REGULATORY AGENCIES OR A FINDING BY THE DIRECTOR OF REGULATORY AGENCIES THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.**

**THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, OR SUBFRANCHISOR, AT LEAST SEVEN DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE OFFERING CIRCULAR, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.**

**THIS OFFERING CIRCULAR CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE**

| [FRANCHISEE.](#)

## **MARYLAND**

The following provisions supersede the Disclosure Document and apply to all franchises offered and sold in the State of Maryland. This also applies to non-residents of Maryland who will operate an N-Hance franchise in the State of Maryland.

10. Item 17 is amended to provide that:

- a. The general release required as a condition of renewal and/or assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.
- b. The Franchisee may sue in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.
- c. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.
- d. The provision in the Franchise Agreement that provides for termination upon bankruptcy of the franchisee may not be enforceable under federal bankruptcy law (11 U.S.C. Section 101, *et seq.*).

2. You may request and we will provide, within a reasonable amount of time, an accounting of the advertising fund, including a summary of revenue and disbursements. Any such accounting will be strictly confidential.

3. Item 5 of the Disclosure Document shall be amended to state that Maryland has required us to provide a financial assurance. We have obtained a surety bond in the amount of \$63,995 to secure our obligations to you. A copy of the bond is on file with the Maryland Securities Division.

~~10.~~ 4. If the franchisee resides within or if the franchised business will be located within the State of Maryland, Exhibit I, Franchise Disclosure Questionnaire may be completed, but should not be signed by the franchisee.

5. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

the goodwill associated with the Franchisor's Trademark, trade name, service mark, logotype or other commercial symbol.

- (C) Unless the failure to renew the franchise is for good cause as defined in clause (B), Franchisor may not fail to renew a franchise unless (i) the Franchisee has been given written notice of the intention not to renew at least 180 days in advance thereof and (ii) has been given an opportunity to operate the franchise over a sufficient period of time to enable the franchisee to recover the fair market value of the franchise as a going concern measured from the date of the failure to renew. No franchisor may refuse to renew a franchise if the refusal is for the purpose of converting the franchisee's business premises to an operation that will be owned by the franchisor for its own account.

A franchisor may not unreasonably withhold consent to an assignment, transfer, or sale of the franchise where the assignee meets the present qualifications and standards required of other franchisees.

Item 13 is modified as follows: The Minnesota Department of Commerce requires that a Franchisor indemnify Minnesota franchisees against liability to third parties resulting from claims by third parties that the Franchisee's use of the Trademark infringes Trademark rights of the third party. The Company does not indemnify against the consequences of the Franchisee's use of the Company's Trademark except in accordance with the requirements of the Franchise Agreement, and, as a condition to indemnification, the Franchisee must provide notice to the Company of any such claim within 10 days and tender the defense of the claim to the Company. If the Company accepts the tender of defense, the Company has the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

Item 17 is amended to provide that you shall not be required to assent to a general release, and that liquidated damages are generally not permitted under Minnesota law.

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including, fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed with the franchise.



Franchisees who receive financial incentives to refer franchise prospects to Franchisors may be required to register as franchise brokers under the laws of Washington State.

We use the services of one or more FRANCHISE BROKERS or referral sources to assist us in selling our franchise. A franchise broker or referral source represents us, not you. We pay this person a fee for selling our franchise or referring you to us. You should be sure to do your own investigation of the franchise.

No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

## EXHIBIT I

### FRANCHISE DISCLOSURE QUESTIONNAIRE

### FRANCHISEE DISCLOSURE QUESTIONNAIRE

As you know, Nhance, Inc. and you are preparing to enter into a Franchise Agreement for the operation of an Nhance franchise. Please review each of the following questions carefully and provide honest responses to each question. [Franchisees in the State of Washington should not sign this Questionnaire.](#)

1. Have you received and personally reviewed the Nhance, Inc. Franchise Disclosure Document and each exhibit we provided to you? Yes \_\_\_\_\_ No \_\_\_\_\_
2. Did you sign a receipt for the Franchise Disclosure Document indicating the date you received it? Yes \_\_\_\_\_ No \_\_\_\_\_
3. Have you discussed operating a Nhance franchise with an attorney, accountant or other professional advisor? Yes \_\_\_\_\_ No \_\_\_\_\_
4. Do you understand the success or failure of your franchise will depend on many factors including your skills and abilities, competition, interest rates, the economy, inflation, labor and supply costs, lease terms and the marketplace? Yes \_\_\_\_\_ No \_\_\_\_\_
5. Has any employee or other person speaking on behalf of Nhance, Inc. made any statement or promise regarding the amount of money you may earn in operating the Nhance franchise that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes \_\_\_\_\_ No \_\_\_\_\_
6. Has any employee or other person speaking on behalf of Nhance, Inc. made any statement or promise concerning the total amount of revenue the Nhance franchise will generate that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes \_\_\_\_\_ No \_\_\_\_\_
7. Has any employee or other person speaking on behalf of Nhance, Inc. made any statement or promise regarding the costs involved in operating the Nhance franchise that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes \_\_\_\_\_ No \_\_\_\_\_
8. Has any employee or other person speaking on behalf of Nhance, Inc. made any statement or promise concerning the actual, average or projected profits or earnings or the likelihood of success that you should or might expect to achieve from operating an Nhance franchise that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes \_\_\_\_\_ No \_\_\_\_\_
9. Has any employee or other person speaking on behalf of Nhance, Inc. made any statement or promise or agreement, other than those matters addressed in your Franchise Agreement, concerning advertising, marketing, media support, market penetration, training, support service or assistance that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes \_\_\_\_\_ No \_\_\_\_\_

## STATE EFFECTIVE DATES

The following states require that the Disclosure Document be registered or filed with the state or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Dates stated below:

State	Effective Date
California	pending
Hawaii	<a href="#">April 5, 2024</a> pending
Illinois	Exempt
Indiana	Exempt
Maryland	pending
Michigan	Effective
Minnesota	pending
New York	Exempt
North Dakota	<a href="#">April 10, 2024</a> pending
Rhode Island	<a href="#">April 13, 2024</a> pending
South Dakota	<a href="#">April 8, 2024</a> <a href="#">April 7, 2023</a>
Virginia	<a href="#">Exempt</a> pending
Washington	pending
Wisconsin	<a href="#">March 29, 2024</a> pending

Other state may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

**Item 23**

**RECEIPT**

This Disclosure Document summarizes certain provisions of the franchise agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Nhance, Inc. offers you a franchise, it must provide this Disclosure Document to you 14 calendar-days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale.

New York and Rhode Island require that we give you this Disclosure Document at the earlier of the first personal meeting or ten business days before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Michigan requires that we give you this Disclosure Document at least ten business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Nhance, Inc. does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the appropriate state agency identified on **Exhibit A**.

The issuance date of this Franchise Disclosure Document is March ~~29, 31, 2023, as amended July 19, 2023, as amended January 17, 2024.~~

Nhance, Inc. authorizes the respective state agents identified on **Exhibit A** to receive service of process for it in the particular states.

I received a Disclosure Document from Nhance, Inc. dated March ~~29, 31, 2023, as amended July 19, 2023, as amended January 17, 2024~~ that included the following Exhibits:

A	State Agencies/Agents for Service of Process	G	Former Franchisees
B	Franchise Agreement and other Agreements	H	State Addendums to the
C	Initial Fee Business Note		Franchise Disclosure Document
D	Financial Statements & Guaranty	I	Franchise Disclosure Questionnaire
E	Table of Contents of Training Manual		
F	List of Franchisees		

Date Received	Signature	Printed Name
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Date Received	Signature	Printed Name
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If Corporation or other entity – Name of entity:\_\_\_\_\_

Date	Signature of Officer	Printed Name and Title
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**Franchise Sellers located at:** 3310 West End Avenue, Suite 620, Nashville, TN 37203; Telephone: (800) 841-6583.  
Please check the salesperson/people that you worked with.

\_\_\_\_ D'Wayne Tanner \_\_\_\_ David Luke \_\_\_\_ Laura Martin Other\_\_\_\_\_

Please keep one Receipt for your records and return one to NHance, Inc., 3310 West End Avenue, Suite 620, Nashville, TN 37203

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Date Received	Signature	Printed Name
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