



FRANCHISE DISCLOSURE DOCUMENT

ALLIANCE FRANCHISE BRANDS LLC,
a Michigan limited liability company

47585 Galleon Drive
Plymouth, Michigan 48170-2466
(800) 726-9050
www.alliancefranchisebrands.com

As a franchisee, you will operate a business that provides professional sign and graphic installation services and related services operating under the trademark *True Install*®.

The total investment necessary to begin operation of a *True Install* franchise ranges from \$116,024 to \$590,244. This includes \$50,000 that must be paid to franchisor or its affiliates.

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 government 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 the Legal & Franchise Compliance Department at Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466, (800) 726-9050.

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 for additional information. Call your state agency or visit your public library for other sources of information on franchising.

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

ISSUANCE DATE: March 27, 2026

How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

QUESTION	WHERE TO FIND INFORMATION
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or Exhibit H.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit J includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only True Install business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What's it like to be a True Install franchisee?	Item 20 or Exhibit H lists current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need To Know About Franchising *Generally*

Continuing responsibility to pay fees. You may have to pay royalties and other fees even if you are losing money.

Business model can change. The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

Supplier restrictions. You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to customers, what you sell, how you market, and your hours of operation.

Competition from franchisor. Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

Renewal. Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

When your franchise ends. The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit A.

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

Special Risks to Consider About *This Franchise*

Certain states require that the following risk(s) be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with us by arbitration or litigation near Plymouth, Michigan. Out-of-state arbitration or litigation may force you to accept a less favorable settlement for disputes. It also may cost more to arbitrate or litigate with us in Michigan than in your home state.
2. **Spousal Liability.** Your spouse must sign a document that makes your spouse liable for all financial obligations under the Franchise Agreement, even if your spouse has no ownership interest in the franchise. This Guarantee will place both your and your spouse's marital and personal assets (perhaps including your house) at risk if your franchise fails.

Certain states may require other risks to be highlighted. Check the "State Specific Addenda" (if any) to see whether your state requires other risks to be highlighted.

THE FOLLOWING APPLY TO
TRANSACTIONS GOVERNED BY
THE MICHIGAN FRANCHISE INVESTMENT LAW ONLY

THE STATE OF MICHIGAN PROHIBITS CERTAIN UNFAIR PROVISIONS THAT ARE SOMETIMES IN FRANCHISE DOCUMENTS. IF ANY OF THE FOLLOWING PROVISIONS ARE IN THESE FRANCHISE DOCUMENTS, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU:

- (a) A prohibition on the right of a franchisee to join an association of franchisees.
- (b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protections provided in the Michigan Franchise Investment Act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.
- (d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (i) the term of the franchise is less than 5 years and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.
- (e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.
- (f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.
- (g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:
 - (i) The failure of the proposed transferee to meet the franchisor's then current reasonable qualifications or standards.
 - (ii) The fact that the proposed transferee is a competitor of the franchisor or subfranchisor.

(iii) The unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations.

(iv) The failure of the franchisee or proposed transferee to pay any sums owing to the franchisor or to cure any default in the franchise agreement existing at the time of the proposed transfer.

(h) A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor a right of first refusal to purchase the assets of a franchise on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants the franchisor the right to acquire the assets of a franchise for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c).

(i) A provision which permits the franchisor to directly or indirectly convey, assign, or otherwise transfer its obligations to fulfill contractual obligations to the franchisee unless provision has been made for providing the required contractual services.

If the franchisor's most recent financial statements are unaudited and show a net worth of less than \$100,000, the franchisor shall, at the request of a franchisee, arrange for the escrow of initial investment and other funds paid by the franchisee until the obligations to provide real estate, improvements, equipment, inventory, training, or other items included in the franchise offering are fulfilled. At the option of the franchisor, a surety bond may be provided in place of escrow.

THE FACT THAT THERE IS A NOTICE OF THIS OFFERING ON FILE WITH THE ATTORNEY GENERAL DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION, OR ENDORSEMENT BY THE ATTORNEY GENERAL.

Any questions regarding this notice should be directed to:

Michigan Attorney General's Office
Corporate Oversight Division
Attention: Franchise Section
G. Mennen Williams Building
525 West Ottawa Street, 5th Floor
Lansing, Michigan 48933
Telephone Number: 517-373-7117

Note: Despite subparagraph (f) above, we intend to fully enforce the arbitration provisions of the Franchise Agreement. We believe that paragraph (f) is preempted by federal law and cannot preclude us from enforcing these arbitration provisions. We intend to fully enforce the arbitration provisions of the Franchise Agreement as written.

THE MICHIGAN NOTICE APPLIES ONLY TO FRANCHISEES WHO ARE RESIDENTS OF MICHIGAN OR LOCATE THEIR FRANCHISES IN MICHIGAN.

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ITEM 1
THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS AND AFFILIATES

Franchisor, Parent and Affiliates

The franchisor is Alliance Franchise Brands LLC. For ease of reference in this disclosure document, Alliance Franchise Brands LLC (“AFB”) is referred to as “we,” “us,” or “our,” and the person who buys the franchise is referred to as “you” or “your.” If you are a corporation, partnership or limited liability company, your owners will have to guarantee your obligations and be bound by the provisions of the franchise agreement and other agreements as described in this disclosure document. The spouse of an owner will also be required to acknowledge the guaranty.

We organized as a Michigan limited liability company on October 6, 2000, under the name Allegra Network LLC. We changed our name to Alliance Franchise Brands LLC on December 31, 2019. We conduct business under our corporate name. Our principal business address is 47585 Galleon Drive, Plymouth, Michigan 48170-2466, and our telephone number is (800) 726-9050. However, certain support services activities may be conducted from 11685 Crossroads Circle, Suite E, Middle River, MD 21220. Our agents for service of process are listed on Exhibit A of this Disclosure Document.

On December 31, 2019, our former affiliate, Sign & Graphics Operations LLC (“SGO”) merged into AFB. Prior to merging into AFB, SGO operated one *Signs By Tomorrow*[®] center in 2013. SGO had offered franchises for *Signs by Tomorrow* centers since February 2012, *Image360*[®] centers since February 2013, and *Signs Now*[®] centers since January 2017. As a result of the merger, we became franchisor for, and have offered franchises for, the *Image360*, *Signs Now* and *Signs by Tomorrow* franchise systems since January 2020. *Image360*, *Signs Now* and *Signs by Tomorrow* centers offer professional graphic solutions and related products and services. As of December 31, 2025, there were 129 franchised *Image360* centers, 62 franchised *Signs Now* centers, and 68 franchised *Signs by Tomorrow* centers in the United States. As of December 31, 2025, there were 6 franchised *Image360* centers and one franchised *Signs Now* center in Canada, and one licensed *Signs Now* center in the United Kingdom.

We have offered franchises for *American Speedy*[®] *Printing* and *Allegra*[®] centers since our inception, *Insty-Prints*[®] centers since January 2002, and *Signs Now* centers from January 2005 to December 2016 and since January 2020. As of December 31, 2025, there were 146 franchised *Allegra* centers, 6 franchised *American Speedy Printing* centers, and 14 franchised *Insty-Prints* centers in the United States. *Allegra*, *Insty-Prints* and *American Speedy Printing* centers offer a full range of marketing and business communication services.

On December 31, 2012, we assumed the franchise agreements for *Speedy Printing*[®] franchises, *Allegra* franchises, *Zippy Print*[®] franchises and *Signs Now* franchises operating in Canada from Allegra of North America Inc., a former affiliate, and became the franchisor for those brands in Canada. As of December 31, 2025, there were 35 *Allegra* franchises located in Canada.

From June 2015 to June 2016, we offered franchises for businesses that offer digital and direct marketing services under the name *CORE Communications*[®]. As of December 31, 2025, we had one licensee authorized to use the *CORE Communications* trademark.

We also offered direct mail marketing franchises under the *RSVP*[®] name and trademarks from May 2019 to December 2025. We sold the assets of the *RSVP* franchise system in December 2025, after which we are no longer the franchisor for *RSVP* businesses.

On December 31, 2021, our former affiliate, KK Printing Canada ULC (“KKP Canada”) transferred and assigned to AFB all its franchise agreements, and AFB assumed the franchise agreements for KKP

franchises from KKP Canada and became the franchisor for these franchises. AFB began offering franchises for KKP centers in Canada in January 2022 and has not operated any KKP centers. On January 1, 2022, KKP Canada amalgamated with Alliance Franchise Brands Canada ULC (“AFB Canada”) (formerly known as Allegra Corporation of Canada ULC). KKP Canada offered franchises for Kwik Kopy Printing centers in Canada from April 2017 to December 2021. KKP centers offer a full range of marketing and business communication services. As of December 31, 2025, there were 9 franchised KKP centers in Canada.

Our affiliate, AFB IP Holdings LLC (formerly known as Allegra Holdings LLC) (“AFB IP Holdings”), owns the Marks (defined in Item 13) and has licensed us to use and sublicense the use of the Marks. AFB IP Holdings also owns the marks for all of our other franchise brands and licenses us to use and to sublicense the use of such marks.

Our affiliate, AFB Corporate Operations LLC (“AFBCO”) (formerly known as AN Corporate Center LLC), owns and operates one *Allegra* center and one *Image360* center, and may provide you with goods and services.

Our subsidiary, AFB National Sales LLC (“AFB National Sales”), maintains relationships with national accounts and may (but is not obligated to) direct orders from the national accounts to franchise members for production and sale.

Alliance Franchise Holdings LLC (formerly known as Alliance Franchise Brands LLC) (“AF Holdings”), is the parent company of AFB, AFB IP Holdings, and AFBCO. AFB IP Holdings, AF Holdings, and AFBCO share our principal place of business.

Except for the two prototype marketing and business communication services businesses developed by our affiliates in 2004, and except as otherwise described above, neither we, our parents, nor our affiliates or predecessors have conducted the type of business that a franchisee will operate or offered franchises in any other line of business; however, we or they may do so in the future.

Under separate disclosure documents, we offer franchises in the United States for marketing and business communication services businesses under the *Allegra*, *American Speedy* and *Insty-Prints* names and trademarks; and for professional graphic solutions and related products and services under the *Image360*, *Signs By Tomorrow*[®] and *Signs Now*[®] names and trademarks. We offer franchises in Canada for marketing and business communication services businesses under the *Allegra* and *KKP* names and trademarks, and for professional graphic solutions and related products and services under the *Image360* the *Signs Now* names and trademarks.

The Franchise

Under this Disclosure Document, we offer franchises for businesses offering professional sign and graphic installation services and related services, under the *True Install*[®] brand name and trademarks (each a “*True Install* Business”). We also offer franchises to purchasers of existing *True Install* Businesses. *True Install* Businesses provide a full range of installation services across vinyl, environmental, mechanical, and architectural applications. If we grant you a franchise, you will sign our current form of franchise agreement, attached to this Disclosure Document as Exhibit B (the “Franchise Agreement”). Under our Franchise Agreement, you must operate a *True Install* Business (your “Business”) from your principal place of business (the “Principal Business Address”), which may initially be located at your personal residence. No later than the first anniversary of the date you start operating your Business, you must lease and utilize a warehouse space for your Business. You must use our distinctive business formats, systems, methods, procedures, designs, layouts, standards and specifications, all of which we may modify periodically (the “System”). You also must use our trademarks, service marks, trade names, logos, trade dresses and other commercial symbols we designate periodically for *True Install* Businesses.

We began offering franchises for *True Install* Businesses in September 2023. As of December 31, 2025, we have 6 franchised *True Install* Businesses that operate using the *True Install* Marks (as defined in Item 13).

Since 1995, we and American Speedy Printing Centers, Inc., the prior franchisor of the *American Speedy Printing* and *Allegra* brands, have facilitated introductions between independent business owners and interested franchisees and prospective franchisees, which have helped support more than 431 completed acquisitions.

You will compete with local, regional and national companies offering professional installation services and other installers. The market for sign production services is developed and competitive in most areas of the United States, though the market for professional sign installation is fragmented, creating an unmet demand for installers. Sales for these services are not seasonal.

Laws and Regulations

You must comply with all local, state and federal laws and regulations that apply to any business, including your Business. Be aware that Occupational Safety and Health Administration and environmental protection laws may apply to the operation of professional installation businesses. Some states may have laws that require persons who install signs, or provide certain types of installation services, to obtain specialty licenses. Those laws may vary as to the types of installation activities and monetary value of the jobs covered by the law, as well as the criteria and experience requirements that must be met to obtain a license, in the applicable state, locality, municipality, or other area. Many cities and municipalities also have sign ordinances that may affect your customer's ability to benefit from the installation services offered by your Business. We urge you to make inquiries about these laws and regulations.

ITEM 2 BUSINESS EXPERIENCE

CHIEF EXECUTIVE OFFICER: MICHAEL MARCANTONIO

Michael Marcantonio has served as our Chief Executive Officer since July 2011 and also served as our Chief Strategy Officer from January 2006 to June 2011. He has also served as Chief Executive Officer of AF Holdings, located in Plymouth, Michigan, since December 2012. He has also served as the Manager of AFB IP Holdings, located in Plymouth, Michigan, since July 2011. He also has served as Director of AFB Canada since December 2019. He previously served as the Director of KKP Canada, located in Plymouth, Michigan, from August 2016 to December 2021. He served as SGO's Manager, located in Middle River, Maryland, from December 2011 to December 2019 and SGO's Chief Executive Officer from November 2012 to December 2019. He served as Chief Executive Officer of Alliance Brands Staffing LLC ("ABS"), located in Plymouth, Michigan, from September 2013 to December 2019.

CHIEF ADMINISTRATIVE OFFICER: LAURA PIERCE

Laura Pierce has served as our Chief Administrative Officer since January 2021. Ms. Pierce previously served as our Executive Vice President Finance & Administration from January 2015 to December 2020, Vice President of Finance & Administration from January 2012 to January 2015, Vice President and Controller from October 2004 to December 2011, and Controller from October 2000 to October 2004. She has served as Chief Administrative Officer of AF Holdings, located in Plymouth, Michigan, since January 2021, and was AF Holdings' Executive Vice President of Finance & Administration from January 2015 to December 2020, and Vice President of Finance & Administration of AF Holdings from December 2012 to January 2015. She has served as Secretary of AFB Canada, located in Plymouth, Michigan, since December 2019. She previously served as Secretary of KKP Canada, located

in Plymouth, Michigan, from August 2016 to December 2021. She also served as SGO's Executive Vice President of Finance & Administration, located in Middle River, Maryland, from January 2015 to December 2019, and was SGO's Vice President of Finance & Administration from February 2012 to January 2015. She served as Executive Vice President of Finance & Administration of ABS, located in Plymouth, Michigan, from January 2015 to December 2019, and was the Vice President of Finance & Administration of ABS from September 2013 to January 2015.

CHIEF DEVELOPMENT OFFICER: DANIELLE SCOTT

Danielle Scott has served as our Chief Development Officer since March 2026. Ms. Scott has also been a Partner in ZGrowth Partners LLC in Miami, Florida, since March 2014 and previously held the following positions with ZGrowth Partners LLC: Executive Vice President from March 2014 to December 2025, and Chief Operating Officer from March 2016 to December 2025. From March 2014 to December 2025, she also served as Brand President for the following ZGrowth Partners LLC brands in Miami, Florida: The Daily Jam, Jabz Boxing, MADabolic and Just My Bid.

CHIEF OPERATING OFFICER & PRESIDENT: RAMON PALMER, JR.

Ramon Palmer, Jr. has served as our Chief Operating Officer and President of *True Install* since January 2023. Mr. Palmer previously served as our President Franchise Operations from January 2021 to January 2023, and as our President – Sign & Graphics Division from January 2020 to December 2020. Prior to that he served as SGO's President, in Middle River, Maryland, from February 2012 to December 2019. He also served as President of our Sign & Graphics Division from June 2012 to December 2016. From November 2010 to February 2012, he was President and Chief Executive Officer of Signs by Tomorrow – USA Inc. in Columbia, Maryland.

EXECUTIVE VICE PRESIDENT MARKETING & BUSINESS DEVELOPMENT: JESSICA ENG

Jessica Eng has served as our Executive Vice President Marketing & Business Development since June 2025. Prior to that, she served as our Executive Vice President Business Development from January 2023 to May 2025, Vice President Business Development from January 2021 to January 2023, Vice President Marketing & Communications – Marketing & Print Division from January 2020 to December 2020, and Vice President of Marketing from May 2010 to December 2019. She also served as Vice President Business Development of KKP Canada, located in Plymouth, Michigan, from January 2021 to December 2021, and as KKP Canada's Vice President of Marketing from August 2016 to December 2020.

EXECUTIVE VICE PRESIDENT ORGANIZATIONAL INNOVATION & LEGAL AFFAIRS: MEREDITH FLYNN

Meredith Flynn has been our Executive Vice President Organizational Innovation & Legal Affairs since September 2025. Prior to that, she was our Vice President Legal & Franchise Compliance from May 2016 to August 2025, our Vice President of Financial Services & Franchise Compliance from June 2010 to April 2016, our Director of Financial Services & Franchise Compliance from November 2004 to May 2010, and our Financial Services Manager from October 2000 to November 2004. She also served as Vice President of Legal & Franchise Compliance of KKP Canada, located in Plymouth, Michigan, from August 2016 to December 2021. She also served as SGO's Vice President of Legal & Franchise Compliance, located in Middle River, Maryland, from May 2016 to December 2019, and its Vice President of Financial Services & Franchise Compliance from February 2012 to May 2016.

EXECUTIVE VICE PRESIDENT TECHNOLOGY: BENJAMIN SHELLEY

Benjamin Shelley has been our Executive Vice President Technology since August 2025. Previously, he was the Vice President of Technology for Franworth located in Ann Arbor, Michigan from May 2022 to August 2025; a Senior Project Manager for ServiceTitan, Inc. in Los Angeles, California from November 2021 to May 2022; and a Senior Project Manager with Servant Systems, Inc. located in Ann Arbor, Michigan from January 2019 to June 2023.

VICE PRESIDENT LEGAL & FRANCHISE COMPLIANCE: PATRICIA MYERS

Patricia Myers has served as our Vice President Legal & Franchise Compliance since February 2026. Prior to that, Ms. Myers was the Principal for McAuliffeMyers in Bloomfield Hills, Michigan, from June 2016 to February 2026.

SENIOR OPERATIONS DIRECTOR: RYAN KEOGH

Ryan Keogh has served as our Senior Operations Director since September 2022. Prior, he served as our Franchise Business Consultant from January 2021 to November 2022, and as our Regional Director from June 2018 to December 2020.

**ITEM 3
LITIGATION**

Concluded:

Signs by Tomorrow of Siouxland, Inc., Douglas Potts, and Joan Fickler v. Sign & Graphics Operations LLC, No. LACV 175038 (Iowa District Court for Woodbury County). On April 3, 2017, a Signs By Tomorrow franchisee and its shareholders filed a complaint in the Iowa District Court for Woodbury County against our former affiliate, SGO, for breach of contract and breach of the duty of good faith and fair dealing pursuant to Iowa Code Section 537A.10, based on SGO's termination of the Signs By Tomorrow development fund. Plaintiffs alleged that (1) SGO materially breached the parties' franchise agreement, (2) the franchise agreement was null and void due to SGO's alleged breaches, and (3) plaintiffs were excused from performing their obligations thereunder, seeking an unspecified amount of monetary damages and award of their attorneys' and experts' fees and costs. On May 15, 2017, SGO filed an answer and affirmative defenses, denying plaintiffs' claims. On August 9, 2017, plaintiffs moved for summary judgment on each of their claims, which the court denied in full on November 22, 2017. SGO moved for summary judgment against plaintiffs on February 6, 2018, and the estate of Douglas Potts was substituted in as plaintiff Douglas Potts. On March 27, 2018, the parties entered into a settlement agreement in which (1) plaintiffs agreed to dismiss their claims against SGO with prejudice, (2) the parties entered into mutual releases, (3) the parties extended the term of the franchise agreement by three years (contingent upon the estate's approval of the transfer of Douglas Potts's shares in Signs by Tomorrow of Siouxland, Inc. to Joan Fickler), and (4) the estate of Douglas Potts was released from the franchise agreement. Plaintiffs dismissed their claims against SGO with prejudice on March 27, 2018.

Allegra Network LLC v. United Sign Ventures, LLC, Gary Warnecke and Kirk Seager, AAA No. 01-16-0003-5074. On August 18, 2016, we filed a demand for arbitration with the American Arbitration Association against a former franchisee, United Sign Ventures, LLC, and its guarantors, seeking monetary damages for their failure to pay amounts due under the franchise agreement and promissory note, and failure to comply with their post-termination obligations under the franchise agreement and guaranty. On September 30, 2016, respondents filed an answer and counterclaim against us, alleging breach of contract and fraudulent and false claims. On November 14, 2016, respondents filed an amended counterclaim alleging breach of contract, silent fraud, negligent fraud and fraudulent misrepresentations, breach of

fiduciary duty, economic duress, and breach of the Michigan Franchise Investment Law. On April 5, 2018, the parties entered into a settlement agreement in which the respondents agreed to pay us \$100,000 and comply with their post-termination obligations under their franchise agreement in exchange for a mutual general release. On the same day, the arbitrator entered the Consent Arbitration Award and closed its file.

In re: Alliance Franchise Brands LLC (Order No. S-24-3758-25-CO01; State of Washington, Department of Financial Institutions, Securities Division (“DFI”)). Beginning in April 2024, the DFI issued a request to us for information regarding our Technology Services Fee (“TSF”), an additional \$50-per-month technology fee that our franchisees have paid since April of 2019. The DFI concluded that imposing the TSF violated Section 19.100.170 of the Washington Franchise Investment Protection Act for five Washington franchisees who had entered the system prior to April 2019 (“Pre-2019 Washington Franchisees”). We elected to enter into a consent order with DFI (“Consent Order”) on July 28, 2025. Under the Consent Order, we agreed to not violate Section 19.100.170 going forward, return TSF payments that had been previously received from the Pre-2019 Washington Franchisees, and pay \$4,000 toward the DFI’s costs of the investigation. We do not admit or deny the findings of fact and conclusions of law set forth in the express terms of the Consent Order.

Other than the above matters, no litigation is required to be disclosed in this Item.

ITEM 4 BANKRUPTCY

No bankruptcy is required to be disclosed in this Item.

ITEM 5 INITIAL FEES

INITIAL FRANCHISE FEE FOR NEW BUSINESS

You must pay us a \$45,000 initial franchise fee when you sign the Franchise Agreement for your first *True Install* Business. The initial franchise fee is due in a lump sum and fully earned by us when the Franchise Agreement is signed and is not refundable under any circumstance. In 2025, we waived the initial franchise fee in connection with two sales to franchisees purchasing two *True Install* Businesses.

INITIAL FRANCHISE FEE FOR EXISTING OR ADDITIONAL BUSINESS

If you are purchasing an existing Business (an “Existing Business”), you must pay us an initial franchise fee of \$30,000. The initial fee is due in a lump sum before we consent to the transfer and is not refundable under any circumstance.

If you are our existing franchisee, and you are in compliance with your Franchise Agreement with us and meet our then-current qualifications for new franchisees, you may buy additional franchises for *True Install* Businesses. You must pay a \$20,000 franchise fee for each additional franchise when you sign our then-current Franchise Agreement. This fee is not refundable under any circumstance.

KICKSTART INITIAL MARKETING DEPOSIT

You must submit to us a deposit for the KickStart initial marketing program that we have developed to promote your Business. The KickStart initial marketing program funds your required first year marketing activities, including initial marketing collateral, branded apparel, customer prospect list, direct mail program, customer survey software and chamber/networking dues. The deposit for your KickStart initial marketing program will be \$5,000 for your first *True Install* Business, and \$3,950 for each additional franchise or territory. This amount is due to us in a lump sum when you sign the Franchise Agreement and

is not refundable under any circumstance. In 2025, we waived the initial marketing deposit in connection with two sales to franchisees purchasing two *True Install* Businesses.

REFERRAL FEE

If you were referred to us by an existing franchisee and purchase a franchise from us for a new *True Install* Business, we will pay such franchisee a referral fee of \$20,000 (subject to state law).

IFA VETFRAN PROGRAM AND FIRST RESPONDER DISCOUNT

We are a member of the International Franchise Association (“IFA”) and participate in the IFA’s VetFran Program. If you are a veteran of the U.S. Armed Forces who meet the requirements of the VetFran Program, and you are purchasing your first new *True Install* Business, you will receive a 50% discount on the initial franchise fee.

First responders also will receive a 50% discount on the initial franchise fee for development of your first new *True Install* Business. First responders are persons with specialized training, who are among the first to arrive and provide assistance at the scene of an emergency, such as an accident, natural disaster, or other catastrophic event, and include paramedics, emergency medical technicians, police officers, sheriffs and firefighters.

**ITEM 6
OTHER FEES**

Type of Fee¹	Amount	Due Date	Remarks
Royalties ²	7% of monthly Net Sales ³	By 20 th day of each month by electronic funds transfer	The Royalty is calculated using the Net Sales from the prior calendar month.
Marketing Fund contribution ²	2% of monthly Net Sales	By 20 th day of each month by electronic funds transfer	Your Marketing Fund contribution is in addition to your KickStart initial marketing deposit. We may raise the contribution rate up to 3%.
Additional Assistance Expense ⁴	Payment of our then-applicable per diem fee (\$400 per person per day), plus reimbursement of our representatives’ travel expenses	As incurred	If you request additional or special guidance, help with marketing program implementation, or other assistance or training, we may charge you our then-applicable per diem fee (subject to a maximum fee of \$1,000 per person per day).
Audit	(i) Cost of audit and reimbursement of the per diem fees and travel charges of any independent accountant(s), plus (ii) any underpaid amounts (plus applicable interest), and (iii) our per diem personnel charges (\$400 per day per person) and reimbursement of our travel expenses	15 days after audit report received	The per diem fee is payable only if we find that you have underreported any amount to us by 5% or more, or if the audit is caused by your failure to provide required information or documents. We may increase our per diem fee up to \$1,000.

Type of Fee ¹	Amount	Due Date	Remarks
Convention registration fee	\$350 per person	At registration, by credit card	You must pay this fee for each person who attends the annual convention. Any individual attending the convention who has not signed the Franchise Agreement or a form of Guaranty and Assumption of Obligations (See Exhibit D) must execute our then-current form of Confidentiality and Non-Solicitation Agreement (See Exhibit E for current form). The convention registration fees are subject to change based on our and third-party vendors' costs, up to a maximum fee of \$1,000 per person.
Costs, accounting and attorneys' fees	Will vary based on circumstances	As incurred	These fees are payable if we prevail in a proceeding initiated by you or us.
Damages for Soliciting or Installing Outside your Protected Territory	Greater of: (i) \$5,000 per incident, or (ii) 10% of the gross revenue invoiced for any work obtained outside of your Protected Territory	As incurred	Payable if you (or your Managing Owner), your installer(s) or affiliates solicit or accept any installation job outside of your Protected Territory without prior approval from us.
Indemnification	Will vary under circumstances	As incurred	You must reimburse us if we are held liable for claims from operation or resale of your Business, from the business conducted under the Franchise Agreement (including the use or misuse of any Online Presence by you, your employee(s) or representatives), from your breach of the Franchise Agreement, or from your employment practices, whether brought by your employee(s) or a third party.

Type of Fee ¹	Amount	Due Date	Remarks
Inspection Costs	Payment of our then-applicable per diem fee (\$400 per day per person) plus reimbursement of (i) all direct costs incurred with the inspection(s), and (ii) our representatives' travel expenses	As incurred	We have the right to inspect your Business (including all associated Online Presences) at any time. Any inspection will be made at our expense, but if we or our designee must make two inspections concerning your repeated or continuing failure to comply with the Franchise Agreement, or if a follow-up inspection is required because we or our designee were for any reason prevented from properly inspecting any or all of your Business (including because you or your personnel refused entry to the Principal Business Address or Warehouse (as defined in Item 7)), we may charge you for the costs of such additional inspections. You will also be responsible for reimbursing travel expenses of our designee. We may increase our per diem fee (subject to a maximum of \$1,000 per person per day).
Insufficient Funds Fee	\$25 per instance	As incurred	This fee is payable if there are insufficient funds in your account to cover electronic fund transfer withdrawals. We may also attempt to debit your account again periodically until funds are available (but no more than once every 5 days) and you will be charged the insufficient funds fee for each instance in which the funds are not available. This fee is subject to change based on the fees charged by the third-party bank.
Insurance	Amount needed to reimburse us for mandatory insurance coverage	Upon demand	We have the right to purchase insurance for you if you fail to do so.
Interest	Lesser of 1.5% of the monthly outstanding balance or the highest rate of interest allowed by law	When billed	If no due date is stated, interest begins to run 30 days after billing.
Interim Operations Fee – Abandonment or Post-Expiration or Termination	All funds and revenues generated during our operation of your Business during such interim period	As incurred	We have the right (but not the obligation) to operate your Business (or appoint a third party to operate your Business) on an interim basis for up to 60 days, if: (1) you abandon or fail to operate your Business; or (2) the Franchise Agreement expires or is terminated and we are deciding whether to exercise our right to purchase your Business.

Type of Fee ¹	Amount	Due Date	Remarks
Interim Operations Fee – Managing Owner Death or Disability	Payment of our then-applicable per diem fee (\$400 per person per day), plus reimbursement of (i) all direct costs incurred to operate your Business for an interim period, and (ii) our representatives' travel expenses	As incurred	If, in our judgment, your Business is not being managed properly at any time after your or the Managing Owner's death or disability, we may, but need not, operate your Business (or appoint a third party to operate your Business) on an interim basis. We may increase our per diem fee (subject to a maximum of \$1,000 per person per day).
Liquidated Damages	Will vary under circumstances	As incurred	If the Franchise Agreement is terminated because of your (or your owners') default or by you without cause, you will pay us the then net present value of the standard Royalty fees and Marketing Fund contributions that would have become due from the date termination to the earlier of (i) three years following the date of termination, or (ii) the scheduled expiration date of the Franchise Agreement. For this purpose, the Royalty fees and Marketing Fund contributions shall be calculated based on Net Sales of your Business for the 12 months preceding the last date of regular operations of your Business in accordance with the Franchise Agreement. In the event your Business was not in operation, or you did not report Net Sales for at least 12 months preceding such last date of regular operations of your Business, the Royalty fees and Marketing Fund contributions will be calculated based on the average monthly Net Sales of all Businesses during the fiscal year immediately preceding such date.
Local Website Maintenance and Hosting Fees	Currently paid by the Marketing Fund, but we may charge franchisees a fee which we estimate to be \$50 per month (plus taxes, if applicable)	Quarterly, payable by credit card	This fee is a pass-through cost imposed by our third-party vendor for maintenance and hosting of your Local Website. This fee is subject to change based on the direct costs charged by the third-party vendor, which we may collect and pay on your behalf.
Non-Compliance Fee	\$250 per default per month	As incurred, payable via electronic funds transfer with the next Royalties payment	If you are in default of the Franchise Agreement, we may charge you a non-compliance fee for each default, and may charge you each month until such default has been cured.

Type of Fee ¹	Amount	Due Date	Remarks
Relocation Expense	Our per diem fee (\$400 per day per person), plus reimbursement of (i) our actual costs associated with our evaluation of a proposed site, and (ii) our representatives' travel expenses	As incurred	If you request to relocate your Business and we agree to consider approving a new location, we may require you to reimburse us for the administrative costs we incur. We may increase our per diem fee (subject to a maximum of \$1,000 per person per day).
Tax Reimbursement Expense	Will vary under circumstances	As incurred	You must reimburse us if we are required to pay any state taxing authority for any sales, use, service, occupation, excise, gross receipts, income, property, or other taxes on account of your operation or payments that you make to us (except for our income taxes).
Technology Services Fee	\$100 per month	Monthly, by credit card	We may periodically increase this fee, up to a maximum of \$1,000 per month.
Transfer Fee	25% of then-current Initial Franchise Fee for a new <i>True Install</i> Business (but will not exceed \$10,000)	Prior to transfer	If you transfer your Business, you will pay us the transfer fee (subject to state law). The transferee also will pay us the initial franchise fee for a new <i>True Install</i> Business, as described in Item 5.
Workiz Field Service Management Software	\$325, plus sales tax (if applicable) and the cost(s) of any additional options chosen by you	Monthly	This is the base fee for Workiz; however, the total amount of this fee depends on the options selected by you. This fee may increase in amounts based substantially on the fees imposed by the third-party vendor.

NOTES:

Note 1: All fees are payable to us, unless expressly stated otherwise, and are non-refundable. You must make all ongoing payments to us by pre-authorized electronic funds transfers (unless we require otherwise) from your operating account that we will process when any payment is due. The fees are uniform for all franchisees.

Note 2: You must submit the financial reports we require to report your gross sales, Net Sales, and other financial data we designate. If you do not timely submit Net Sales statements, we may estimate your Net Sales based on 110% of the average of the last three months' Net Sales (whether reported or estimated) and debit your account for Royalty and Marketing Fund contributions based on those estimated Net Sales. If the amounts that we debit from your account are less than the amounts you actually owe us (once we have determined your Business's true and correct Net Sales), we will debit your account for the balance on the day we specify. If the amounts that we debit from your account are greater than the amounts you actually owe us, we will credit the excess amount against the amounts we otherwise would debit from your account during the following month.

Note 3: "Net Sales" includes all revenues generated in, upon, by or from your Business calculated using the accrual method of accounting. Each credit sale is treated as a sale for the full price at the time the credit sale is made, and not at the time you receive payment, whether full or partial. Net Sales also include the fair market value of any barter transactions, and the proceeds of any business interruption

insurance policies related to the operation of your Business. Net Sales do not include: (i) sales of services for which a refund has been made, provided that the sales shall have been previously included in Net Sales; (ii) sales of services performed on behalf of other True Install Businesses; (iii) the amount of any sales or use taxes imposed by federal, state, municipal or other governmental authorities directly on sales and collected from customers, provided that the amount is added to or absorbed within the selling price and actually paid by you to the governmental authorities; or (iv) permits. We may from time to time authorize deductions from Net Sales on a system-wide basis.

Note 4: You must pay for your employees' salaries and benefits while they are receiving any additional assistance, and if your employees must travel for the additional assistance, you must pay for all travel, lodging and meal expenses incurred. If our representatives must travel to provide additional assistance to you, you are also responsible for paying our per diem fee for such assistance and reimbursing our travel expenses.

**ITEM 7
ESTIMATED INITIAL INVESTMENT**

YOUR ESTIMATED INITIAL INVESTMENT FOR A NEW *TRUE INSTALL* BUSINESS

Type of Expenditure ¹	Amount	Method of Payment	When Due	To Whom Payment Is To Be Made
Initial Franchise Fee	\$45,000	Lump sum	On signing Franchise Agreement	Us
Travel, lodging, meals and payroll for initial training ²	\$3,000 to \$8,848	As agreed	As incurred	3 rd parties
Service Vehicle ³	\$4,166 to \$224,600	As agreed	As incurred	3 rd parties
Furniture, fixtures, equipment and supplies ⁴	\$0 to \$2,100	As agreed	As incurred	3 rd parties
Warehouse rental ⁵	\$0 to \$6,185	As agreed	As incurred	3 rd parties
Computers and Technology ⁶	\$2,149 to \$9,440	Lump sum	Before opening	3 rd parties and Us
Tool Package ⁷	\$11,416 to \$25,072	Lump sum	Before opening	3 rd parties
Marketing and brand identification ⁸	\$0 to \$13,632	As agreed	As incurred	3 rd parties and Us
KickStart Initial Marketing Deposit	\$5,000	Lump sum	On signing Franchise Agreement	Us
Utility deposits	\$0 to \$750	As agreed	As incurred	3 rd parties
Professional fees (lawyer, accountant, etc.) ⁹	\$5,162 to \$33,287	Lump sum	As incurred	3 rd parties
Insurance (for 3 months) ¹⁰	\$3,375 to \$13,500	As agreed	As incurred	3 rd parties
Additional funds and working capital ¹¹ (for 1st year)	\$36,756 to \$202,830	As agreed	As incurred	3 rd parties
TOTAL	\$116,024 to \$590,244			

NOTES:

Note 1: Amounts payable to us in this Item 7 are non-refundable under all circumstances. Amounts payable to third parties are non-refundable unless the supplier agrees otherwise.

Note 2: You will pay the expenses of travel, meals and lodging for any persons attending the training program. The amount expended will depend upon the distance those people must travel and the type of accommodations chosen. The low end of the estimate contemplates your (or your Managing Owner's, if you are an entity) attendance at initial training, including 2 weeks for you (or your Managing Owner, if you are an entity) at Alliance University in Hanover, Maryland (or another location we designate), and 1 week virtually. The high end of the estimate contemplates the attendance of two people at initial training, including your installer (if you opt to send them). You may, but are not required to, send your installer to the employee-accessible portions of initial training. The estimate also includes OSHA training, which must be completed by you (or your Managing Owner) and your installer. The high estimate provided includes the cost of an optional second installer attending the OSHA training and our initial training program.

Note 3: You are required to obtain at least one service vehicle that meets our System Standards for use in your Business, which, depending on the specific needs of your Business, may be a cargo van, trailer, truck with an extendable ladder, or another mechanism capable of transporting all required tools and equipment to job sites ("Service Vehicle"). The low end of the provided estimate assumes that you purchase a used work van (2022 or newer (or no older than 5 years) with no more than 60 thousand miles, 0% down at 9.5% interest, inclusive of taxes and fees) and includes gas, basic maintenance, and the vehicle loan payments for the first three months of your Business' operation. The high end of the provided estimate also accounts for the purchase of a cargo van, Van Ladder bucket truck, and the costs to install a shelving storage system in the Service Vehicle (if such shelving storage is not already included), as well as gas and basic maintenance for the first three months of your Business' operation. A second Service Vehicle is not required until your Business has a third installer. Each Service Vehicle also must be outfitted with signage that meets our standards and specifications, the cost of which is included in the provided estimates.

Note 4: The low end of this estimate assumes that you will initially designate your Principal Business Address for your Business as your personal residence and therefore not incur any expenses for office furniture. The high end of this estimate assumes that you will operate your Business from a Warehouse (as defined below) prior to the first anniversary of the date you start operating your Business, you must purchase and/or lease and install the furniture, fixtures and equipment (furniture, displays, etc.) necessary to operate a *True Install* Business under our specifications (see Item 11), including a desk, chair, file cabinet, and various office supplies. The costs of purchasing and installing furniture, fixtures and equipment varies according to the size of the Principal Business Address, your selections made from our approved lines of items, price differences among suppliers, the location of the Principal Business Address, and other related factors.

Note 5: The low end of this estimate assumes that you will initially operate out of your home without a leased Warehouse, and therefore not incur any initial rent expense. However, no later than the first anniversary of the date you start operating your Business, you must lease and utilize a warehouse space (your "Warehouse") for your Business, which (i) should be between 1,200 and 2,000 square feet, (ii) must be located within the Protected Territory, and (iii) must be approved by us. The high end of this estimate accounts for three months of Warehouse space rental costs. It is likely that you will not purchase a Warehouse, so estimates for the purchase of real property are not included in the above table. The initial cost to lease a Warehouse to house all necessary supplies to operate your Business will vary based on local market conditions, property location, building size, improvements, desirability of location, access to major streets, real estate taxes, common area maintenance charges and the like. The landlord of the business

premises may choose to hold a security deposit in connection with your lease, in which case you may be required to pay one month's rent for these purposes.

Note 6: The low end of the estimate assumes that you already own some of the required computer hardware, such as a business-grade laptop, hardware, and software that meet our specifications, along with a dedicated Internet connection and back-up system. However, we anticipate that you will need to acquire some hardware and software components, which must conform to our standards. The high estimate includes optional technologies, such as a smart watch and iPad.

Note 7: You will purchase tools required to operate your Business that meet our standards and specifications, including but not limited to first aid and safety supplies, measuring and leveling materials, staging and clean-up supplies, squeegees, scrapers, water tools, hand and power tools, hardware and fasteners, adhesives and removers, organization systems, knives, and power converters. The high end of the estimate includes the tools required for use in a second Service Vehicle.

Note 8: In addition to the KickStart initial marketing deposit (see Item 5), you may acquire additional marketing materials from us or third-party vendors to facilitate your marketing activities. We strongly encourage you to spend a significant amount on other promotional efforts associated with your Business. The high end of the range includes additional direct mail, customer surveys, and additional sales tools that you may choose to use to promote your Business.

Note 9: This amount includes the first three months' fees you are required to pay to the third parties we designate for bookkeeping services and human resources services during your first year of operations, as well as the cost of required business licenses and permits, and the estimated expense for a payroll service and CPA. Both estimates include set-up fees and monthly expenses for bookkeeping services, human resources services for three employees (including the Managing Owner), and fees for a CPA. The low estimate assumes that a nominal contractor's license fee and no business registration fees are required for your Business, while the high estimate includes contractor's licensing fees and business registration fees, which may be required based on the location of your Business. The high estimate also includes a surety bond that may be required by certain municipalities in connection with your Business and/or specific jobs. Additional contractor's licenses and/or business registration fees may be required depending on the True Install business's location but are not included in the estimate.

Note 10: You must maintain in force at your sole expense the insurance policies we require in connection with your Business's operation. The estimates provided above are for your premiums for the first year of operations. Our current requirements for all Businesses include general liability, cyber and privacy liability, worker's compensation, auto liability, installation floater and commercial umbrella policies. We may require you to maintain certain other types of insurance policies depending on the products and services your Business will offer, including non-owned auto liability and/or auto physical damage coverage (if you rent commercial vehicles or specialized equipment), garage keeper's insurance (if your Business provides vehicle wraps and graphics), and rigger's insurance (if you subcontract the rigging, lifting, or transport of signage). Additionally, we may recommend that franchisees maintain certain other types of insurance policies, such as business interruption coverage. The high estimate includes all required insurance policies in the minimum coverages we require, in addition to worker's compensation coverage for a second installer and coverage for a van ladder. See Item 8 for a description of our current requirements.

Note 11: The additional funds represent an estimate of working capital that will be used in the operation of your Business. You may need these additional funds to operate your Business during its 12-month initial phase. The estimated amount covers items such as the estimated base salary for the installer you must hire (see Item 11), mandatory benefits and associated employer taxes, but does not include any discretionary benefits expenses, and general office and miscellaneous expenses. The high estimate provided includes six months of wages provided to a second installer, who is not required to be hired until capacity

demands it. In certain jurisdictions, special licenses may be required depending on the type(s) of installation(s) offered by your Business, and the associated labor costs may be higher in these jurisdictions. You must have the minimum amount in cash or its equivalent when you open your Business. The amount does not cover any salary or other compensation for you or your owners. In preparing these figures, we have relied on our experience in granting franchises since 2000, and our experience in operating the *Image360*, *Signs By Tomorrow*, and *Signs Now* franchise programs. We do not finance any portion of your initial investment.

ITEM 8 RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Principal Business Address; Warehouse

We must approve the Principal Business Address from which you operate your Business. You may initially operate your Business out of a private residence which need not be within the Protected Territory. No later than the first anniversary of the date you start operating your Business, you must lease and utilize a Warehouse for your Business. If your personal residence does not allow for the storage of items such as the Service Vehicle(s) and necessary equipment (e.g., conflict with homeowners' association rules), you must lease and utilize a Warehouse before you begin operating your Business. We must approve the lease for the Warehouse before you sign it. Once a Warehouse is selected, the Warehouse will become the Principal Business Address. We have the right to approve the terms of any lease or sublease for the Warehouse before you sign it, and you may not sign the lease without our prior written approval. We may require the lease to contain certain terms and provisions to protect our rights (although we will not directly negotiate your lease).

If you want to move the site of your Business's Warehouse, you must follow our relocation approval process. We must approve the new site and the lease before you sign any new lease or other binding commitment. Our approval will not be unreasonably withheld, but your failure to follow our relocation approval process is a material default of the Franchise Agreement.

Though not required, if you choose to place or display at the Principal Business Address or Warehouse any signs, emblems, lettering, logos, and display materials, you must place only the signs, emblems, lettering, logos, and display materials that we approve in advance from time to time, and only in the interior of the Principal Business Address or Warehouse. You will purchase or lease approved brands, types, or models of Operating Assets only from suppliers we designate or approve (which may include or be limited to us and/or our affiliates).

Insurance

You must maintain, at your expense, the insurance coverage that we require under policies that meet our terms and conditions. Currently, we require you to maintain (i) commercial general liability (minimum of \$1 million per occurrence and \$2 million in the aggregate), (ii) cyber and privacy liability, (iii) workers' compensation (in amounts no less than those required by applicable law), (iv) auto liability, (v) installation floater, and (vi) commercial umbrella insurance policies in connection with your Business's operation. We may require that you maintain certain other types of insurance policies depending on the types of products and services your Business provides, including auto liability and/or auto physical damage coverage (if you rent commercial vehicles or specialized equipment), garage keeper's insurance (if your Business provides vehicle wraps and graphics), and rigger's insurance (if you subcontract the rigging, lifting, or transport of signage). We may also recommend that you maintain certain other types of insurance policies, such as business interruption coverage. In some circumstances, you may be required to obtain certain insurance coverage for services that may be applicable on a one-off, job-specific basis, the costs of which would be considered expenses incurred as part of your Business performing such projects, and the

need for which will depend on the services provided by your Business and the laws that apply to such services in the applicable municipality. We periodically may change the amounts of coverage required under the insurance policies and require different or additional kinds of insurance at any time, including excess liability insurance to reflect inflation, identification of new risks, changes in law or standards of liability, higher damage awards or other relevant changes in circumstances.

Your insurance must be written by an insurance company with an A.M. Best's Insurance Report rating of "A" or better. You must provide us with 30 days' written notice of material changes to or cancellation or expiration of any policy. You must provide us with copies of all insurance policies, together with current certificates of insurance, on an annual basis. You must also provide us with a certificate of insurance naming us and any affiliates we designate as additional insureds for all liability coverage policies, using a form of endorsement we have approved.

Approved Products and Suppliers

You must purchase from us or our affiliates certain marketing materials and services, including initial marketing collateral and branded apparel. You must currently purchase the Workiz field service management software from us. Otherwise, we currently do not require you to purchase or lease any other goods, services, supplies, fixtures, equipment, inventory or real estate for your Business from us or our affiliates, though you may purchase certain optional products and services from us or our affiliates. We may require you to enter into written agreements with us or our affiliates for any products or services we or they provide to you.

We will provide you with a list of standards and specifications for the required tools, including but not limited to first aid and safety supplies, measuring and leveling materials, staging and clean-up supplies, squeegees, scrapers, water tools, hand and power tools, hardware and fasteners, adhesives and removers, organization systems, knives, and generators, as well as other supplies and materials we designate. Currently, you may purchase the tools from any supplier, as long as the tools meet our standards and specifications. We may designate required or approved suppliers (which may be us or our affiliates) in the future.

You must obtain computer hardware and/or software systems and other technology components that meet our System Standards. During your first year of operation of your Business, you will engage designated third parties for bookkeeping services and human resources services, and if we require, engage such third parties for bookkeeping services and/or human resources services beyond your first year of operation. We currently maintain a list of approved and recommended suppliers in our Operations Materials, which we may modify upon reasonable written notice to you.

You must purchase or lease a Service Vehicle meeting our specifications, which, depending on the specific needs of your Business, may be a cargo van, trailer, truck with an extendable ladder, or another mechanism capable of transporting all required tools and equipment to job sites. You must apply our required graphics to all Service Vehicles according to our System Standards. You may not use your Service Vehicle(s) for any purpose unrelated to your Business. You and your employees must exclusively use the Service Vehicle(s) that we have approved and that meet our System Standards to travel to and from job sites.

We have formulated specifications for equipment, tools, and supplies. Our specifications are available to prospective 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 we have not previously approved) and provide us with sufficient technical data to enable us to evaluate your request. We will provide you with written notification of approval or disapproval within 60 days after receipt of your request. We will

approve a request if we determine that a modified specification is appropriate or that any equipment or supply meets our specifications then in effect. We may perform tests to determine if any equipment or supply meets our specifications.

We estimate that 25% to 50% of your required purchases and leases of goods and services used in the establishment of a *True Install* Business, and approximately 10% to 25% of your required purchases and leases of goods and services used in the operation of a *True Install* Business are subject to our specifications or must be purchased from an approved supplier.

We may approve a single supplier for any product or service, which may be us or our affiliate. We may grant approvals of new suppliers or revoke past approvals of suppliers on reasonable written notice to you.

As to products and services for which we have approved suppliers, you may request in writing our approval of additional approved suppliers providing comparable products and services meeting our specifications. Currently, we will grant or revoke approvals using the following procedures: (1) you may request in writing our approval of an additional supplier; (2) we will grant or deny approval of an additional supplier based on our criteria for supplier approval then in effect, which criteria are not available to you, and possibly based on an inspection or performance review; and (3) we will provide you with written notification of the approval or disapproval of any supplier you propose within 60 days after receipt of your request. No fee or reimbursement by you is required for our evaluation of additional approved suppliers. We may revoke approvals of recommended or previously approved suppliers on reasonable written notice to you. We periodically may change our supplier approval process and criteria. We do not provide material benefits to you based on your use of designated or approved sources. Any variations or accommodations we grant you for your Business are not automatically authorized for other *True Install* Businesses, whether owned by you or other franchisees.

During fiscal year 2025, our revenue from purchases by franchisees of all of our concepts of software, marketing materials and programs, ecommerce, project management, creative services, and other outsourced services was \$1,603,907, which represents approximately 5.7% of our total revenue of \$28,160,143. According to its accounting records and point-of-sale system, our affiliate AFBCO had \$520,718 in revenue from purchases by franchisees of all our brand concepts during fiscal year 2025. Otherwise, we and our affiliates did not derive revenue from franchisee purchases.

We may derive revenue from the items you purchase from approved suppliers. When we hold franchisee meetings, some approved suppliers pay us to be sponsors and participate in the meetings at various levels. We use the sponsorship fees to pay costs associated with the meetings. We currently receive (i) a 5% rebate from franchisee purchases of selected e-mail marketing services; (ii) a rebate equal to 10% of all franchisee purchases of certain graphics materials; and (iii) a rebate of 1.5% to 4% based on the aggregate purchases made by franchisees of certain wholesale print products. During the 2025 fiscal year, we received a total of \$152,630 in rebates from third-party suppliers as a result of purchases by franchisees of all our other brand concepts. However, we may retain the credit for any discounts, rebates or incentives received as a result of your purchases or contribute them to the Marketing Fund. None of our affiliates received any commissions or rebates from third-party suppliers during the 2025 fiscal year.

We have not negotiated purchase agreements with any vendor sources or received discounted or wholesale prices from vendor list prices, though we may do so in the future and require you to purchase directly from those vendors. We may negotiate prices for supplies, for the benefit of our franchisees and purchased by franchisees directly from certain suppliers, though no such arrangements currently exist. We do not receive any payments or other material consideration from these suppliers.

We have no purchasing or distribution cooperatives. However, we may negotiate with some suppliers for you.

We and our officers do not own any interest in any approved supplier, except for direct and indirect ownership interest in us, our parents, and our affiliates.

ITEM 9 FRANCHISEE’S OBLIGATIONS

This table lists your principal obligations under the Franchise Agreement 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.

Obligation	Section of Franchise Agreement	Disclosure Document Item
(a) Site selection and acquisition/lease	Sections 2.A, 2.B of Franchise Agreement	Items 7, 8 & 11
(b) Pre-opening purchases / leases	Sections 2.B, 2.C, 2.D, 2.E, 9.A of Franchise Agreement	Items 7, 8 & 11
(c) Site development and other pre-opening requirements	Sections 2.C, 3.A, 4.A of Franchise Agreement	Items 6, 7 & 11
(d) Initial and ongoing training	Section 4.A, 4.B, 4.C of Franchise Agreement	Item 11 & 15
(e) Opening	Section 2.F of Franchise Agreement	Item 11
(f) Fees	Section 3 of the Franchise Agreement	Items 5, 6 & 7
(g) Compliance with standards, policies and manuals	Sections 4.C, 8.A, 8.B, 8.D, 8.G of the Franchise Agreement	Items 1, 8 & 11
(h) Trademarks and proprietary information	Sections 5, 6 of Franchise Agreement	Items 13 & 14
(i) Restrictions on products/services offered	Sections 8.B, 8.D of Franchise Agreement	Items 8, 11 & 16
(j) Warranty and customer service requirements	Not applicable	Not applicable
(k) Territorial development and sales quotas	Not applicable	Not applicable
(l) Ongoing product / service purchases	Section 8.D of the Franchise Agreement	Item 8
(m) Maintenance / appearance and remodeling requirements	Sections 2.E, 8.A, 8.G of the Franchise Agreement	Item 11
(n) Insurance	Section 8.F of Franchise Agreement	Items 7 & 8
(o) Advertising	Section 9 of the Franchise Agreement	Items 6, 7 & 11
(p) Indemnification	Section 16.D of the Franchise Agreement	Item 6
(q) Owner’s participation / management / staffing	Section 8.C of the Franchise Agreement	Items 11 & 15
(r) Records and reports	Section 10 of Franchise Agreement	Item 6
(s) Inspections and audits	Section 11 of the Franchise Agreement	Item 6
(t) Transfer	Section 12 of Franchise Agreement	Item 17
(u) Renewal	Section 13.A, 13.B of Franchise Agreement	Item 17

Obligation	Section of Franchise Agreement	Disclosure Document Item
(v) Post-termination obligations	Section 15 of the Franchise Agreement	Item 17
(w) Non-competition covenants	Section 7, 15.D of the Franchise Agreement	Item 17
(x) Dispute resolution	Section 17.F of the Franchise Agreement	Item 17
(y) Owner/shareholder guaranty	Section 1.C, 13.C of the Franchise Agreement	Item 15

**ITEM 10
FINANCING**

Neither we nor any agent or affiliate offers direct or indirect financing to you, or guarantees any of your notes, leases or obligations.

**ITEM 11
FRANCHISOR’S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING**

Except as listed below, we are not required to provide you with any assistance.

Before you open your Business, we will provide you with the following assistance:

- (1) Site selection for your Warehouse (should you choose to rent a warehouse space prior to opening your Business) and approval or disapproval of the terms of any lease for the Warehouse before you sign it; however, our approval of any lease is done solely to protect our rights, and we will not assist with any negotiations (Section 2.A, 2.B of the Franchise Agreement).
- (2) Initial training for you (or your Managing Owner (defined in Item 15) if you are an entity), a portion of which is conducted at Alliance University in Hanover, Maryland, or another location designated by us (which may be virtually). This training generally lasts up to 3 weeks, but training may vary in length depending on the number of people in attendance and their experience. (Section 4.A of the Franchise Agreement) (See “Training” below).
- (3) Written specifications for equipment (including the Computer System), supplies, tool package, and vehicle signage to be used in accordance with the System Standards, though we do not deliver or install these items (Section 8.D of the Franchise Agreement).
- (4) Electronic access to our Operations Materials (Section 4.C of the Franchise Agreement.) (see “Operations Materials” below).

During the operation of your Business, we will:

- (1) Up to 10 days of opening assistance for operations, sales and marketing, and application methods, which days may or may not be consecutive (Section 4.A of the Franchise Agreement) (see “Training” below).
- (2) Periodically advise you, as the need for such advice is determined by us, concerning the operation of your Business (Section 4.B of the Franchise Agreement).
- (3) Update the electronic Operations Materials to incorporate improvements and new developments in the System, including improvements in services you offer to your

customers. We may revise the Operations Materials at any time (Section 4.C of the Franchise Agreement.).

- (4) Provide you with a list of recommended vendors and suppliers for the products, goods, merchandise, supplies, machinery, signs, furniture, fixtures, equipment and services. We do not deliver or install any of these items (Section 8.D of the Franchise Agreement).
- (5) Review and subsequently approve or disapprove your marketing materials prior to use (Section 9.A of the Franchise Agreement).
- (6) If you request to relocate your Warehouse, approve or disapprove the proposed site and adjust the Protected Territory, if required (Section 2.B of the Franchise Agreement).
- (7) Administer one or more system-wide marketing funds (Section 9.B of the Franchise Agreement) (See “Marketing Fund” below).
- (8) Maintain one or more website(s) for the promotion of the *True Install* brand. We currently maintain separate websites for each of our brands but may combine the websites (Section 9.C of the Franchise Agreement).

We may, but are not obligated to, assist you with establishing prices for the services your Business sells.

MARKETING AND PROMOTION

Marketing Fund

We currently maintain and administer a marketing fund for *True Install* Businesses located in the United States (the “Marketing Fund”). We will use the Marketing Fund for marketing and public relations programs and materials we deem appropriate. *True Install* Businesses that we or our affiliates may own may not contribute to the Marketing Fund on the same percentage basis as franchisees. We may consolidate the Marketing Fund with the marketing funds of other brands we or our affiliates franchise, and maintain and administer one marketing fund for all brands. We currently require franchisees to contribute 2% of Net Sales on a monthly basis. We may modify the required contributions to the Marketing Fund and require you to contribute up to 3% of your monthly Net Sales.

We will direct all programs that the Marketing Fund finances, with sole control over the creative concepts, materials, and endorsements used and their geographic, market, and media placement and allocation. The Marketing Fund may pay for preparing and producing video, audio, and written materials and digital media; developing, implementing, and maintaining a Franchise System Website (as defined below) and/or related strategies; administering regional and multi-regional marketing, social media, public relations and marketing programs, including, without limitation, purchasing trade journal, direct mail, and other media marketing and using promotion and marketing agencies and other advisors to provide assistance; administering online marketing campaigns (including search engine, social media, email, pay-per-click and display ad campaigns); developing and administering software, apps, and related integrations; implementing a loyalty program or other marketing programs designed to encourage the use of *True Install* Businesses; supporting public relations, market research, direct sales tools, and other promotion and marketing activities; developing and administering a call center; sales training and support of franchisees’ sales personnel; and such other use as we deem appropriate for the promotion of the *True Install*[®] brand. As long as you are in compliance with the Franchise Agreement and System Standards, the Marketing Fund periodically may give you samples of marketing and promotional formats and materials at no cost. “System Standards” means our mandatory specifications, standards, operating procedures, and rules for operating

True Install Businesses. The Marketing Fund will sell you multiple copies of these materials at its direct cost of producing them, plus any related shipping, handling, and storage charges.

We will account for the Marketing Fund separately from our other funds and not use the Marketing Fund for any of our general operating expenses. However, we may use the Marketing Fund to pay the reasonable salaries and benefits of personnel who manage and administer the Marketing Fund, the Marketing Fund's other administrative costs, travel expenses of personnel while they are on Marketing Fund business, meeting costs, overhead relating to Marketing Fund business, and other expenses that we incur in activities reasonably related to administering, communicating or directing the Marketing Fund and its programs, including, without limitation, conducting market research; running social media campaigns; building, updating and maintaining websites; creating and delivering franchisee communications; public relations; preparing promotion and marketing materials; and collecting and accounting for Marketing Fund contributions. We will not use the Marketing Fund contributions for advertising which principally is a solicitation for the sale of franchises.

The Marketing Fund will not be our asset. The Marketing Fund is not a trust. We do not owe any fiduciary obligation to you for administering the Marketing Fund or any other reason. We will hold all Marketing Fund contributions for the benefit of the contributors and use contributions for the purposes described in this Subsection. The Marketing Fund may spend in any fiscal year more or less than the total Marketing Fund contributions in that year, borrow from us or others (paying reasonable interest) to cover deficits, or invest any surplus for future use. We will use all interest earned on contributions to the Marketing Fund to pay costs before using the Marketing Fund's other assets. If the amount of Marketing Fund contributions spent in the fiscal year is less than all contributions, the remaining amount of funds will be retained for use in the following year. We will prepare an annual, unaudited statement of the Marketing Fund's collections and expenses and give you a copy of the statement upon your written request to us. We may have the Marketing Fund audited annually, at the Marketing Fund's expense, by an independent certified public accountant. We may incorporate the Marketing Fund or operate it through a separate entity whenever we deem appropriate.

We intend for the Marketing Fund to promote the Marks, patronage of the *True Install* Businesses contributing to the Marketing Fund and the *True Install* brand generally. Although we will try to use the Marketing Fund to develop marketing materials and programs, and to place marketing, that will benefit all *True Install* Businesses contributing to the Marketing Fund, we need not ensure that Marketing Fund expenditures in or affecting any geographic area are proportionate or equivalent to Marketing Fund contributions by such *True Install* Businesses operating in that geographic area, or that any such *True Install* Business benefits directly or in proportion to its Marketing Fund contribution from the development of marketing materials or the placement of marketing. We are not required to spend any amount on advertising or promotion in your Protected Territory, whether such advertising or promotion is funded by Marketing Fund contributions or otherwise. We have the right, but no obligation, to use collection agents and institute legal proceedings to collect Marketing Fund contributions at the Marketing Fund's expense. We also may forgive, waive, settle, and compromise all claims by or against the Marketing Fund. Except as expressly provided in the Franchise Agreement, we assume no direct or indirect liability or obligation to you for collecting amounts due to, maintaining, directing, or administering the Marketing Fund.

We may at any time defer or reduce contributions of franchisees and, upon 30 days' prior notice to you, reduce or suspend Marketing Fund contributions and operations for one or more periods of any length and terminate (and, if terminated, reinstate) the Marketing Fund. If we terminate the Marketing Fund, all remaining contributions will be spent prior to its termination.

During the 2025 fiscal year, we used the Marketing Fund contributions as follows:

Expenses	Marketing Fund Expenditures
Media placement – paid and unpaid media advertising through social media, public relations, pay-per-click advertising, retargeting and display advertising	32.7%
Creative Development – production of traditional and digital creative and media assets including marketing collateral, digital ads, website development and search engine optimization	1.8%
Administration – marketing and sales staff costs, membership expenses, legal, accounting and banking expenses. These expenses may be higher or lower depending upon whether we administer and deliver programs which would otherwise have been outsourced	65.5%

Advisory Councils and Cooperatives

We intend to establish a franchisee board of *True Install* franchisees and corporate office representatives (the “Franchise Advisory Board”) to consult with us on various issues, including marketing programs and materials; however, we make all decisions independently. We have the right to change, merge or dissolve the Franchise Advisory Board.

You are not required to participate in any local or regional marketing and advertising cooperatives.

Marketing Materials

You must submit to us, for our approval, all materials to be used for local marketing, unless we have previously approved them or they consist only of materials we have provided. All materials containing our proprietary marks must include the designation service mark SM, trademark TM, registered [®], or copyright [©], or any designation we specify.

If you do not receive the written or oral disapproval of any materials submitted to us within 20 days after the date we received the materials, the materials are approved. We may require you to withdraw and/or discontinue the use of any materials, even if we previously approved them. We must make this requirement in writing, and you will have 5 days after receipt of our notice to withdraw and discontinue use of the materials.

Website(s) and Social Media Platforms

We maintain a corporate website on the internet, www.trueinstall.com, to promote the System, and to advertise the services and products marketed by us and our franchisees and/or franchise opportunities (the “Franchise System Website”). We may, but are not obligated to, provide you with a webpage on the Franchise System Website. We may require that you (i) provide us the information and materials we request to develop, update, and modify your webpage; (ii) notify us whenever any information on the Franchise System Website regarding your Business is not accurate; and (iii) if we give you the right to modify your webpage, notify us whenever you change the content of your webpage. We may discontinue the Franchise System Website or consolidate the Franchise System Website with the website of any other brand we maintain, at any time we determine.

You will be required to have a website for your Business (the “Local Website”), that we host. We will own the domain name for the Local Website and will assign the domain name to you. The content of the Local Website must comply with our specifications and standards that we periodically designate, and all updates and changes to the Local Website must be approved by us. Besides the Local Website we host, you must not create any other website or web page for your Business. Your Local Website must at all times link to the privacy policy and terms and conditions that we prescribe for franchised *True Install* Businesses, which we may update from time to time, and your Local Website must also comply with all applicable laws, System Standards, and other requirements we may prescribe in writing. We may, in the future, require you to create and maintain your own privacy policy for your Local Website. You must sign the Local Website Enrollment Form in the form attached to this Disclosure Document as Exhibit F. Our current monthly maintenance and hosting fee is paid by the Marketing Fund, but we may charge franchisees a fee, which we currently estimate to be \$50 per month (plus tax (if applicable)) for the Local Website.

You are not permitted to develop, establish, register, or authorize any website, domain name, e-mail address, social media account (such as LinkedIn[®], Facebook[®], Instagram[®], YouTube[®], TikTok[®] or Google[®] Business Profile), user name, other online presence or presence on any electronic, virtual, or digital medium of any kind (“Online Presence”) that mentions or describes your Business or that displays any of the Marks. We may, on your behalf, establish Online Presence(s) for your use in accordance with our then-current social media policy or any successor policy, which we may modify periodically, which includes guidelines for posting messages and/or commentary on third-party websites. We have discretion as to which Online Presence(s), if any, we establish on behalf of your Business or Businesses generally. We are not required to allow you to use any Online Presence, and we may prohibit the use of any Online Presence by you or all franchisees. You will have no right, title, or interest to any Online Presence account or any “fans,” “followers,” “friends,” “contacts,” or similar connections associated therewith. We will at all times have primary administrative access to each Online Presence that we establish, and all documents, data, materials, and messages shared from or by such accounts, and we will grant you subordinate administrative access. We are the sole owner of each Online Presence, including all user credentials, and you are prohibited from taking any actions to assert otherwise.

Any Local Website and/or Online Presence you maintain must identify your Business as an independently owned and operated business. All marketing and promotional materials that you develop for your Business must contain notices of the Franchise System Website’s domain name in the manner we designate. You must post content on the Online Presence(s) we designate, at intervals no less frequent than those we require periodically and in accordance with our then-current social media policy or any successor policy, and you are solely responsible for the materials posted on any Online Presence related to your Business. You must safeguard access to the Local Website and any Online Presence and all associated user credentials to prevent unauthorized use by third parties. We may, at any time without prior notice to you, access the Online Presences and take any actions necessary or required to maintain the goodwill of the brands and reputation of the System. If you fail to comply with any of our System Standards related to Online Presences, including any guidelines set forth in the then-current social media policy or any successor policy, we may deactivate your Local Website or Online Presence(s) and/or limit your users’ administrative and/or posting access to such accounts.

You must list your Business in such online directories as we periodically prescribe. Under our current electronic communications marketing policies, you may have listings on local Internet-based business directories, such as those sponsored by Chambers of Commerce and vertical industry associations, such as Builders Associations. All of those listings must be submitted to us for our pre-approval and must be linked to the space for your business on our website. Except as otherwise described, you may not develop, maintain, or authorize any Online Presence that mentions or describes your Business or displays any of the Marks.

COMPUTER SYSTEM

You must obtain, use, and maintain a variety of integrated computer hardware and/or software systems and other technology components we periodically specify that meet our System Standards (the “Computer System”). We require that you purchase part or all of the Computer System from the suppliers we designate (which may be us or our affiliates). Currently, we require the use of business-grade laptop computers, hardware and software (such as Windows-based PC computers and Apple computers) with a vendor-supported operating system, and a dedicated Internet connection with back-up system and routers. You may also acquire an optional smart watch and iPad. The cost of the Computer System and its components may vary due to available options or suppliers’ cost fluctuations. The current cost for purchasing the Computer System is between \$1,974 and \$5,843.

We require that you use the following software and services:

- Workiz Field Service Management Software with a base cost of \$325 per month, plus sales tax, if applicable. Additional options may be added for additional fees.
- myHRcounsel with subscription fees of \$89 per month.
- Microsoft Office 365 Business Standard for email and office applications with an estimated cost of \$12.50 per user per month.
- Business Internet service plan with an estimated cost of \$75 per month.
- QuickBooks Online Plus with subscription fees of \$100 per month.
- Malware protection software with an estimated cost of \$85 per year.

These fees are subject to increase based on the fees imposed by third-party providers. In some circumstances, your agreements with these third-party providers may dictate the fee changes. We will provide you with a list of other recommended service plans and subscription services to support your Business. Our recommended service plans, and other software that you opt to use, may cause you to incur additional fees.

We require you to pay a technology fee to us (or our affiliates) (the “Technology Services Fee”). Currently, we charge a Technology Services Fee of \$100 per month. We may periodically modify the amount of the Technology Services Fee, which is paid at the times, and in the manner, designated by us.

We may supplement or modify our specifications to the Computer System. You must make periodic upgrades and updates to the Computer System that we require, which might require you to purchase, lease and/or license new or modified hardware and/or software and to obtain service and support for the Computer System. There are no contractual limitations on the frequency and cost of this requirement. We strongly recommend that you secure a third-party IT support contract to manage your IT infrastructure and implement and maintain updated security practices, which we estimate will cost \$500 per computer, per year.

All hardware and software components are the proprietary property of their manufacturers who have no obligation to provide ongoing maintenance, repairs, upgrades or updates unless you pay for them. We have no obligation to provide ongoing maintenance, repairs, upgrades, or updates for the Computer System. We may require you to use certain software, platforms and/or technologies that will allow us to access information regarding your Center, electronically or by other means. The required software programs generate, and we will collect, point-of-sale and sales data, accounting data, and other financial data and

information we designate. We currently have independent access to some, but not all, of the data generated by the required software programs; therefore, we may require that you assist us in procuring independent access to additional data in the future. There are no contractual limitations on our right to access and/or use this information and data.

OPERATIONS MATERIALS

We provide guidance through operations materials, which may include one or more separate manuals as well as computer software, information available on an internet site, other digital media, and/or written materials (collectively, the “Operations Materials”). The Operations Materials currently have a total of 204 pages. The table of contents of our Operations Materials is attached as Exhibit K.

We currently post the Operations Materials on a restricted website to which you will have access. You must monitor and access the website for any updates to the Operations Materials or System Standards. Any passwords or other digital identifications necessary to access the Operations Materials will be deemed to be part of our confidential information.

TRAINING

You (or your Managing Owner if you are an entity) must complete the initial training to our satisfaction. The classroom training generally lasts up to 3 weeks, with two weeks in person at our offices (or an alternate location we designate) and one week virtually. Prior to attending the classroom training at Alliance University, you (or your Managing Owner if you are an entity) will be required to complete 30 hours of OSHA training, which is conducted virtually by a third-party vendor (these hours are not included in the chart below). Prior to opening your Business, you must also engage an installer meeting the minimum qualifications as we may designate in the Operations Materials or otherwise in writing. We will provide initial training to you (or your Managing Owner) at no additional cost. If we determine that you (or your Managing Owner) cannot complete initial training to our satisfaction, we may terminate the Franchise Agreement. We generally offer the initial training on an as-needed basis, but anticipate offering it at least four times per year, at our offices in Hanover, Maryland (but we may designate an alternate location, or elect to provide the entirety of the classroom training virtually), and we may lengthen, shorten, or restructure the contents of this program. The training has been conducted by a training staff currently under the direction of Holly Harding, our Senior Training Manager. Ms. Harding has 23 years of experience with us and 23 years of experience in certain subjects taught. Other members of our administrative staff may assist in training, and have either at least one year of experience with us, or at least one year of experience in the subjects taught.

You will be scheduled to attend this training within 60 days of signing the Franchise Agreement. Additional optional online learning opportunities are also available. Training materials include access to our online learning center, digital access to our Operations Materials and access to our franchisee-facing communications portal. We may vary the initial training program depending on the experience and skill level(s) of the attendee(s).

You (or your Managing Owner) may request additional training at the end of the initial training program, to be provided at our then current per diem charges, if you (or your Managing Owner) do not feel sufficiently trained in the operation of a *True Install* Business. We and you will jointly determine the duration of this additional training, and you must pay our additional assistance fee for this training (currently \$400 per person per day plus reimbursement of our expenses, in addition to all travel and living expenses of the attendees (subject to a maximum fee of \$1,000 per person per day)). After our provision of the initial training to you (or your Managing Owner), you are responsible for ensuring that all of your employees are sufficiently trained and that all installers employed by your Business successfully complete the OSHA training prior to providing services to customers of your Business. You may send your installer to the

employee-accessible portion of initial training, which includes approximately 80 hours of on-the-job training and classroom instruction on application methods, though it is not required. You may send employees to our regularly scheduled training programs at no additional cost to you if you choose not to conduct the initial training yourself, provided that you are responsible for all travel and living expenses incurred for such employees during the training programs. If we provide you with training outside of our regularly scheduled training programs, you must pay our additional assistance fee for this training, or if you send employees to our regularly scheduled training programs in addition to all travel and living expenses of the attendees. We may make reasonable increases in this fee during the term of your franchise based on our incurred costs. If you request training for your employees during a time when training is not regularly scheduled, we may charge you additional fees. Otherwise, you must train your own employees. If you have a new Managing Owner, the new Managing Owner must complete our then-current initial training program to our satisfaction. We may charge reasonable fees for training new Managing Owners. You will pay all travel and living expenses which your Managing Owner and your installer (if applicable) incur during all training courses and programs.

The initial training program is designed to cover all phases of the operation of a *True Install Business*. Any non-owner employees attending employee-accessible portions of initial training must execute our then-current form of Confidentiality and Non-Solicitation Agreement, attached to this Disclosure Document as Exhibit E. You are responsible for covering your and your personnel’s travel and lodging costs for attending training. We will, at our own cost, provide you with opening assistance. Opening assistance will occur within the first 90 days of your Business’s operations. Opening assistance will last up to 10 days, which may not be consecutive and which may be a combination of on-site and virtual training.

We provide the following initial training:

TRAINING PROGRAM

SUBJECT ¹	HOURS OF CLASSROOM TRAINING ²	HOURS OF ON-THE-JOB TRAINING ³	LOCATION
Business Operations <ul style="list-style-type: none"> • Management Information System (MIS) • Project Workflow • OSHA & Safety • Personnel Management & Staffing • Financial Management & Planning 	15	5	Alliance University or onsite at your Business
Marketing ⁴ <ul style="list-style-type: none"> • Marketing Programs and Services • Best Practices and Practical Applications • Identity Standards and Marketing Review/Recap 	5	2	Alliance University or onsite at your Business
Sales <ul style="list-style-type: none"> • Consultative Sales • Sales Plan & Benchmarking • Frontline Training and Coaching • Customer Experience Training • Lead Qualification Services 	10	46	Alliance University or onsite at your Business

SUBJECT ¹	HOURS OF CLASSROOM TRAINING ²	HOURS OF ON-THE-JOB TRAINING ³	LOCATION
Application Methods <ul style="list-style-type: none"> • Product Knowledge • Windows, Walls, Floors • Vinyl • Mechanical 	80	25	Alliance University or onsite at your Business
TOTAL	110	78	

NOTES:

Note 1: The hours devoted to each subject are estimates and may vary substantially based on your prior experience, your needs, and scheduling. In addition to this initial training, you will have access to additional online training classes that cover many topics relevant to the operation of your Business, including technology, business communications, customer service, accounting and finance, and general business management. The above training chart does not include pre-training requirements, including the 30 hours of OSHA training you (or your Managing Owner) must complete.

Note 2: A portion of the classroom training will be conducted at Alliance University, which is currently located in Hanover, Maryland, or another location we designate (which may be virtually). We may elect to provide the entirety of the classroom training virtually.

Note 3: On-the-job training is on-site, in-the-field assistance which may be held on-site or virtually. The subjects taught may differ based upon our assessment of your needs, but generally include operations, sales and marketing, and application methods.

We may require you (or your Managing Owner) to attend and complete to our satisfaction various training courses that we periodically choose to provide at the times and locations that we designate, including courses and programs provided by third parties we designate (which may be virtually). We will not require attendance at more than three such courses, or for more than a total of seven business days, during a calendar year. Besides attending these courses, if we hold an annual meeting and sales conference, you must attend the annual meeting and sales conference each year at a location we designate. All training and the annual meeting and sales conference may be held virtually. You must pay all costs to attend the annual meeting, including the applicable fees, if any, and your attendees' compensation or benefits due, travel and living expenses.

You must require each installer you employ to attend the 30 hours of OSHA training, provided by third parties, prior to providing any services to customers of your Business. You may choose to send your installer(s) to the initial training offered by us, though it is not required. If any of your installer(s) attend the initial training, you will be responsible for paying our additional assistance fee for this training (currently \$400 per person per day plus reimbursement of our representatives' travel expenses) in addition to all travel and living expenses of your attendee(s). If your initial installer does not attend our initial training program, you are responsible for providing the initial training to your installer.

SITE SELECTION

You may initially operate your Business out of a private residence which need not be within the Protected Territory, until you obtain a Warehouse, which must be located within the Protected Territory and must occur no later than the first anniversary of the date you start operating your Business. We will consult with you on selecting a site for the Warehouse, which we will approve or disapprove (within 60 days after you propose it in writing with appropriate documentation as stated in the Operations Materials)

based on such factors as centralization in the Protected Territory, you and your employee(s)' ease of access, and the terms of any proposed lease or purchase contract. If we disapprove of a site for the Warehouse, you must locate another site. If you and we cannot agree on a new site, we may terminate the Franchise Agreement.

We do not lease or sublease sites to our franchisees. You will lease your Warehouse from a third party. Your landlord must agree to certain lease terms we require, or we will not approve your site. You must have our written approval of your site before you sign a lease or sublease.

OPENING OF BUSINESS

We anticipate that you will begin your Business's operations within 90 days of your signing of the Franchise Agreement. If you do not open for business within 90 days after you sign the Franchise Agreement, we may terminate the franchise. If we terminate the franchise, we may retain your initial franchise fee. The typical length of time between the signing of the franchise agreement and the opening of a *True Install* Business is 90 days. Factors that may affect the length of time between signing the Franchise Agreement and opening your Business include the time needed to arrange financing, your ability to obtain business licenses and permits (including any specialty licenses), your employment of an installer, and the time when you (or your Managing Owner) receive and successfully complete training. In some states, it may take longer to acquire the specialty licenses that are required for the operation of your Business. If you are actively working toward obtaining the required specialty licenses but you are unable to do so within 90 days of your signing of the Franchise Agreement, we may extend the time in which you may open your Business, in which case such extension of time will not be considered a breach of the Franchise Agreement.

ITEM 12 TERRITORY

You will not receive an exclusive territory. You may face competition from other franchisees, from *True Install* Businesses that we may own, or from other channels of distribution or competitive brands we control. However, we and our affiliates will not operate or grant a franchise for the operation of another *True Install* Business within your designated territory (the "Protected Territory"), subject to the rights we have, as described below. The Protected Territory encompasses a count of approximately 5,000 businesses, and will be identified on Exhibit B to your Franchise Agreement before you sign it. It is recommended (but not required) that you be a resident of the Protected Territory. If you rent a Warehouse, the Warehouse must be located within your Protected Territory.

You may sell the services only to customers within the Protected Territory. You may not solicit or contract with a business to provide services to such business if it is located outside your Protected Territory without our prior written consent. If we allow you to contract with a business outside of your Protected Territory, such consent pertains only to the request to provide services to such business for that specific installation job. Our consent is not to be construed as consent for additional or future jobs outside of your Protected Territory, including with the same customer, or as our consent to expand your Protected Territory. If you solicit or complete an installation job outside of your Protected Territory without our prior written consent, you must pay us liquidated damages in an amount equal to the greater of: (i) \$5,000 per incident for any marketing, advertising, or promotional activities conducted, or for any installation job obtained outside of your Protected Territory; or (ii) 100% of the gross revenue invoiced for any work obtained in breach of the territorial limitations.

However, if a business located within your Protected Territory subcontracts for you to provide installation services to its client who is located outside the Protected Territory, you shall not be prohibited from providing such services outside the Protected Territory, regardless of whether the installation services will occur within another *True Install* Business's Protected Territory. You may not engage in promotional

or similar activities, directly or indirectly, through the internet, catalog sales, telemarketing, or other direct marketing mechanisms; or establish or maintain any Online Presence for your Business unless you follow the policies in our Operations Materials or obtain our prior written consent.

We and any *True Install* Business we may own, as well as our Franchise System Website, may advertise to businesses located anywhere, including in or around your Protected Territory. Other *True Install* Businesses owned by franchisees may not market and solicit customers in your Protected Territory.

We may:

(1) acquire and operate, and allow others to acquire and operate, one or more businesses offering services which are identical or similar to the services offered by a *True Install* Business, and/or franchising, licensing or creating similar arrangements with respect to these businesses, wherever these businesses (or the franchisees or licensees of these businesses) are located or operating (including in the Protected Territory);

(2) offer and sell services offered by *True Install* Businesses to national, regional and governmental accounts or our affiliates (including customers or accounts located within the Protected Territory);

(3) establish, and allow others to establish, other distribution channels (including, but not limited to, the Internet, catalog sales, telemarketing, and other direct marketing sales), wherever located or operating and regardless of the nature or location of the customers with whom such other distribution channels do business, that operate under the Marks or any other trade names, trademarks, service marks or commercial symbols that are the same as or different from a *True Install* Business, and that sell services that are identical or similar to, and/or competitive with, those that a *True Install* Business customarily sells under any terms and conditions we deem appropriate;

(4) be acquired (whether through acquisition of assets, ownership interests or otherwise, regardless of the form of transaction), by a business providing services similar to those provided at *True Install* Businesses or by another business, even if such business operates, franchises and/or licenses competitive businesses in the Protected Territory; and

(5) engage in all other activities not expressly prohibited by the Franchise Agreement.

We are not required to pay you if we exercise any of the rights specified above inside or outside your Protected Territory.

You will operate your Business within your Protected Territory, and only from your designated Principal Business Address, which may initially be your private residence or a Warehouse. You must receive our permission and approval prior to relocating your Principal Business Address. The Franchise Agreement is for one *True Install* Business only and does not give you any right of first refusal or similar rights to acquire additional franchises within any given area. If you want to open an additional *True Install* Business, you must sign an additional Franchise Agreement. We have no obligation to grant additional franchises to you.

If the business count in the Protected Territory increases by at least 50% at any time during the term of your Franchise Agreement, we may reduce your Protected Territory, though the business count in the new Protected Territory will be at least 5,000 businesses.

Our affiliates operate an *Image360* center and an *Allegra* center. As described in Item 1, under separate disclosure documents we grant franchises for the operation of professional graphic solutions businesses, under the trade names "*Image360*," "*Signs By Tomorrow*" and "*Signs Now*;" and the operation


of marketing and business communication services businesses, under the trade names “*Allegra*,” “*Insty-Prints*,” and “*American Speedy Printing*,” which may be located within your Protected Territory. We currently have no plans to operate or franchise businesses under any other trademarks. Professional graphics solutions businesses may compete for your business, and in the future such brands may offer additional services that may be competitive with the services you will offer at your Business. However, if a conflict should arise, we will analyze it on a case-by-case basis and take action (if any) that we deem appropriate. As disclosed in Item 1, we share a principal business address for all our brands.

**ITEM 13
TRADEMARKS**

We grant you the non-exclusive right and obligation to use the trademarks, service marks and trade name *True Install*, and other trademarks, service marks, trade names, logos, trade dresses, and other commercial symbols (the “Marks”) that we make available to you to operate your Business under the Franchise Agreement. The Marks are owned by AFB IP Holdings, our affiliate. AFB IP Holdings has licensed to us, to use and to sublicense, the Marks in connection with the development and operation of *True Install* Businesses under the Intellectual Property License Agreement dated December 31, 2019 (the “License Agreement”). The License Agreement has a term of 99 years and can be terminated on 30 days’ notice if we materially breach the License Agreement and fail to cure the breach, or if we cease to be an affiliate of AFB IP Holdings, or by us without cause by providing 90 days’ written notice to AFB IP Holdings. Your rights to use the Marks under the Franchise Agreement will not be affected by the termination of the License Agreement. Your use of the Marks is a temporary authorized use under the Franchise Agreement and AFB IP Holdings will retain all ownership interests in the Marks and all goodwill generated by the Marks.

Registrations and Applications

The following principal Marks are registered or have been applied for on the Principal Register of the United States Patent and Trademark Office (“USPTO”):

MARK	REGISTRATION NUMBER	REGISTRATION / FILING DATE
TRUE INSTALL	Reg. No. 6223695	December 15, 2020
	Reg. No. 7336578	March 26, 2024

All required renewals and affidavits for the Marks listed above have been filed.

Determinations

There are no currently effective material determinations of the U.S. Patent and Trademark Office, any Trademark Trial and Appeal Board, any state trademark administrator, or any federal or state court, and nor are there any pending interference, infringement, opposition or cancellation proceedings, or material litigation, involving any of the Marks in any manner that is material to the franchised business. There are no decided infringement, cancellation or opposition proceedings in which we unsuccessfully fought to prevent registration of another trademark to protect the Marks.

Agreements

Other than the License Agreement, there are no currently effective agreements that significantly limit our rights to use or license the use of the Marks in any manner that is material to the franchised business.

Protection of Rights

We will control any administrative proceedings or litigation involving the Marks. You must notify us promptly of any use by any person or entity, other than us or our franchisees, of any of the Marks or any variation of any of the Marks. We will decide the actions to be taken against the use of any of the Marks by any persons or legal entities other than us or our franchisees. Any actions that we take will be at our expense.

You must notify us promptly if any proceeding is brought against you involving any of the Marks, and you must deliver to us copies of any documents for the litigation that we request. We will decide whether to settle or defend any trademark proceeding brought against you. If we decide to take either action, we will do so at our expense, but you must cooperate with us. We will reimburse you for your out-of-pocket costs of taking any action that we have asked you to take. If we decide not to defend or settle any trademark litigation brought against you, you must defend or settle the litigation at your expense; however, we will reimburse you for your damages and expenses that you incur in any trademark infringement proceeding disputing your authorized use of the Marks if you have timely notified us of a claim or proceeding, are in compliance with the Franchise Agreement and are held liable in any proceeding from your authorized use of any of the Marks.

Modification of Trademarks

We may modify or provide a substitute for any trademark, although we have no current intent to do so. You are obligated to comply with any modifications, discontinuations, or substitutions we require. You have no right to reimbursement for any expenses or losses, and we have no obligation to reimburse you for any expenses or losses resulting from a change in Marks, for your expenses for promoting a modified or substitute trademark or service mark, or for any indirect expense, such as marketing expenses, or for any goodwill associated with any discontinued Mark. We also may require you to use and display a notice in a form we approve that you are a franchisee under the brand using the Marks under a Franchise Agreement.

Superior Prior Rights and Infringing Uses

We do not know of any superior prior rights or infringing uses that could materially affect your use of the Marks.

ITEM 14 PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

Patents

No patents or pending patent applications are material to the franchise.

Copyrights

Various marketing, sales, training and management materials which we have created, including the Operations Materials, marketing materials, newsletters, training and informational materials, printing,

marketing and promotional materials and related items used in operating a *True Install* Business are protected under the U.S. Copyright Act, whether or not we have obtained registrations. You may use these copyrighted materials during the term of the franchise, in a manner consistent with our ownership rights, solely for the purpose of promoting your Business. We may require you to modify or discontinue using the copyrighted materials without compensation to you. You will not have any other rights if you must modify or discontinue using the copyrighted materials.

There are currently no effective determinations of the U.S. Copyright Office (Library of Congress) or any court, and no pending infringement, opposition or cancellation proceedings or material litigation, involving the copyrighted materials that are relevant to their use by our franchisees.

There are no agreements currently in effect that limit our right to use or license the use of our copyrighted materials in any manner material to the franchise.

All of the provisions in Item 13 under the heading “Protection of Rights” also apply to copyrights; however, you must modify or discontinue use of any subject matter covered by a copyright if directed by us to do so. We have no obligation to reimburse you for any expenses resulting from a change in any copyrights, for your expenses for promoting or using a modified or substitute copyright, or for any indirect expense, such as marketing expenses, or for any goodwill associated with any discontinued copyright.

We do not know of any superior rights in or any infringing uses of our copyrighted materials that could materially affect your use of the copyrighted materials.

Proprietary Information

We have developed and we may continue to develop confidential information for the operation of *True Install* Businesses including plans and specifications for the development of *True Install* Businesses; training materials, programs and systems for franchisees and personnel of *True Install* Businesses; methods, techniques, formats, specifications, standards, systems, procedures, sales and marketing techniques, know-how and knowledge of and experience in the development and operation of *True Install* Businesses; marketing and promotional programs for *True Install* Businesses; knowledge of specifications for and supplies of products, materials, supplies, equipment and services; user credentials for Online Presences; and knowledge of operating results and financial performance of *True Install* Businesses.

The confidential information includes our trade secrets. We disclose it to you on the condition that you do not use the information in any other business, or in violation of the Franchise Agreement, during and after the term of the franchise, that you not make unauthorized copies of any portion of the information, and that you implement all procedures we require to prevent unauthorized use or disclosure of the information. We may require you to have your employees and contractors execute a Confidentiality and Non-Solicitation Agreement and shall have the right to regulate the form of and to be a party to or third-party beneficiary under any such agreements with independent enforcement rights.

ITEM 15 OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

If you are an individual, you must personally manage your Business on-premises full-time. If you are a legal entity, you must designate an individual with at least 20% ownership interest and voting power in you and who will have the authority of a chief executive officer (the “Managing Owner”), who must personally manage your Business on-premises full-time. You (or your Managing Owner) must supervise, train and evaluate the performance of your employees so that they provide competent and efficient service to customers.

Additionally, within 90 days of signing the Franchise Agreement, you must engage an installer with the minimum qualifications as we may designate in the Operations Materials or otherwise in writing, and such installer must successfully complete OSHA training provided by a third-party and all other training provided by you.

If you are a legal entity, each of your owners must personally guarantee your obligations under the Franchise Agreement and also must be personally bound by, and personally liable for breach of, the Franchise Agreement. You must sign our form of Guaranty and Assumption of Obligations, a copy of which is attached to this Disclosure Document as Exhibit D. The spouse of each of your owners will also be required to consent in writing to his or her spouse's execution of the guaranty, which serves to bind the assets of the marital estate to the guarantor's performance of the Guaranty and Assumption of Obligations.

Any of your Business's employees who will have access to our confidential and proprietary information or who participate in our training programs must sign a Confidentiality and Non-Solicitation Agreement, our current form of which is attached to this Disclosure Document as Exhibit E.

ITEM 16 RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You may not offer any products or services that we have not approved. You must offer all products and services that we require to be offered at a True Install Business. You must use our specifications for products, materials and supplies, and you must follow our specifications and marketing plans for certain brands of products, materials and supplies. You may only outsource sales for services that we have approved to be outsourced, as described in the Operations Materials or otherwise in writing. You may neither produce nor subcontract the production of signage and/or other products and services for resale. You may not use or permit the use of the Warehouse or Service Vehicle(s) for any other purpose or activity, other than the operation of a *True Install* Business in compliance with the Franchise Agreement, at any time without first obtaining our written consent.

We may designate minimum staffing levels for your Business and employee qualifications, training, and appearance, but you have sole responsibility concerning employee selection and promotion, training, hours worked, rates of pay, benefits, work assigned, and working conditions. We may also change the types of products and services, or add additional authorized products and services, required to be offered at a Business on reasonable written notice to you and there are no limits on our right to do so. You must discontinue selling and offering for sale any products or services that we disapprove at any time.

We do not restrict the customers to whom you may sell approved products and services within your Protected Territory. You may not solicit or contract with a customer to provide services at locations or to such customer if they are located outside your Protected Territory without our prior written consent. Notwithstanding the foregoing, if a customer located within your Protected Territory subcontracts for you to provide installation services to such customer's client who is located outside the Protected Territory, you shall not be prohibited from providing such services outside the Protected Territory.

ITEM 17
RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

This table lists certain important provisions of the Franchise Agreement and related agreements. You should read these provisions in the agreements attached to this Disclosure Document.

PROVISION	SECTION IN FRANCHISE AGREEMENT¹	SUMMARY
(a) Length of the franchise term	Section 1.D of the Franchise Agreement	The term of the Franchise Agreement is 10 years.
(b) Renewal or extension of the term	Section 13.A of the Franchise Agreement	If you are in full compliance, you may acquire one successor franchise by executing our then-current franchise agreement (the terms of which may be materially different from existing terms) for 5 years.
(c) Requirements for franchisee to renew or extend	Section 13 of the Franchise Agreement	<p>Give us timely notice; be in full compliance with your franchise agreement; maintain possession of your Business’s premises or find acceptable substitute premises; upgrade your Warehouse and/or Service Vehicle(s) according to our then-current System Standards (regardless of cost); if we so require, convert your Business into a different brand that we designate, whether offered by us or one of our affiliates; and sign general release (subject to state law).</p> <p>If you seek to renew your franchise at the expiration of the initial term of the Franchise Agreement or any renewal term, you will sign a new franchise agreement that may contain terms and conditions materially different from those in your previous franchise agreement (subject to state law).</p>
(d) Termination by franchisee	Section 14.A of the Franchise Agreement	You may terminate the Franchise Agreement if we materially breach the agreement and do not cure default after notice from you (subject to state law).
(e) Termination by franchisor without cause	Not applicable	We may not terminate the Franchise Agreement without cause.
(f) Termination by franchisor with cause	Section 14.B of the Franchise Agreement	We may terminate the franchise with cause only if you or your owners commit one of several violations (subject to state law).
(g) “Cause” defined-curable defaults	Section 14.B of the Franchise Agreement	Under the Franchise Agreement, you have 10 days to cure monetary defaults and failure to maintain required insurance; 72 hours to correct violation of any law, ordinance, rule or regulation; and 30 days to cure operational defaults and other defaults not listed in (h) below (subject to state law).

PROVISION	SECTION IN FRANCHISE AGREEMENT ¹	SUMMARY
(h) “Cause” defined-non-curable defaults	Section 14.B of the Franchise Agreement	Non-curable defaults under Franchise Agreement include (subject to state law): the failure to open your Business within 90 days after the Franchise Agreement’s effective date; failure to complete training; abandonment; unapproved transfer or assignment of your Business, Franchise Agreement or ownership interest in you if you are a legal entity in violation of the Franchise Agreement; material misrepresentations or omissions; conviction of a felony; dishonest or unethical conduct (including via Online Presence or Local Website); unauthorized assignment of your Business, the franchise agreement, or ownership interest in you if you are a legal entity; you lose possession of the Service Vehicle or Warehouse; unauthorized use or disclosure of the Operations Materials or other confidential information; failure to pay taxes (unless in good faith); you file a petition in bankruptcy or a petition in bankruptcy is filed against you; understating Net Sales; repeated defaults (even if cured); an assignment for the benefit of creditors; appointment of a trustee or receiver; failure to comply with antiterrorism laws; failure to comply with other agreements with us or our affiliate and do not correct such failure within the applicable cure period, if any; breach of any material obligation owed to a third party and do not correct such failure within the applicable cure period, if any; two or more instances of inappropriate or abusive conduct towards us, our representatives, other franchisees, and/or customers; and failure to pay any third-party, including the lessor of your premises, any amounts owed in connection with your Business when due.
(i) Franchisee’s obligations on termination/non-renewal	Section 15 of the Franchise Agreement	Fulfillment of continuing obligations under the Franchise Agreement, including payment of outstanding amounts; close your Business and cease selling services; cease all use of the Marks; cease identifying your Business as a <i>True Install</i> Business or franchise and cancel all fictitious or assumed names using any Mark; return or destroy all confidential information, as we require; deliver to us within 10 days a copy of your management information system, including all customer information, or at our direction, allow us to independently access and retrieve such information from the management information system; complete de-identification, including to Service Vehicle(s); cease using and assign to us all telephone numbers, facsimile numbers and Online Presences; comply with non-competition requirements; pay to us liquidated damages, if applicable; and provide evidence of compliance with de-identification requirements within 15 days (see also (o) and (r)) (subject to state law).

PROVISION	SECTION IN FRANCHISE AGREEMENT ¹	SUMMARY
(j) Assignment of contract by franchisor	Section 12.A of the Franchise Agreement	There are no restrictions on our right to assign our interest in your Franchise Agreement. We may assign without your approval.
(k) “Transfer” by franchisee – defined	Section 12.B of the Franchise Agreement	Includes the conveyance or pledge of any interest in you, your Business, the franchise or a significant part of its assets, or the loss of control, possession, or management of your Business.
(l) Franchisor approval of transfer by franchisee	Section 12.B of the Franchise Agreement	No transfer without our prior written consent. Our consent will not be unreasonably withheld.
(m) Conditions for franchisor approval of transfer	Section 12.C of the Franchise Agreement	New franchisee qualifies; you pay us, our affiliates, and third party vendors all amounts due, including the transfer fee, and submit all required reports; you have provided us with all information and documents regarding the transfer and proposed transferee (and its owners); no default during 60-day period before transfer request or during period between request and transfer’s proposed effective date; new franchisee (and its owners and affiliates) are not in a competitive business; training completed; lease transferred; transferee agrees to upgrade and remodel Warehouse and upgrade or re-wrap Service Vehicle according to our specifications within 45 days after transfer’s effective date; if we require, transferee agrees to transition your Business to a different brand concept that we or an affiliate offer; you or transferee signs our then current franchise agreement and other documents; transferee paid initial franchise fee for a new <i>True Install</i> Business; we approve purchase price and payment terms; you subordinate amounts due to you at our request; you de-identify; and you sign a general release (if law allows) (also see (r) below) (subject to state law).
(n) Franchisor’s right of first refusal to acquire franchisee’s business	Section 12.F of the Franchise Agreement	We have the option to purchase on the same terms as in the offer.
(o) Franchisor’s option to purchase franchisee’s business	Section 15.E of the Franchise Agreement	We have the right (but not the duty), exercisable on written notice to you given within 30 days after non-renewal, expiration or termination of the franchise, to purchase any assets of your business at fair market value (subject to state law).
(p) Death or disability of franchisee	Section 12.E of the Franchise Agreement	Franchise must be transferred to an approved person within 180 days of individual’s death or disability.

PROVISION	SECTION IN FRANCHISE AGREEMENT ¹	SUMMARY
(q) Non-competition covenants during the term of the franchise	Section 7 of the Franchise Agreement	No diversion of customers (or assisting others to divert customers); no behavior injurious to the Marks; no appropriation of the System for use in other businesses or endeavors; no ownership interest in, or performing services for, or leasing premises to competitive business anywhere in the U.S. (“competitive business” means (i) any business offering or selling services that we may authorize <i>True Install</i> Businesses to sell or offer, including, without limitation, professional sign installation and related services, or (ii) any business granting franchises or licenses to others to operate the types of businesses specified in subparagraph (i) (other than a <i>True Install</i> Business operated under a franchise agreement with us). You acknowledge that we may periodically change the services that <i>True Install</i> Businesses are authorized to sell and, therefore, you may be restricted from engaging in certain business activities in the future involving the offer and sale of services which are not currently offered by <i>True Install</i> Businesses) (subject to state law).
(r) Non-competition covenants after the franchise is terminated or expires	Section 15.D of the Franchise Agreement	For 2 years, no direct or indirect ownership interest in, or performing services for, or leasing premises to, a competitive business within the Protected Territory or within a 25-mile radius of the Protected Territory (same restrictions apply after transfer) (subject to state law).
(s) Modification of the agreement	Section 17.L of the Franchise Agreement	No modifications except in writing, but we may change Operations Materials and System Standards.
(t) Integration/merger clause	Section 17.N of the Franchise Agreement	Only the terms of the Franchise Agreement and other related written agreements (including System Standards in the Operations Materials) are binding (subject to applicable state law). Any representations or promises outside of the Disclosure Document and the Franchise Agreement may not be enforceable.
(u) Dispute resolution by arbitration or mediation	Section 17.F of the Franchise Agreement	We and you must arbitrate all disputes at a location within 50 miles of our or, as applicable, our successor’s or assign’s then current principal place of business (currently, Plymouth, Michigan) (subject to state law).
(v) Choice of forum	Section 17.H of the Franchise Agreement	Subject to arbitration requirement, litigation must be exclusively in the state or federal court which is closest to our or, as applicable, our successor’s or assign’s then current principal place of business (currently, Plymouth, Michigan) (subject to state law).
(w) Choice of law	Section 17.G of the Franchise Agreement	Except for U.S. Federal Arbitration Act and other federal laws in the U.S., laws of State of Michigan (subject to state law).

**ITEM 18
PUBLIC FIGURES**

We do not use any public figure to promote our 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 this Disclosure Document. Financial performance information that differs from any included in this Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet that 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.

We do not make any financial performance representations about a franchisee’s future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to us by contacting Meredith Flynn, Executive Vice President Organizational Innovation & Legal Affairs, Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466, (800) 726-9050; the Federal Trade Commission; and the appropriate state regulatory agencies.

**ITEM 20
OUTLETS AND FRANCHISEE INFORMATION**

**TABLE NO. 1
SYSTEMWIDE *TRUE INSTALL* BUSINESS SUMMARY FOR
YEARS 2023 TO 2025 ¹**

Outlet Type	Year	Outlets at Start of Year	Outlets at End of Year	Net Change
Franchised	2023	0	2	+2
	2024	2	3	+1
	2025	3	6	+3
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	0	2	+2
	2024	2	3	+1
	2025	3	6*	+3

* One of these franchise agreements was terminated in 2026.

1. The numbers in tables 1 through 5 of this Item 20 are as of December 31 of each year.

TABLE NO. 2
TRANSFERS OF *TRUE INSTALL* BUSINESSES FROM FRANCHISEES TO NEW OWNERS
(OTHER THAN FRANCHISOR OR AN AFFILIATE)
FOR YEARS 2023 TO 2025

State	Year	Number of Transfers
All States	2023	0
	2024	0
	2025	0
Total	2023	0
	2024	0
	2025	0

TABLE NO. 3
STATUS OF FRANCHISED *TRUE INSTALL* BUSINESSES
FOR YEARS 2023 TO 2025

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations for Other Reasons	Outlets at End of Year
Arizona	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1
Michigan	2023	0	2	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
North Carolina	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1
Texas	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
	2025	1	0	0	0	0	0	1*
Virginia	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1
Totals	2023	0	2	0	0	0	0	2
	2024	2	1	0	0	0	0	3
	2025	3	3	0	0	0	0	6

* This franchise agreement was terminated in 2026.

TABLE NO. 4
STATUS OF COMPANY-OWNED *TRUE INSTALL* BUSINESSES
FOR YEARS 2023 TO 2025

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of Year
All States	2023	0	0	0	0	0	0
	2024	0	0	0	0	0	0
	2025	0	0	0	0	0	0
Totals	2023	0	0	0	0	0	0
	2024	0	0	0	0	0	0
	2025	0	0	0	0	0	0

TABLE NO. 5
***TRUE INSTALL* BUSINESSES PROJECTED OPENINGS**
AS OF DECEMBER 31, 2025, FOR 2026

State	Franchise Agreements Signed But Outlets Not Opened as of December 31, 2025	Projected New Franchised Outlets in 2026	Projected New Company-Owned Outlets in 2026
Arizona	2	0	0
Colorado	0	1	0
Florida	0	1	0
Illinois	0	1	0
North Carolina	1	0	0
Tennessee	0	1	0
Texas	2*	2	0
Utah	0	1	0
Virginia	1	1	0
Total	6	8	0

* These two franchise agreements were terminated in 2026.

Exhibit H is a list of the names, addresses and telephone numbers of our franchisees as of December 31, 2025.

During the last 3 fiscal years, no franchisees have signed confidentiality clauses. Exhibit H also lists the names, cities and states, and current business telephone numbers (of if unknown, last known home telephone numbers) of every franchisee who had a franchise agreement terminated, cancelled, not renewed, or who otherwise voluntarily or involuntarily ceased to do business under their franchise agreement during our most recent fiscal year, or who have not communicated with us within 10 weeks of the issuance date of this Disclosure Document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

There are currently no trademark-specific franchisee organizations associated with the franchise being offered in this Disclosure Document.

ITEM 21
FINANCIAL STATEMENTS

Attached as Exhibit I are the audited consolidated financial statements of Alliance Franchise Brands LLC as of December 31, 2025, December 31, 2024, and December 31, 2023.

ITEM 22
CONTRACTS

The following contracts are exhibits to this Disclosure Document:

- Exhibit B - Franchise Agreement
- Exhibit C - Confidential Franchise Application
- Exhibit D - Guaranty and Assumption of Obligations
- Exhibit E - Confidentiality and Non-Solicitation Agreement
- Exhibit F - Local Website Enrollment Form
- Exhibit G - Workiz Enrollment Form
- Exhibit I - Sample General Release
- Exhibit L - Representations and Acknowledgment Statement
- Exhibit M - State Addenda to Disclosure Document

There are no other contracts or agreements provided by us to be signed by you.

ITEM 23
RECEIPTS

Exhibit N includes detachable documents acknowledging your receipt of this Disclosure Document.

EXHIBIT A

STATE ADMINISTRATORS/AGENTS FOR SERVICE OF PROCESS

EXHIBIT A

STATE ADMINISTRATORS/AGENTS FOR SERVICE OF PROCESS

Listed here are the names, addresses and telephone numbers of the state agencies having responsibility for the franchising disclosure/registration laws. We may not yet be registered to sell franchises in any or all of these states. There may be states in addition to those listed below in which we have appointed an agent for service of process. There may also be additional agents appointed in some of the states listed.

CALIFORNIA

Department of Financial Protection &
Innovation:
Toll Free: 1 (866) 275-2677

Los Angeles

Suite 750
320 West 4th Street
Los Angeles, California 90013
(213) 576-7500

Sacramento

651 Bannon Street
Sacramento, California 95811
(916) 445-7205

San Diego

1455 Frazee Road, Suite 315
San Diego, California 92108
(619) 610-2093

San Francisco

One Sansome Street, Suite 600
San Francisco, California 94104
(415) 972-8559

HAWAII

(state administrator)

Business Registration Division
Securities Compliance Branch
Department of Commerce
and Consumer Affairs
P.O. Box 40
Honolulu, Hawaii 96810
(808) 586-2722

(agent for service of process)

Commissioner of Securities of the State of
Hawaii
Department of Commerce and Consumer Affairs
Business Registration Division
Securities Compliance Branch
335 Merchant Street, Room 203
Honolulu, Hawaii 96813
(808) 586-2722

ILLINOIS

Franchise Bureau
Office of the Attorney General
500 South Second Street
Springfield, Illinois 62706
(217) 782-4465

INDIANA

(state administrator)

Indiana Secretary of State
Securities Division, E-111
302 West Washington Street
Indianapolis, Indiana 46204
(317) 232-6681

(agent for service of process)

Indiana Secretary of State
201 State House
200 West Washington Street
Indianapolis, Indiana 46204
(317) 232-6531

MARYLAND

(state administrator)

Office of the Attorney General
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202-2021
(410) 576-6360

(agent for service of process)

Maryland Securities Commissioner
at the Office of the Attorney General
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202-2021
(410) 576-6360

MICHIGAN

(state administrator)

Michigan Attorney General’s Office
Corporate Oversight Division
Attn: Franchise Section
G. Mennen Williams Building, 5th Floor
525 West Ottawa Street
Lansing, Michigan 48913
(517) 335-7567

(agent for service of process)

Michigan Department of Commerce,
Corporations and Securities Bureau
P.O. Box 30054
6546 Mercantile Way
Lansing, Michigan 48909

MINNESOTA

(state administrator)

Minnesota Department of Commerce
85 7th Place East, Suite 280
St. Paul, Minnesota 55101
(651) 539-1600

(agent for service of process)

Commissioner of Commerce
Minnesota Department of Commerce
85 7th Place East, Suite 280
St. Paul, Minnesota 55101
(651) 539-1600

NEW YORK

(state administrator)

New York State Department of Law
Investor Protection Bureau
28 Liberty Street, 21st Floor
New York, NY 10005
(212) 416-8222 Phone
(212) 416-6042 Fax

(agent for service of process)

Secretary of State of New York
99 Washington Avenue
Albany, NY 12231
(518) 473-2492

NORTH DAKOTA

(state administrator)

North Dakota Insurance & Securities
Department
600 East Boulevard Avenue, Dept. 401
Bismarck, North Dakota 58505
(701) 328-2910

(agent for service of process)

Insurance Commissioner
600 East Boulevard Avenue, Dept. 401
Bismarck, North Dakota 58505
(701) 328-2910

OREGON

Department of Business Services
Division of Finance & Corporate Securities
350 Winter Street, NE, Room 410
Salem, Oregon 97310-3881
(503) 378-4387

RHODE ISLAND

Department of Business Regulation
Division of Securities
John O. Pastore Complex
Building 69-1
1511 Pontiac Avenue
Cranston, Rhode Island 02920
(401) 462-9645

SOUTH DAKOTA

Division of Insurance
Securities Regulation
124 S. Euclid, Suite 104
Pierre, South Dakota 57501
(605) 773-3563

VIRGINIA

(state administrator)

State Corporation Commission
Division of Securities
and Retail Franchising
1300 East Main Street, Ninth Floor
Richmond, Virginia 23219
(804) 371-9051

(agent for service of process)

Clerk, State Corporation Commission
1300 East Main Street, First Floor
Richmond, Virginia 23219
(804) 371-9733

WASHINGTON

(state administrator)

Department of Financial Institutions
Securities Division
P.O. Box 41200
Olympia, Washington 98504-1200
(360) 902-8760

(agent for service of process)

Director
Department of Financial Institutions
Securities Division
150 Israel Road, S.W.
Tumwater, Washington 98501-6456

WISCONSIN

(state administrator)

Securities and Franchise Registration
Wisconsin Department of Financial Institutions
4022 Madison Yards Way, North Tower
Madison, Wisconsin 53705
(608) 266-1064

(agent for service of process)

Office of the Secretary
Wisconsin Department of Financial Institutions
P.O. Box 8861
Madison, Wisconsin 53708-8861
(608) 261-9555

EXHIBIT B

FRANCHISE AGREEMENT

ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT

FRANCHISEE

DATE OF AGREEMENT

PRINCIPAL BUSINESS ADDRESS

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Exhibits

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ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT (the “Agreement”) is made and entered into on _____ (the “Effective Date”) (regardless of the dates of the parties’ signatures) by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, Michigan 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. PREAMBLES, ACKNOWLEDGMENTS, AND GRANT OF FRANCHISE.

A. PREAMBLES.

(1) We and our affiliates have, over a considerable time period and with considerable effort, developed businesses that provide professional sign and graphic installation services and related services, known as *True Install*[®] Businesses (each a “True Install Business”).

(2) We and our affiliates use, promote, and license certain trademarks, service marks, and other commercial symbols in operating the True Install Businesses, which have gained public acceptance and goodwill, and may create, use, and license other trademarks, service marks, and commercial symbols for the True Install Businesses (collectively, the “Marks”).

(3) We grant to persons who meet our qualifications, and are willing to undertake the investment and effort, a franchise to own and operate a True Install Business offering the services we authorize and using our and our affiliates’ distinctive business formats, methods, rules, procedures, signs, designs, layouts, standards, specifications, and Marks (the “Franchise System”).

(4) You have applied for a franchise to own and operate a True Install Business.

B. ACKNOWLEDGMENTS. You acknowledge:

(1) That in all of their dealings with you, our officers, directors, employees, and agents act only in a representative, and not in an individual, capacity and that business dealings between you and them as a result of this Agreement are deemed to be only between you and us.

(2) That you have represented to us, to induce our entry into this Agreement, that all statements you have made and all materials you have given us, including the description of franchise ownership set forth on Exhibit A of this Agreement, are accurate and complete and that you have made no misrepresentations or material omissions in obtaining the franchise.

C. CORPORATION, LIMITED LIABILITY COMPANY, OR PARTNERSHIP. If you are at any time a corporation, limited liability company, or partnership (each, an “Entity”), you agree and represent that:

(1) You will have the authority to execute, deliver, and perform your obligations under this Agreement and all related agreements and are duly organized or formed and validly existing in good standing under the laws of the state of your incorporation or formation;

(2) Your organizational documents will recite that this Agreement restricts the issuance and transfer of any ownership interests in you, and all certificates and other documents representing ownership interests in you will bear a legend referring to this Agreement's restrictions;

(3) Exhibit A to this Agreement completely and accurately describes all of your owners and their interests in you and identifies each of your principal officers as of the Effective Date and each of your owners during this Agreement's term will execute a guaranty in the form we prescribe undertaking personally to be bound, jointly and severally, by all provisions of this Agreement and any ancillary agreements between you and us. The spouse of each owner will also be required to acknowledge the guaranty. Subject to our rights and your obligations under Section 12, you and your owners agree to sign and deliver to us a revised Exhibit A to reflect any permitted changes in the information that Exhibit A now contains;

(4) You shall not use any Mark as part of your Entity name;

(5) Your True Install Business and other True Install Businesses, if applicable, will be the only business you operate (although your owners may have other, non-competitive business interests); and

(6) You must identify on Exhibit A one of your owners who is a natural person with at least 20% ownership interest and voting power in you and who will have the authority of a chief executive officer (the "Managing Owner"). You must obtain our written consent prior to changing the Managing Owner and agree to deliver to us a revised Exhibit A to accurately identify the Managing Owner.

D. GRANT OF FRANCHISE. You have applied for a franchise to own and operate a True Install Business within the area described on Exhibit B attached hereto (the "Protected Territory") from your principal place of business identified on the cover page (the "Principal Business Address"). Subject to this Agreement's terms, we grant you a franchise (the "Franchise") to operate a *True Install*[®] Business ("your Business") from the Principal Business Address, and to use the Franchise System in its operation, for a term beginning on the Effective Date and expiring 10 years from that date, unless sooner terminated under Section 14.

You agree at all times faithfully, honestly, and diligently to perform your obligations under this Agreement and to use your best efforts to promote your Business. In addition, except as permitted under Section 9.C below, you may not engage in any promotional or similar activities, whether directly or indirectly, through or on the Internet, or any other similar proprietary or common carrier electronic delivery system. You acknowledge that once you commence operation of your Business, you must actively and continuously operate your Business during normal business hours (as we may periodically prescribe in the Operations Materials (as defined in Section 4.B)) for the entire term of this Agreement.

E. EXCLUSIVITY AND RESERVATION OF RIGHTS. You may sell services only to customers in your Protected Territory. We and our affiliates will not operate or grant a Franchise for the operation of a new True Install Business within the Protected Territory. If the aggregate business count for the Protected Territory increases by more than 50% at any time during the term of this Agreement, we may reduce the Protected Territory, provided that the business count in the new Protected Territory will be at least 5,000.

You acknowledge that you may not contract with a business to provide services to such business if it is located outside your Protected Territory without our prior written consent. If we allow you to contract with a business outside of your Protected Territory, such consent pertains to the request to provide services

to such business for that specific installation job. Our consent is not to be construed as consent for additional or future jobs outside of your Protected Territory, including with the same customer, or as our consent to expand your Protected Territory. Notwithstanding the foregoing, if a business located within your Protected Territory subcontracts for you to provide installation services to its client who is located outside the Protected Territory, you shall not be prohibited from providing such services outside the Protected Territory, regardless of whether the installation services will occur within another True Install Business's Protected Territory.

You acknowledge and agree that it is integral to the Franchise System that you respect the territorial restrictions contained in this Agreement, and that your failure to respect such boundaries affects not only other franchisees but also our relationship with our other franchisees and the integrity of the Franchise System itself. You further acknowledge and agree that the harm caused by such failure would be difficult to calculate. Therefore, you agree that if you solicit or complete an installation job outside of your Protected Territory, without limiting our other rights including our right of termination under Section 14, you must pay us liquidated damages in an amount equal to the greater of: (i) \$5,000 per incident for any marketing, advertising, or promotional activities conducted, or for any installation job obtained outside of your Protected Territory in breach of this Section, or (ii) 100% of the gross revenue invoiced for the work obtained in breach of this Section. You acknowledge and agree that the foregoing amount represents a reasonable forecast of just compensation for the breach.

Except as expressly limited above, you acknowledge that we (and our affiliates) retain the right at all times during this Agreement's term to engage in any and all activities that we (and they) deem appropriate and are not expressly prohibited under this Agreement, wherever and whenever we (and they) desire, and whether or not such activities compete with your Business, including, without limitation, the right to:

- (1) acquire and operate, and allow others to acquire and operate, one or more businesses offering services which are identical or similar to services offered by the True Install Businesses, and/or franchising, licensing or creating similar arrangements with respect to these businesses, wherever these businesses (or the franchisees or licensees of these businesses) are located or operating (including in the Protected Territory);
- (2) offer and sell services offered by True Install Businesses to national, regional and governmental accounts or our affiliates (including customers or accounts located within the Protected Territory);
- (3) establish, and allow others to establish, other distribution channels (including, but not limited to, the Internet, catalog sales, telemarketing, and other direct marketing sales), wherever located or operating and regardless of the nature or location of the customers with whom such other distribution channels do business, that operate under the Marks or any other trade names, trademarks, service marks or commercial symbols that are the same as or different from the True Install Businesses, and that sell services that are identical or similar to, and/or competitive with, those that the True Install Businesses customarily sell under any terms and conditions we deem appropriate;
- (4) be acquired (whether through acquisition of assets or ownership interests, regardless of the form of transaction), by a business providing services similar to those provided at

True Install Businesses, or by another business, even if such business operates, franchises and/or licenses competitive businesses in the Protected Territory; and

(5) engage in all other activities not expressly prohibited by this Agreement.

2. **SITE SELECTION, LEASE OF WAREHOUSE, AND DEVELOPMENT AND OPENING OF YOUR BUSINESS.**

A. SITE SELECTION. We must approve, and you must only operate your Business from, the Principal Business Address. You may initially operate your Business out of a private residence which need not be within the Protected Territory, until you obtain a Warehouse (as defined below), which must be located within the Protected Territory. Once a Warehouse is selected, you may (but are not required to) designate the Warehouse as the Principal Business Address. You acknowledge and agree that, if we recommend or give you information regarding a site for the Principal Business Address, it is not a representation or warranty of any kind, express or implied, of the surrounding area's suitability for a True Install Business or any other purpose. Our recommendation indicates only that we believe that the site for the Principal Business Address, if not a personal residence, meets our then acceptable criteria. Applying criteria that have appeared effective with other sites might not accurately reflect the potential for all sites and premises, and demographic and/or other factors included in or excluded from our criteria could change, altering the potential of a site. The uncertainty and instability of these criteria are beyond our control, and we are not responsible if a site or premises we recommend fails to meet your expectations. You acknowledge and agree that your acceptance of the Franchise and selection of the Principal Business Address are based on your own independent investigation of the suitability of the site for your Business.

B. LEASE OF WAREHOUSE. No later than the first anniversary of the date on which you started operating your Business, you must lease and utilize a warehouse space for your Business, which (i) should be between 1,200 and 2,000 square feet, (ii) must be located within the Protected Territory, and (iii) must be approved by us (your "Warehouse"). However, if your personal residence does not allow for the storage of items such as the Service Vehicle(s) and necessary equipment (e.g., conflict with homeowners' association rules), you must lease and utilize a Warehouse before you begin operating your Business. We have the right to approve the terms of any lease or sublease for the Warehouse (the "Lease") before you sign it. You agree to provide us with the information and documents we require to approve the proposed Lease, and you may not sign the Lease without our prior written approval. We may require the Lease to contain certain terms and provisions to protect our rights (although we will not directly negotiate your Lease). If the Lease expires or is terminated without your fault, or if the site for the Warehouse is destroyed, condemned, or otherwise rendered unusable, we will allow you to relocate your Business to a new site acceptable to us. Relocation of your Business's Warehouse requires our prior approval. Any relocation will be at your sole expense, and we reserve the right to require you to pay us our then-current per diem fee (currently \$400 per person per day, subject to increase up to a maximum of \$1,000 per person per day) and reimburse us for (i) the actual costs associated with our evaluation of a proposed site, as well as (ii) the travel expenses of our representative(s). We recommend that you engage professional advisors, including legal counsel, to assist with the negotiation of the Lease.

C. BUSINESS DEVELOPMENT. Within 90 days after the date you sign this Agreement, you agree at your expense to do the following: (a) submit to us for approval all evidence of compliance with all applicable ordinances, homeowners' association rules (if your Principal Business Address is a personal residence), building codes, permit requirements, and Lease requirements and restrictions; (b) submit to us all evidence of specialty licensure required to operate your Business, including, without limitation, all state, local, and municipal licenses required in the ordinary course of business to install signage and/or operate within the installation industry; (c) if your Principal Business Address is a

Warehouse (and if applicable), obtain all required zoning changes, planning consents, building, utility, business permits, licenses and approvals and any other consents, permits and licenses necessary to lawfully operate your Business; and (d) purchase and install all required equipment (including the Computer System (as defined in Section 2.D below)) and fixtures (collectively the “Operating Assets”). In some states, it may take longer to acquire the specialty licenses that are required for the operation of your Business. If you are actively working toward obtaining the required specialty licenses, but are unable to do so within 90 days of your signing of this Agreement, we have the option to extend the time in which you must open your Business before being considered in breach of your Franchise Agreement. You are solely responsible for investigating and obtaining any specialty licenses required for the operation of your Business.

You agree to use in operating your Business only those Operating Assets that we approve for True Install Businesses as meeting our specifications and standards for quality, design, appearance, function, and performance. Though not required, if you choose to place or display at the Principal Business Address (interior and exterior) or Warehouse (interior) any signs, emblems, lettering, logos, and display materials, you must place only the signs, emblems, lettering, logos, and display materials that we approve in advance from time to time. You agree to purchase or lease approved brands, types, or models of Operating Assets only from suppliers we designate or approve (which may include or be limited to us and/or our affiliates).

D. COMPUTER SYSTEM. You agree to obtain (if necessary to meet our System Standards (as defined in Section 4.C)), use, and maintain integrated computer hardware and/or software, including a field management software, accounting system, and any other technology components, programs and systems we specify (the “Computer System”). We require that you purchase part or all of the Computer System from the supplier we designate (which may be us or an affiliate). You also agree to maintain all specified points of high-speed internet connection. We may modify specifications for the Computer System and/or other technological developments or events, which might require you to purchase, lease, and/or license new or modified computer hardware and/or software and to obtain service and support for the Computer System. Although we cannot estimate the future costs of the Computer System or required service or support, and although these costs might not be fully amortizable over this Agreement’s remaining term, you agree to incur the costs of obtaining the hardware and software comprising the Computer System (or additions and modifications) and required service or support, including service agreements for ongoing support. We will provide you with a list of other recommended equipment and subscription services to support your Business, which may result in additional costs to you. We have no obligation to reimburse you for any Computer System costs. Within 60 days after you receive notice from us, you agree to obtain the Computer System components that we designate and to ensure that your Computer System, as modified, is functioning properly.

You agree that we or our affiliates may condition any license of proprietary software to you, or your use of technology that we or our affiliates develop or maintain, on your signing a software license agreement or similar document that we or our affiliates prescribe to regulate your use of, and our and your respective rights and responsibilities with respect to, the software or technology. We and our affiliates may charge you a monthly or other fee for any proprietary software or technology that we or our affiliates license to you and for other maintenance and support services that we or our affiliates provide during this Agreement’s term. You will be responsible for all implementation and ongoing fees for any use of proprietary software or technologies we require.

Although you agree to buy, use, and maintain the Computer System according to our System Standards, you will have sole and complete responsibility for: (1) the acquisition, operation, maintenance, and upgrading of the Computer System; (2) the manner in which your Computer System interfaces at our specified levels of connection speed with our and any third party’s computer system; and (3) any and all consequences if the Computer System is not properly operated, maintained, and upgraded.

E. SERVICE VEHICLES. You must purchase one or more service vehicles that meet our System Standards to conduct your Business, which, depending on the specific needs of your Business, may be a cargo van, trailer, truck with an extendable ladder, or another mechanism capable of transporting all required tools and equipment to job sites (each a “Service Vehicle”). You must apply the graphics we specify, including vehicle wraps, magnets, or other signage, to all Service Vehicles according to our System Standards (as we may periodically prescribe in the Operations Materials). You may not use your Service Vehicle(s) for any purpose unrelated to your Business. You and your employees must exclusively use the Service Vehicle(s) that we have approved and that meet our System Standards to travel to and from job sites.

F. BUSINESS OPENING. You agree not to open your Business until: (1) we notify you in writing that your Business meets our System Standards; (2) you (or your Managing Owner) satisfactorily complete the initial training program; (3) you pay the initial franchise fee and other amounts then due to us; (4) you give us a copy of your fully executed Lease, if applicable; (5) you give us certificates for all required insurance policies; and (6) you provide us evidence that you (or your Managing Owner) and your installer have obtained all licenses necessary to operate your Business, including any specialty licenses that may be required to provide all services offered by your Business.

Subject to your compliance with these conditions, you agree to open your Business for operation within 90 days after the Effective Date. If you are diligently working to open your Business and are still unable to meet this deadline, you may request an extension before the deadline, which we may grant or deny in our sole discretion. Unless we grant you an extension in writing, we may terminate this Agreement if you fail to meet the opening deadline set forth herein.

3. **FEES AND PAYMENT OBLIGATIONS.**

A. INITIAL FRANCHISE FEE. You agree to pay us a one-time initial franchise fee of [] \$45,000 for your first True Install Business, [] \$30,000 if you are acquiring an existing True Install Business, or [] \$20,000 if you are our existing franchisee and are acquiring an additional True Install Business (check whichever is applicable). The non-refundable initial franchise fee is due in a lump sum, and is fully earned by us, when you sign this Agreement.

B. ROYALTY FEE. You agree to pay us a monthly royalty (the “Royalty”) on or before the 20th day of each month equal to 7% of Net Sales from the prior calendar month. The Royalty shall be paid per True Install Business per annum, commencing the first month of operation and continuing thereafter until the expiration of the term of this Agreement.

C. MARKETING FUND CONTRIBUTION. You agree to pay us a Marketing Fund (as defined in Section 9.B) contribution of 2% of your monthly Net Sales, payable on the 20th day of the calendar month following the calendar month in which such Net Sales are received. We may modify the required contributions to the Marketing Fund in our discretion, provided we will not increase your contribution rate to more than 3% of your monthly Net Sales.

D. NET SALES. “Net Sales” includes all revenues generated in, upon, by or from your Business calculated using the accrual method of accounting. Each credit sale is treated as a sale for the full price at the time the credit sale is made, and not at the time you receive payment, whether full or partial. Net Sales also include the fair market value of any barter transactions, and the proceeds of any business interruption insurance policies related to the operation of your Business. Net Sales do not include: (i) sales of services for which a refund has been made, provided that the sales shall have been previously included in Net Sales; (ii) sales of services performed on behalf of other True Install businesses; (iii) the amount of any sales or use taxes imposed by federal, state, municipal or other governmental authorities directly on

sales and collected from customers, provided that the amount is added to or absorbed within the selling price and actually paid by you to the governmental authorities; or (iv) permits. We may from time to time authorize deductions from Net Sales on a system-wide basis.

E. TECHNOLOGY SERVICES FEE. We require you to pay a technology fee (the “Technology Services Fee”) to us (or our affiliates). Currently, we charge a Technology Services Fee of \$100 per month. We may periodically modify the amount of the Technology Services Fee (subject to a maximum of \$1,000 per month), which is paid at the times, and in the manner, designated by us.

F. FIELD SERVICE MANAGEMENT SOFTWARE. You agree to pay us a monthly fee for the field management software (currently, Workiz). We require you to pay a fee to us (or our affiliates) for your ongoing use of the field management software (currently \$325 per month base fee, plus sales tax, if applicable), but we may direct you to pay our third-party vendor directly for this software in the future. This fee may increase in amounts based on the fees imposed by the third-party supplier.

G. KICKSTART INITIAL MARKETING DEPOSIT. You agree to submit to us a one-time deposit of \$5,000, if you are purchasing your first *True Install* Business; or \$3,950, if you are purchasing your second or subsequent *True Install* Business; for a KickStart initial marketing program that we have developed to promote True Install Businesses. The KickStart initial marketing program funds your required first year marketing activities, including initial marketing collateral, branded apparel, customer prospect list, direct mail program, customer survey software and chamber/networking dues. We may determine the contents of the KickStart initial marketing program based on the specific marketing needs of your Business. This amount is due in a lump sum when you sign this Agreement and is not refundable under any circumstances.

H. INTEREST ON LATE PAYMENTS. All amounts which you owe us for any reason will bear interest accruing as of their due date at the lesser of 1.5% per month or the highest commercial contract interest rate the law allows. We may debit your bank account automatically for the service charge and interest. You acknowledge that this Section does not mean we agree to accept any payments after they are due or that we are committing to extend credit to, or otherwise finance your operation of, your Business. Interest assessments will be in addition to any other rights or remedies that we may have under this Agreement or otherwise. Without limiting the foregoing, you agree that paying interest will not cure any default under this Agreement for failure to pay any amount to us when due.

I. NON-COMPLIANCE FEE. In addition to our other rights and remedies, and not in lieu of such other rights and remedies we may have against you, if you are in default of this Agreement we may charge you a non-compliance fee in the amount of \$250 per default per month. We may charge you for each month that such default remains uncured. The non-compliance fee is payable to us in the same manner as Royalties.

J. METHOD OF PAYMENT AND APPLICATION OF PAYMENTS. Concurrently with the execution hereof, you agree to sign and deliver to us the documents we require to authorize us to debit your business checking account automatically for the Royalty, Marketing Fund contributions, and other amounts due under this Agreement (the “EFT Authorization”), which is attached as Exhibit C. Such EFT Authorization shall remain in full force and effect during the term of this Agreement. We will debit the business account you designate in the EFT Authorization for these amounts on their due dates (or the subsequent business day if the due date is a national holiday or a weekend day). You agree to ensure that funds are available in your designated account to cover our withdrawals.

If there are insufficient funds in your designated account to cover our withdrawals, we may charge you the insufficient funds fee for each such instance (currently, \$25), as we may modify from time to time,

to compensate us for our costs charged by the third-party bank. In such circumstances, we may also attempt to debit your account again periodically until funds are available (but no more than once every 5 days) and you will be charged the insufficient funds fee for each instance in which the funds are not available.

You must submit the financial reports with your Net Sales and other financial data we require at the intervals and on the dates that we designate from time to time. If you fail to report the Net Sales, we may estimate your Net Sales based on 110% of the average of the last three months' Net Sales (whether reported or estimated) and debit your account for Royalty and Marketing Fund contributions based on such estimated Net Sales. If the amounts that we debit from your account are less than the amounts you actually owe us (once we have determined your Business's true and correct Net Sales), we will debit your account for the balance on the day we specify. If the amounts that we debit from your account are greater than the amounts you actually owe us, we will credit the excess against the amounts we otherwise would debit from your account during the following month.

Despite any designation you make, we may apply any of your payments to any of your past due indebtedness to us. We may offset any amounts you or your owners owe us or our affiliates against any amounts we or our affiliates owe you or your owners.

We may require you to pay any amounts due under this Agreement or otherwise by means other than automatic debit (*e.g.*, by credit card or web-based application) whenever we deem appropriate, and you agree to comply with our payment instructions. If you fail to comply with our payment instructions, we reserve the right to exclude your participation from certain programs; provided that such failure shall also be deemed a default under this Agreement.

4. **TRAINING AND ASSISTANCE.**

A. TRAINING. Before you begin operating your Business, we will provide up to three weeks of training for you (or your Managing Owner if you are an Entity) on the material aspects of operating a True Install Business, which may be a combination of on-site training at one of our principal offices or at a designated training facility of our choice, and virtual training, as we determine in our discretion. We may vary the initial training depending on the experience and skill level(s) of the attendee(s). Prior to attending training, we require that you (or your Managing Owner) complete 30 hours of OSHA training, which is conducted virtually through a third-party vendor. You (or your Managing Owner) must complete initial training to our satisfaction prior to operating your Business. Your installer may attend the employee-accessible portion of initial training, which includes approximately 80 hours of on-the-job training and classroom instruction, though it is not required. After our provision of the initial training to you (or your Managing Owner), you will be responsible for ensuring that all of your employees are sufficiently trained and that all installers employed by your Business successfully complete the OSHA training prior to providing services to customers of your Business. Upon our written request, at any time, you must provide us with documentation proving that you have trained your installer(s). You may send employees to our regularly scheduled training programs if you choose not to conduct the initial training yourself. If we conduct such training, we may charge you our then-current additional assistance fee (currently \$400 per person per day, plus reimbursement of our travel expenses), and you must also pay all travel and living expenses of your attendees. If we determine that you (or your Managing Owner) cannot complete initial training to our satisfaction, we may terminate this Agreement. You will be responsible for your and your employees' (if applicable) travel and living expenses, wages and workers' compensation insurance while attending training.

You (or your Managing Owner) may request additional training at the end of the initial training program, to be provided at our then-current per diem fee (currently \$400 per person per day, subject to

increase up to a maximum of \$1,000 per person per day), if you (or your Managing Owner) do not feel sufficiently trained in the operation of a True Install Business. We and you will jointly determine the duration of this additional training, and you must pay our additional assistance fee for this training (currently \$400 per person per day plus reimbursement of our expenses), in addition to all travel and living expenses of your attendees. However, if you (or your Managing Owner) complete our initial training program to our satisfaction and have not expressly informed us in writing at the end of that program that you (or your Managing Owner) do not feel sufficiently trained in the operation of a True Install Business, then you will be deemed to have been trained sufficiently to operate a True Install Business.

After you open your Business, you may send employees to our regularly scheduled training programs at no additional cost to you if you choose not to conduct the initial training yourself, provided that you are responsible for all travel and living expenses incurred for such employees during the training programs. If we provide you with training outside of our regularly scheduled training programs, you must pay our then-current per diem fee for this training and reimburse our representatives' travel expenses. You must pay for your employees' salaries and benefits while they are receiving any additional assistance, and if your employees must travel for the additional assistance, you must pay for all travel, lodging and meal expenses incurred. Any non-owner employees attending employee-accessible portions of initial training must execute our then-current form of confidentiality and non-solicitation agreement.

We will, at our own cost, provide you with opening assistance on topics including operations, sales and marketing, and application methods. Opening assistance will occur within the first 90 days of your Business's operations. Opening assistance will last for up to 10 days; is in addition to your required, successful completion of the initial training program; may be a combination of on-site and virtual training; and may not be on consecutive days. Notwithstanding the foregoing, we will not be required to send any of our representatives to your Business to provide training or assistance if, in our sole determination, it is unsafe to do so. Such determination by us will not relieve you from your obligations under this Agreement (including, without limitation, to pay monies owed) and will not serve as a basis for your termination of this Agreement.

We may require you (or your Managing Owner) to attend and complete to our satisfaction various training courses that we periodically choose to provide at the times and locations that we designate, including courses and programs provided by third parties we designate (which may be virtually). We will not require attendance at more than three such courses, or for more than a total of seven business days, during a calendar year. Besides attending these courses, if we hold an annual meeting, you agree to attend the annual meeting of all True Install Business franchisees each year at a location we designate. All training and the annual meeting may be held virtually, in our sole discretion. You agree to pay all costs to attend the annual meeting, including the applicable fees (if any) (currently \$350 per person, subject to a maximum of \$1,000 per person) and your attendees' compensation or benefits due, travel, and living expenses.

If you have a new Managing Owner during this Agreement's term, the new Managing Owner must complete to our satisfaction our applicable then-current initial training program. We may charge reasonable fees for such trainings. You also agree to pay all travel and living expenses which your Managing Owner incurs during all training courses and programs.

You understand and agree that any specific ongoing training or advice we provide does not create an obligation (whether by course of dealing or otherwise) to continue to provide such specific training or advice, all of which we may discontinue and modify from time to time. We reserve the right to require any employees attending training to sign a confidentiality and non-solicitation agreement pursuant to Section 6 hereof.

B. GENERAL GUIDANCE. We will advise you from time to time regarding your Business's operation based on your reports or our inspections and will guide you with respect to: (1) standards, specifications, and operating procedures and methods that True Install Businesses use; (2) purchasing required and authorized Operating Assets and other products and services; (3) marketing materials and programs; (4) sales and sales management training; and (5) administrative, bookkeeping, accounting, and financial management.

We will furnish you with guidance in connection with the operation of your Business. Such guidance will be furnished in the form of our operations materials for the operation of True Install Businesses, which may include one or more separate manuals as well as computer software, information available on an internet site, other digital media, and/or written materials (collectively, the "Operations Materials"). We may also provide guidance via telephonic conversations and/or consultation at our offices. If you request, and we agree to provide, additional or special guidance, assistance, certification programs or training, including pricing estimation guidance or project management support for complicated jobs or jobs at multiple locations that require additional resources, we may charge you our personnel's per diem fee (currently \$400 per person per day, subject to increase up to a maximum of \$1,000 per person per day), plus reimbursement of our representatives' travel expenses.

C. OPERATIONS MATERIALS. During the term of this Agreement, we will provide you with access to the Operations Materials. The Operations Materials contain mandatory specifications, standards, operating procedures, and rules that we periodically prescribe for operating True Install Businesses ("System Standards"), and information on suggested procedures and your other obligations under this Agreement. We may modify the Operations Materials periodically to reflect changes in System Standards. If there is a dispute over its contents, our master copy of the Operations Materials controls. You agree that the Operations Materials' contents are confidential and that you will not disclose the Operations Materials to any person other than your employees who need to know its contents. You may not at any time copy, duplicate, record, or otherwise reproduce any part of the Operations Materials.

You agree to monitor and access the website, extranet or web-based application for any updates to the Operations Materials or System Standards. Any passwords or other digital identifications necessary to access the Operations Materials will be deemed to be part of the Confidential Information (as defined in Section 6).

D. DELEGATION OF PERFORMANCE. You agree that we have the right to delegate the performance of any portion or all of our obligations under this Agreement to third-party designees, whether these designees are our agents or independent contractors with whom we have contracted to perform these obligations.

5. **MARKS.**

A. OWNERSHIP AND GOODWILL OF MARKS. Your right to use the Marks and the Franchise System is derived only from this Agreement and limited to your operating your Business according to this Agreement and all System Standards we prescribe during its term. Your or your owners' unauthorized use of the Marks or the Franchise System is a breach of this Agreement and infringes our and our affiliates' intellectual property rights. You acknowledge and agree that your use of the Marks and the Franchise System and any goodwill established by that use are exclusively for our and our affiliates' benefit and that this Agreement does not confer any goodwill or other interests in the Marks or the Franchise System upon you (other than the right to operate your Business under this Agreement). All provisions of this Agreement relating to the Marks and the Franchise System apply to any additional proprietary trade and service marks we authorize you to use. You may not at any time during or after this Agreement's term

contest or assist any other person in contesting the validity of, or our and our affiliates' rights to, our intellectual property.

B. LIMITATIONS ON YOUR USE OF MARKS. You agree to use the Marks as your Business's sole identification, except that you agree to identify yourself as its independent owner in the manner we prescribe. You (or your owners) may not use any Mark (1) as part of any corporate or legal business name, (2) with any prefix, suffix, or other modifying words, terms, designs, or symbols (other than logos we have licensed to you), (3) in selling any unauthorized services or products, (4) as part of any website, domain name, e-mail address, social media account (such as LinkedIn[®], Facebook[®], Instagram[®], YouTube[®], TikTok[®] or Google[®] Business Profile), username, other online presence or presence on any electronic, virtual, or digital medium of any kind (each an "Online Presence") or otherwise in connection with a website (except as permitted under Section 9.C below), or (5) in any other manner that we have not expressly authorized in writing. You may not use any Mark in advertising any prospective transfer that would require our approval under Section 12 below, without our prior written consent. You agree to display the Marks prominently as we prescribe at your Business and on forms, marketing, supplies, and other materials we designate. You agree to give the notices of trade and service mark registrations that we specify and to obtain any fictitious or assumed name registrations required under applicable law.

C. NOTIFICATION OF INFRINGEMENTS AND CLAIMS. You agree to notify us immediately of any apparent infringement or challenge to your use of any Mark, or of any person's claim of any rights in any Mark, and not to communicate with any person other than us and our attorneys, and your attorneys, regarding any infringement, challenge, or claim. We and our affiliates may take the action we deem appropriate (including no action) and control exclusively any litigation, U.S. Patent and Trademark Office proceeding, or other administrative proceeding arising from any infringement, challenge, or claim or otherwise concerning any Mark. You agree to sign any documents and take any other reasonable action that, in the opinion of our attorneys, are necessary or advisable to protect and maintain our and our affiliates' interests in any litigation or Patent and Trademark Office or other proceeding or otherwise to protect and maintain our and our affiliates' interests in the Marks. We will reimburse you for your costs of taking any action that we have asked you to take.

D. DISCONTINUANCE OF USE OF MARKS. If it becomes advisable at any time for us, our affiliates, and/or you to modify or discontinue using any Mark and/or to use one or more additional or substitute trade or service marks, you must comply with our directions within a reasonable time after receiving notice. We need not reimburse you for your direct expenses or losses of implementing any modification or change to the Marks to your Business, for any loss of revenue due to any modified or discontinued Mark, or for your expenses of promoting a modified or substitute trademark or service mark.

Our rights in this Section 5.D apply to any and all of the Marks (and any portion of any Mark) that we authorize you to use in this Agreement. We may exercise these rights at any time and for any reason, business or otherwise, that we think best. You acknowledge both our right to take this action and your obligation to comply with our directions.

E. INDEMNIFICATION FOR USE OF MARKS. We agree to reimburse you for all damages and expenses that you incur in any trademark infringement proceeding disputing your authorized use of any Mark under this Agreement if you have timely notified us of, and comply with our directions in responding to, the proceeding. At our option, we may defend and control the defense of any proceeding arising from your use of any Mark under this Agreement.

6. CONFIDENTIAL INFORMATION.

You and your owners and personnel may from time to time be provided with and/or have access to information about the Franchise System and the operation of True Install Businesses (including your Business), some of which constitutes trade secrets under applicable law (the “Confidential Information”), relating to developing and operating True Install Businesses, whether or not marked confidential, including (without limitation): (1) site selection criteria; (2) the Operations Materials; (3) the System Standards; (4) market research, promotional, and marketing programs for True Install Businesses; (5) knowledge of specifications for, and suppliers of, Operating Assets and other products and supplies; (6) any computer software or similar technology which is proprietary to us, our affiliates; (7) knowledge of the operating results and financial performance of True Install Businesses other than your Business; (8) your Business’s customer list and customer information, including Personal Information (as defined in Section 8.1); and (9) user credentials for use on any Local Website or Online Presence.

You acknowledge and agree that you will not acquire any interest in Confidential Information, other than the right to use it as we specify in operating your Business during this Agreement’s term. All Confidential Information furnished to you by us or on our behalf, whether orally or by means of written material, is proprietary, and is disclosed to you only on the condition that you (and if you are conducting business as an Entity, each of your owners) agree to, and agree to cause your (and their) respective current and former family members, owners, officers, directors, agents, employees, representatives, spouses, affiliates, successors and assigns to: (a) process, retain, use, collect, and disclose Confidential Information strictly (i) to the limited extent, and in such a manner, necessary for operating your Business in accordance with this Agreement, and not for any other purpose; and (ii) in accordance with the System Standards and any privacy policy we publish from time to time on our Online Presences, and our and our representatives’ instructions; (b) keep each item deemed to be part of Confidential Information in strict confidence, both during this Agreement’s term and then thereafter for as long as the item is not lawfully known to the public without violation of applicable law or an obligation to us or our affiliates, and not disclose, share, or otherwise provide access to such Confidential Information to any other person; (c) not make unauthorized copies of, or disclose or reveal to any other person, any Confidential Information disclosed via electronic, virtual, or digital medium or in written or other tangible form; (d) promptly notify us of any changes to your ability to meet your obligations under this Agreement or our privacy policies, or that may adversely affect our rights or obligations relating to Confidential Information; and (e) adopt and implement administrative, physical and technical safeguards to protect and prevent unauthorized use or disclosure of Confidential Information, including, without limitation, by establishing reasonable security and access measures, and by restricting its disclosure to your key personnel and others who have a need to know such Confidential Information for purposes of this Agreement and who are under a duty of confidentiality no less restrictive than your obligations hereunder, or to individuals or entities specifically authorized by us in advance. You agree to protect the Confidential Information from unauthorized use, access or disclosure in the same manner as you protect your own confidential or proprietary information of a similar nature and with no less than reasonable care. We may require you to have your employees, agents and independent contractors execute a confidentiality and non-solicitation agreement and shall have the right to regulate the form of and to be a party to or third-party beneficiary under any such agreements with independent enforcement rights. You acknowledge that any form of confidentiality and non-solicitation agreement that we require you to use, that we provide to you, or that we regulate the terms of, may or may not be enforceable in a particular jurisdiction. You agree that you are solely responsible for obtaining your own professional advice with respect to the adequacy of the terms and provisions of any confidentiality and non-solicitation agreement that your employees, agents and independent contractors sign.

Confidential Information does not include information, knowledge, or know-how which you can demonstrate lawfully came to your attention before we provided it to you directly or indirectly; which, at

the time we disclosed it to you, already had lawfully become known to the public without violation of applicable law or an obligation to us or our affiliates; or which, after we disclose it to you, lawfully becomes known to the public without violation of applicable law or an obligation to us or our affiliates. If we include any matter in Confidential Information, anyone who claims that it is not Confidential Information must prove that one of the exclusions provided in this paragraph is fulfilled.

You acknowledge and agree that, as between us and you, we are the sole owner of all right, title, and interest in and to the Franchise System and any Confidential Information (other than Restricted Information, as defined in Section 8.I). All improvements, developments, derivative works, enhancements, or modifications to the Franchise System and any Confidential Information, and all ideas, concepts, techniques, or materials relating to a True Install Business, whether or not protectable intellectual property (collectively, “Innovations”), made or created by you, your employees or your contractors, whether developed separately or in conjunction with us, shall be owned solely by us. You represent, warrant, and covenant that your employees, agents and independent contractors are bound by written agreements assigning all rights in and to any Innovations developed or created by them to you. To the extent that you, your employees, agents and independent contractors are deemed to have any interest in such Innovations, you hereby agree to assign, and do assign, all right, title and interest in and to such Innovations to us. To that end, you shall execute, verify, and deliver such documents (including, without limitation, assignments) and perform such other acts (including appearances as a witness) as we may reasonably request for use in applying for, obtaining, perfecting, evidencing, sustaining, and enforcing such ownership rights in and to the Innovations, and the assignment thereof. In the event we are unable for any reason, after reasonable effort, to secure your signature on any document needed in connection with the actions specified in this Section 6, you hereby irrevocably designate and appoint us and our duly authorized officers and agents as your agent and attorney in fact, which appointment is coupled with an interest and is irrevocable, to act for and on your behalf to execute, verify, and file any such documents and to do all other lawfully permitted acts to further the purposes of this Section 6 with the same legal force and effect as if executed by you. You further agree that we have the right to use any digital images of your services for any purpose. The obligations of this Section 6 shall survive any expiration or termination of this Agreement.

7. EXCLUSIVE RELATIONSHIP.

You acknowledge that we have granted you the Franchise in consideration of and reliance upon your agreement to deal exclusively with us. You therefore agree that, during this Agreement’s term, neither you, nor any of your owners, nor any of your or your owners’ immediate family members will:

- (1) have any direct or indirect interest as an owner – whether of record or beneficially – in a Competitive Business (as defined below), wherever located or operating (except that equity ownership of less than 5% of a Competitive Business whose stock or other forms of ownership interest are publicly traded on a recognized United States stock exchange will not be deemed to violate this Section 7(1));
- (2) perform services as a director, officer, manager, employee, consultant, lessor, representative, or agent for a Competitive Business, wherever located or operating;
- (3) divert, attempt to divert, or assist any other person or entity, directly or indirectly, to divert any actual or potential business or customer of any True Install Business to a Competitive Business;
- (4) engage in any other activity which might injure the goodwill of the Marks and/or the True Install Businesses; or

(5) directly or indirectly, appropriate, use or duplicate the Franchise System or System Standards, or any portion thereof, for use in any other business or endeavor.

The term “Competitive Business” means (i) any business offering or selling services that we may authorize True Install Businesses to sell or offer, including, without limitation, professional sign installation and related services, or (ii) any business granting franchises or licenses to others to operate the types of businesses specified in subparagraph (i) (other than a business operated under a franchise agreement with us). You acknowledge that we may periodically change the services that True Install Businesses are authorized to sell and, therefore, you may be restricted from engaging in certain business activities in the future involving the offer and sale of services which are not currently offered by the True Install Businesses.

8. BUSINESS OPERATIONS AND SYSTEM STANDARDS.

A. OPERATIONS OF YOUR BUSINESS. You will cause your employees to present themselves to customers and prospective customers, in terms of general appearance, in accordance with written standards we require in the Operations Materials or otherwise in writing. In all dealings with customers, prospective customers, suppliers, and employees, you will identify yourself as an independently owned and operated business, operating under a franchise agreement with us, including on all customer invoices, contracts, checks and as we otherwise direct in the Operations Materials or in other written material. You must, at your expense, undertake all maintenance and make all repairs, replacements, alterations and additions to your Service Vehicle(s) and/or Warehouse, as may be required to comply with System Standards. You must keep your Service Vehicle(s) in good maintenance and repair and ensure that it is consistently washed and kept in clean and safe condition. Each person that drives your Service Vehicle(s) must (a) be appropriately licensed and insured, and (b) drive in a safe manner in compliance with all applicable laws. The Warehouse must at all times comply with all applicable laws and regulations.

B. SERVICES YOUR BUSINESS OFFERS. You agree that you (1) will offer and sell from your Business the services that we periodically specify; (2) will not offer or sell at your Business, the Principal Business Address, the Warehouse, or any other location any services we have not authorized, including signage and/or other products and services for resale (and you must not subcontract the production thereof); (3) will discontinue selling and offering for sale any services that we at any time disapprove; (4) will refrain from engaging in the wholesale distribution of any materials or services without our prior written consent; and (5) will only outsource sales for services that we have approved to be outsourced, as described in the Operations Materials or otherwise in writing.

C. MANAGEMENT OF YOUR BUSINESS. Your Business shall be managed by you or, if you are an Entity, by the Managing Owner. Additionally, within 90 days of signing this Agreement, you must engage an installer with the minimum qualifications as we may designate in the Operations Materials or otherwise in writing, and you must require such installer to successfully complete OSHA training provided by a third-party vendor, as well as an initial training provided by us or you. You (or the Managing Owner if you are an Entity) agree to devote a full-time effort to your Business, to supervise the day-to-day operations of your Business and continuously exert your best efforts to promote and enhance your Business.

D. APPROVED PRODUCTS, SERVICES, AND SUPPLIERS. We reserve the right to periodically designate and approve standards, specifications, suppliers and/or distributors of the Operating Assets and the products and services that we periodically authorize for use at your Business. During this Agreement’s term you must purchase or lease all Operating Assets and other products and services for your Business only according to our standards and specifications and, if we require, only from suppliers or distributors that we designate or approve (which may include or be limited to us and/or our affiliates). You acknowledge and agree that we and/or our affiliates do not provide any warranty to any Operating Assets or other products that we require you to purchase or lease. You further acknowledge and agree that we

and/or our affiliates may derive revenue based on your purchases and leases (including, without limitation, from charging you for products and services we or our affiliates provide to you and from payments made to us or our affiliates by suppliers that we designate or approve for some or all of our franchisees).

If you want to use any Operating Assets or products that we have not yet evaluated or want to purchase any item from a supplier or distributor that we have not yet approved (for items that we require you to purchase from designated or approved suppliers or distributors), you first must submit your request in writing before purchasing such product or service, or any items or services from that supplier. We will not be obligated to respond to your request, and any actions we take in response to your request will be at our discretion. We may, with or without cause, revoke our approval of any supplier, product or service at any time, and you must discontinue using a supplier or selling and offering for sale any products or services that we disapprove at any time. Any variations or accommodations we grant you for your Business are not automatically authorized for other True Install Businesses, whether owned by you or other franchisees.

You authorize us to provide your contact information to suppliers. You acknowledge and agree that suppliers may share your data with us, including your purchase history and quantities purchased, and we may use any such data for any business purpose we deem appropriate. You agree to take all actions or sign all documentation reasonably requested by us or the third-party supplier to allow such exchange of information. If we are unable to independently collect such data, you acknowledge and agree that you will promptly provide us with any requested information in the format(s) we periodically require, and such information is subject to the treatment set forth in this Section 8.D in our sole discretion.

You agree that during your first year of operation of your Business, you will engage the third party we designate for human resources services, and at our discretion, engage such third party for human resources services beyond your first year of operation as we may require.

E. COMPLIANCE WITH LAWS AND GOOD BUSINESS PRACTICES. You must secure and maintain in force throughout this Agreement's term all required licenses, permits and certificates relating to your Business's operation and operate your Business in full compliance with all applicable laws, ordinances and regulations. You agree to comply and assist us in our compliance efforts, as applicable, with any and all laws, regulations, Executive Orders or otherwise relating to anti-terrorist activities or the conduct of transactions involving certain foreign parties, including, without limitation, the U.S. Patriot Act, Executive Order 13224, the U.S. Foreign Corrupt Practices Act, the Bank Secrecy Act, the International Money Laundering Abatement and Anti-terrorism Financing Act, the Export Administration Act, the Arms Export Control Act, the International Economic Emergency Powers Act, and related U.S. Treasury and/or other regulations. In connection with such compliance efforts, you agree not to enter into any prohibited transactions and to properly perform any currency reporting and other activities relating to your Business as may be required by us or by law. You confirm that you, your owners, employees, agents, and representatives are not presently listed (nor has any such individual previously been listed) on the U.S. Treasury Department's List of Specially Designated Nationals, the Annex to Executive Order 13224 (the Annex is currently available at <http://www.treasury.gov>), or in any other governmental list which prohibits us or you from dealing with such individuals, and agree not to hire any person so listed or have any dealing with a person so listed. You are solely responsible for ascertaining what actions must be taken by you to comply with all such laws, orders and/or regulations, and specifically acknowledge and agree that your indemnification responsibilities as provided in Section 16.D pertain to your obligations hereunder. Notwithstanding the foregoing, unless any order issued by any federal, state or local authority requires closure of your Business, you will not close your Business unless you obtain our prior written consent.

Your Business must in all dealings with its clients, suppliers, us and the public adhere to the highest standards of honesty, integrity, fair dealing and ethical conduct. You must promptly pay all taxes and fees

levied and asserted on the property of your Business and promptly satisfy any other indebtedness or liability to third-party vendors that you incur in operating your Business. You agree to refrain from any business or marketing practice which might injure our business or the goodwill associated with the Marks or other True Install Businesses. You agree to comply with our Franchise System Website (as defined in Section 9.C below) privacy policy, as it may be amended periodically; you further agree to comply with any requests to return or delete customer personal information, whether requested by us or directly by the customer, as required by applicable data sharing and privacy laws. You must notify us in writing within three business days of: (1) the commencement of any action, suit or proceeding relating to your Business; (2) the issuance of any order, writ, injunction, award or decree of any court, agency or other governmental instrumentality relating to your Business; (3) any notice of violation of any law, ordinance or regulation relating to your Business, and/or that any audit, investigation, or similar proceeding by any person or governmental authority is pending or threatened against you or your Business; (4) receipt of any notice of complaint from the Better Business Bureau, any local, state or federal consumer affairs department or division, or any other government or independent third party involving a complaint from a customer or potential customer relating to your Business; (5) any notice of default from your landlord or any third-party supplier; (6) any expiration, lapse, or rescission of any licenses, including any specialty licenses, required to operate your Business; (7) any notice of any safety issues or incidents involving your Business; and (8) written complaints from any customer or potential customer. You must immediately provide us with copies of any documentation you receive of events in (1) through (8) above and resolve the matter in a prompt and reasonable manner in accordance with good business practices. Upon our written request, at any time, you must also provide us with evidence of your maintaining any specialty licenses required for operation of your Business, and copies of OSHA certificates of completion for you and your installers.

F. INSURANCE. During the term of this Agreement you must maintain in force at your sole expense commercial general liability, cyber and privacy liability, workers' compensation, auto liability, installation floaters, and commercial umbrella insurance policies in connection with your Business's operation, all containing the minimum liability coverage we periodically prescribe. We may also require that you maintain certain other types of insurance policies depending on the types of products and services your Business provides, including auto liability and/or auto physical damage coverage (if you rent commercial vehicles or specialized equipment), garage keeper's coverage (if your Business provides vehicle wraps and graphics), and rigger's insurance (if you subcontract the rigging, lifting, or transport of signage). We may also recommend certain insurance policies for all franchisees, such as business interruption coverage. We may periodically increase the amounts of coverage required under these insurance policies and/or require different or additional insurance coverages at any time to reflect inflation, identification of new risks, changes in law or standards of liability, higher damage awards or other relevant changes in circumstances. Additionally, you may be required to obtain certain insurance coverage for services that may be applicable on a one-off, job-specific basis, the need for which will depend on the services provided by your Business and the laws that apply to such services in the applicable municipality, including non-owned auto liability and/or auto physical damage coverage (if you rent commercial vehicles or specialized equipment), garage keeper's insurance (if your Business provides vehicle wraps and graphics), and rigger's insurance (if you subcontract the rigging, lifting, or transport of signage). Such job-specific insurance must be obtained in amounts sufficient to cover your agreement(s) with customers requiring such services. Our requirements for insurance coverage are not representations or warranties of any kind that such coverage is sufficient for your Business's operations. Such requirements represent only the minimum coverage that we deem acceptable to protect our interests. It is your sole responsibility to obtain insurance coverage for your Business that you deem appropriate, based on your own independent investigation. We are not responsible if you sustain losses that exceed your insurance coverage under any circumstances.

The liability coverage insurance policies must name us and any affiliates we designate as additional insureds, using a form of endorsement that we have approved, and every insurance policy must provide for 30 days' prior written notice to us of a policy's material modification, cancellation or expiration. All insurance policies must be issued by insurance companies with performance ratings of at least "A" as rated in the most recent edition of A.M. Best's Insurance Reports or comparable publication. You must routinely furnish us copies of your Certificate of Insurance or other evidence of your maintaining this insurance coverage and paying premiums. If you fail or refuse to obtain and maintain the insurance we specify, in addition to our other remedies, we may (but need not) obtain such insurance for you and your Business on your behalf, in which event you shall cooperate with us and reimburse us for all premiums, costs and expenses we incur in obtaining and maintaining the insurance. Upon our written request, at any time, you must provide us with any additional evidence of your maintaining insurance coverage and paying premiums.

G. COMPLIANCE WITH SYSTEM STANDARDS. You acknowledge and agree that operating and maintaining your Business according to System Standards are essential to preserve the goodwill of the Marks and the goodwill of all True Install Businesses. Therefore, you agree at all times to operate and maintain your Business according to each and every System Standard, as we periodically modify and supplement them. Though we retain the right to establish and periodically modify and supplement System Standards which you have agreed to maintain in the operation of your Business, you retain the right and sole responsibility for the day-to-day management and operation of your Business and the implementation and maintenance of System Standards at your Business. System Standards may regulate any aspect of your Business's operation and maintenance, including, but not limited to, any one or more of the following: (1) sales, marketing, and promotional programs and materials and media used in these programs; (2) staffing levels for your Business and employee qualifications, training, and appearance (although you have sole responsibility and authority concerning employee selection and promotion, training, hours worked, rates of pay and other benefits, work assigned and working conditions); (3) use and display of the Marks; (4) days and hours of operation; (5) participation in market research and testing and product and service development programs; (6) participation in quality assurance and customer satisfaction programs; (7) bookkeeping, accounting, data processing and record keeping systems and forms; (8) formats, content and frequency of reports to us of sales, revenue, and financial performance and condition; (9) policies for the registration, use, content, or management of Online Presences or other technology systems, solutions or products; (10) forms of payment and currencies your Business must or may accept; (11) the use and/or prohibited use(s) of artificial intelligence software and similar generative technologies in connection with the operation of your Business; and (12) any other aspects of operating and maintaining your Business that we determine to be useful to preserve or enhance the efficient operation, image or goodwill of the Marks and True Install Businesses.

You agree that the System Standards, whether prescribed in the Operations Materials or otherwise communicated to you in writing or another form, are part of this Agreement as if fully set forth within its text. All references to this Agreement include all System Standards as periodically modified. You acknowledge that our periodic modification of the System Standards (including, without limitation, changes to the hardware and software required for the Computer System), which may accommodate regional and/or local variations, may obligate you to invest additional capital in your Business and/or incur higher operating costs.

We have the right to operate, develop, and change the System Standards in any manner that is not specifically prohibited by this Agreement. You agree to comply with any new System Standards we issue within 90 days of our issuance of such new System Standard, unless we expressly provide a longer time period for you to bring your Business into compliance with such new or modified System Standard. Whenever we have reserved in this Agreement a right to take or to withhold an action, to grant or decline

to grant you a right to take or withhold an action, or to provide or withhold approval or consent, we may, except as otherwise specifically provided in this Agreement, make our decision or exercise our rights based on information readily available to us and on our judgment of what is in our and/or the best interests of the True Install Businesses and the Marks at the time our decision is made.

H. BUSINESS NUMBERS, LISTINGS AND INTERNET ACCOUNTS. You acknowledge and agree that as between you and us, we have the sole rights to, and interest in, all telephone numbers, facsimile numbers, classified and online directory listings, and any other type of contact information that you use in the operation or promotion of your Business or that is associated with your Business (“Contact Identifiers”) and Online Presences. All Contact Identifiers used in the operation of your Business must be separate and apart from your personal or residential phone numbers. Upon the termination or expiration of this Agreement, you agree to transfer, assign or otherwise convey to us full control of all Contact Identifiers and Online Presences that you used to operate your Business or that displays any of the Marks or any reference to the brand, in addition to any information collected by or stored within the management information systems and customer relationship management systems. Notwithstanding the foregoing, you agree that all liabilities and obligations arising from any such Contact Identifiers, Online Presence, or any management information systems and customer relationship management systems prior to the date of the transfer, assignment or conveyance to us will remain your sole responsibility in all respects, and any costs we incur in connection therewith will be indemnifiable under Section 16.D. You irrevocably appoint us, with full power of substitution, as your true and lawful attorney-in-fact, which appointment is coupled with an interest, to execute such directions and authorizations as may be necessary or prudent to accomplish the foregoing.

I. INFORMATION SECURITY. You will have access to information that can be used to identify an individual, including but not limited to names, addresses, telephone numbers, e-mail addresses, purchase history, employment history, preferences, demographic information, financial and related information (“Personal Information”). You may gain access to such Personal Information from us, our affiliates, our vendors, or your own operations. You acknowledge and agree that all Personal Information is our Confidential Information (other than Restricted Information, defined below) and is subject to the protections under Section 6.

During and after the term of this Agreement, you (and if you are conducting business as an Entity, each of your Owners) agree to, and to cause your respective current and former employees, representatives, affiliates, successors and assigns to: (a) process, retain, use, collect, and disclose all Personal Information only in strict accordance with all applicable laws, regulations, orders, the guidance and codes issued by industry or regulatory agencies, and the privacy policies and terms and conditions of any applicable Online Presence; (b) assist us with meeting our compliance obligations under all applicable laws and regulations relating to Personal Information, including the guidance and codes of practice issued by industry or regulatory agencies; and (c) promptly notify us of any communication or request from any customer or other data subject to access, correct, delete, opt-out of, or limit activities relating to any Personal Information.

If you become aware of a suspected or actual breach of security or unauthorized access involving Personal Information, you will notify us immediately and specify the extent to which Personal Information was compromised or disclosed. You also agree to follow our instructions regarding curative actions and public statements relating to the breach. We reserve the right, but have no obligation, to conduct a data security and privacy audit of any of your Business and your Computer System at any time, from time to time, to ensure that you are complying with our requirements. You must promptly notify us if you receive any complaint, notice, or communication, whether from a governmental agency, customer or other person, relating to any Personal Information, or your compliance with your obligations relating to Personal

Information under this Agreement, and/or if you have any reason to believe you will not be able to satisfy any of your obligations relating to Personal Information under this Agreement. Any breach arising from your misuse, unlawful use, or improper safeguarding of the Personal Information, or your use of the Personal Information in a way that is not authorized by this Section 8.I, is subject to your indemnification obligations under Section 16.D.

Notwithstanding anything to the contrary in this Agreement or otherwise, you agree that we do not control or own any of the following Personal Information (collectively, the “Restricted Information”): (a) any Personal Information of the employees, officers, contractors, owners or other personnel of you, your affiliates, or your Business; (b) such other Personal Information as we from time to time expressly designate as Restricted Information; and/or (c) any other Personal Information to which we do not have access. Regardless of any guidance we may provide generally and/or any specifications that we may establish for other Personal Information, you have sole and exclusivity responsibility for all Restricted Information, including establishing protections and safeguards for such Restricted Information; provided, that in each case you agree to comply with all applicable laws, regulations, orders, and the guidance and codes issued by industry or regulatory agencies applicable to such Restricted Information.

We may electronically access the Computer System and any software, platforms, or other technologies used in connection with the operation of your Business, and/or require you to provide, transmit, upload, or otherwise remit to us data and information derived from the Computer System or any such software, platforms, or other technologies we specify. Such access or data reporting may occur directly or indirectly, including through system integrations, interfaces, automated reporting tools, application programming interfaces (APIs), third-party service providers, or other electronic means we designate, and in the form, manner, frequency, and format that we specify from time to time. We may use and/or disclose data regarding you and/or your Business in any manner we deem appropriate, in our sole discretion, regardless of the method(s) in which such data was collected.

The obligations of this Section 8.I shall survive any expiration or termination of this Agreement.

J. EMPLOYEES, AGENTS AND INDEPENDENT CONTRACTORS. You acknowledge and agree that you are solely responsible for all decisions relating to employees, agents, and independent contractors that you may hire to assist in the operation of your Business. You agree that any employee, agent or independent contractor that you hire will be your employee, agent or independent contractor, and not our employee, agent or independent contractor. You also agree that you are exclusively responsible for the terms and conditions of employment of your employees, including recruiting, hiring, firing, training, compensation, work hours and schedules, work assignments, safety and security, discipline, and supervision. You agree to manage the employment functions of your Business in compliance with federal, state, and local employment laws. You must also notify all of your employees that they are your employees and not our employees, and you must never contend otherwise.

K. NON-DISPARAGEMENT. You agree not to (and to use your best efforts to cause your current and former shareholders, members, officers, directors, principals, agents, partners, employees, representatives, attorneys, spouses, heirs, affiliates, successors and assigns not to) disparage or otherwise speak or write negatively, directly or indirectly, of us or our affiliates, directors, officers, employees, representatives or affiliates, the brands under which we do business, our business operations, and/or take any other action that would, directly or indirectly, (i) subject any of the foregoing to ridicule, scandal or reproach, or (ii) would constitute an act of moral turpitude. The obligations of this Section 8.K shall survive any expiration or termination of this Agreement.

9. **MARKETING.**

A. BY YOU. We may provide marketing guidance in the form of additional training, programs and seminars either through an Online Presence or at various locations that we designate. You acknowledge and agree that the best interests of the Franchise System and your Business are likely to be maximized by participating in such training, programs and seminars.

You agree to list your Business in such online directories as we periodically prescribe. Except as provided in Section 9.C below, you may not develop, maintain, or authorize any Online Presence that mentions or describes your Business or displays any of the Marks.

You agree that your promotion and marketing will be completely clear, factual, and not misleading and conform to both the highest standards of ethical marketing and the marketing policies that we prescribe from time to time. Before you use them, you agree to send us for approval samples of all promotional and marketing materials which we have not prepared or previously approved. If you do not receive written disapproval within 20 days after we receive the materials, they are deemed to be approved. You may not use any promotional or marketing materials that we have not approved or have disapproved. You will have five days after receipt of our notice of disapproval to withdraw and discontinue use of such disapproved materials.

B. MARKETING FUND. We have established a marketing fund for True Install Businesses located in the United States (the “Marketing Fund”). We will use the Marketing Fund for marketing and public relations programs and materials we deem appropriate. True Install Businesses that we or our affiliates may own may not contribute to the Marketing Fund on the same percentage basis as franchisees. We reserve the right to consolidate the Marketing Fund with the marketing funds of other brands we or our affiliates franchise and maintain and administer one marketing fund for all brands.

We will direct all programs that the Marketing Fund finances, with sole control over the creative concepts, materials, and endorsements used and their geographic, market, and media placement and allocation. The Marketing Fund may pay for preparing and producing video, audio, and written materials and digital media; developing, implementing, and maintaining a Franchise System Website and/or related strategies; administering regional and multi-regional marketing programs, including, without limitation, purchasing trade journal, direct mail, and other media marketing and using marketing agencies and other advisors to provide assistance; administering online marketing campaigns (including search engine, social media, e-mail, pay-per-click and display ad campaigns); developing and administering software, apps, and related integrations; implementing a loyalty program or other marketing programs designed to encourage the use of True Install Businesses; supporting public relations, market research, direct sales tools, and other promotion and marketing activities; sales training and support of franchisees’ sales personnel; and such other use as we deem appropriate, in our sole discretion, for the promotion of the *True Install*[®] brand. As long as you are in compliance with this Agreement, including the System Standards, the Marketing Fund periodically may give you samples of marketing and promotional formats and materials at no cost. The Marketing Fund will sell you multiple copies of these materials at its direct cost of producing them, plus any related shipping, handling, and storage charges.

We will account for the Marketing Fund separately from our other funds and not use the Marketing Fund for any of our general operating expenses. However, we may use the Marketing Fund to pay the reasonable salaries and benefits of personnel who manage and administer the Marketing Fund, the Marketing Fund’s other administrative costs, travel expenses of personnel while they are on Marketing Fund business, meeting costs, overhead relating to Marketing Fund business, and other expenses that we incur in activities reasonably related to administering, communicating or directing the Marketing Fund and its programs, including, without limitation, conducting market research; running social media campaigns;

building, updating and maintaining websites; creating and delivering franchise communications; public relations; preparing promotion and marketing materials; and collecting and accounting for Marketing Fund contributions.

The Marketing Fund will not be our asset. The Marketing Fund is not a trust. We do not owe any fiduciary obligation to you for administering the Marketing Fund or any other reason. We will hold all Marketing Fund contributions for the benefit of the contributors and use contributions for the purposes described in this Section. The Marketing Fund may spend in any fiscal year more or less than the total Marketing Fund contributions in that year, borrow from us or others (paying reasonable interest) to cover deficits, or invest any surplus for future use. We will use all interest earned on the Marketing Fund contributions to pay costs before using the Marketing Fund's other assets. We will prepare an annual, unaudited statement of Marketing Fund collections and expenses and give you a copy of the statement upon your written request to us. We may have the Marketing Fund audited annually, at the Marketing Fund's expense, by an independent certified public accountant. We may incorporate the Marketing Fund or operate it through a separate entity whenever we deem appropriate. The successor entity will have all of the rights and duties specified in this Section.

We intend for the Marketing Fund to promote the Marks, patronage of True Install Businesses contributing to the Marketing Fund and the *True Install*[®] brand generally. Although we will try to use each Marketing Fund to develop marketing materials and programs, and to place marketing, that will benefit all True Install Businesses contributing to the Marketing Fund, we need not ensure that the Marketing Fund expenditures in or affecting any geographic area are proportionate or equivalent to Marketing Fund contributions by True Install Businesses operating in that geographic area or that any True Install Business benefits directly or in proportion to its Marketing Fund contribution from the development of marketing materials or the placement of marketing. We have the right, but no obligation, to use collection agents and institute legal proceedings to collect Marketing Fund contributions at the Marketing Fund's expense. We also may forgive, waive, settle, and compromise all claims by or against a Marketing Fund. Except as expressly provided in this Section, we assume no direct or indirect liability or obligation to you for collecting amounts due to, maintaining, directing, or administering the Marketing Fund.

We may at any time defer or reduce contributions of a True Install Business franchisee and, upon 30 days' prior notice to you, reduce or suspend Marketing Fund contributions and operations for one or more periods of any length and terminate (and, if terminated, reinstate) the Marketing Fund. If we terminate a Marketing Fund, we will spend all remaining contributions prior to its termination.

C. FRANCHISE SYSTEM WEBSITE AND ONLINE PRESENCES. We maintain a corporate website on the Internet to advertise, market, and promote True Install Businesses, the services that they offer and sell, and/or the True Install Business franchise opportunity (a "Franchise System Website"). We may, but are not obligated to, provide you with a webpage on the Franchise System Website that references your Business. If we provide you with a webpage on the Franchise System Website, you must: (i) provide us the information and materials we request to develop, update, and modify your webpage; (ii) notify us whenever any information on the Franchise System Website regarding your Business is not accurate; and (iii) if we give you the right to modify your webpage, notify us whenever you change the content of your webpage. We will own all intellectual property and other rights in the Franchise System Website, including your webpage, and all information they contain (including, without limitation, the domain name or URL for your webpage, its analytics, and any personal or business data that visitors supply).

We will maintain the Franchise System Website and may use the Marketing Fund's assets to develop, maintain, and update the Franchise System Website. We periodically may update and modify the

Franchise System Website (including your Local Website). You acknowledge that we have final approval rights over all information on the Franchise System Website (including your Local Website). We may also discontinue any Franchise System Website, or consolidate such Franchise System Website with the website of any other brand concept, at any time, and in our discretion.

Even if we provide a link to your Local Website on our Franchise System Website, we will only maintain such link while you are in full compliance with this Agreement and all System Standards we implement (including, without limitation, those relating to the Franchise System Website). If you are in default of any obligation under this Agreement or our System Standards, then we may, in addition to our other remedies, temporarily remove your webpage and remove any reference to your Business from the Franchise System Website until you fully cure the default. We will permanently remove your webpage and any reference to your Business from the Franchise System Website upon this Agreement's expiration or termination.

You will also be required to have a website for your Business (the "Local Website") that we host. We will own the domain name and will assign the domain name to you. The content of the Local Website must comply with our specifications and standards as we periodically designate; all updates and changes to the Local Website must be approved by us. Besides the Local Website we host, you must not create any other website or web page for your Business. Your Local Website must at all times link to the privacy policy and terms and conditions that we prescribe for franchised True Install Businesses, which we may update from time to time, and your Local Website must comply with all applicable laws, System Standards, and other requirements we may prescribe in writing. We may, in the future, require you to create and maintain your own privacy policy for your Local Website. The monthly maintenance and hosting fee for the Local Website (plus tax, if applicable) is currently fully subsidized by the Marketing Fund, but we may charge a fee directly in the future. We may periodically increase the monthly fee for the Local Website based on the direct costs charged to us by our third-party vendor(s).

You are not permitted to develop, establish, register, or authorize any Online Presence that mentions or describes your Business or that displays any of the Marks. We may, in our discretion and on your behalf, establish Online Presence(s) for your use in accordance with our then-current social media policy or any successor policy, which we may modify from time to time, which includes guidelines for posting messages and/or commentary on third-party websites. We have discretion as to which Online Presence(s), if any, we establish on behalf of your Business or Businesses generally. We are not required to agree to your use of any Online Presence, and we may, in our sole discretion, prohibit the use of any Online Presence by you or all franchisees. You will have no right, title or interest to any Online Presence account or any "fans," "followers," "friends," "contacts," or similar connections associated therewith. We will at all times have primary administrative access to each such Online Presence that we establish and all documents, data, materials, and messages shared from or by such accounts; and we will grant you subordinate administrative access. You agree that we are the sole owner of each Online Presence, including all user credentials, and will not take any actions to assert otherwise.

Any Local Website and/or Online Presence you maintain must identify your Business as an independently owned and operated business. All marketing and promotional materials that you develop for your Business must contain notices of the Franchise System Website's domain name in the manner we designate. You must post content on the Online Presence(s) we designate, at intervals no less frequent than those we require and in accordance with our then-current social media policy or any successor policy, and you are solely responsible for the materials posted on any Online Presence related to your Business. You acknowledge and agree that any liability arising out of such content will remain solely with you. You must safeguard access to the Local Website and any Online Presence and all associated user credentials to prevent unauthorized use by third parties. We may, at any time without prior notice to you, access the Online

Presences and take any actions necessary or required to maintain the goodwill of the brands and reputation of the Franchise System.

Upon termination or expiration of this Agreement, all ownership of all content created during the Term will be assigned to us, and we will remove your access to any Online Presence(s) and Local Website. If you fail to comply with any of our System Standards related to Online Presences, including any guidelines set forth in the then-current social media policy or any successor policy, we have the right to deactivate any Local Website or Online Presence and/or limit your users' administrative and/or posting access to such accounts at any time.

D. BRANDED EMAILS. We reserve the right to require you to use an email address associated with our registered domain name in connection with the operation of your Business. If we require you to obtain and use such an email address, you must do so in accordance with our System Standards. We may access the email account and/or redirect any such account to us (or our designee) at any time; however, we have no obligation to monitor your email account. You acknowledge and agree that you will use such email address only in connection with the operation of your Business and in compliance with all applicable laws. You agree to indemnify us and our affiliates for claims arising from your unlawful use of such email address.

E. LOCAL MARKETING. In addition to your contributions to the Marketing Fund and the KickStart initial marketing deposit, we may require you to spend at least 3% of your monthly Net Sales on local marketing. The local marketing materials must at all times comply with this Section 9 and be approved by us in writing prior to use.

10. **RECORDS, REPORTS, AND FINANCIAL STATEMENTS.**

You agree to establish and maintain at your own expense a bookkeeping, accounting, and recordkeeping system conforming to the requirements and formats we prescribe from time to time, using the Computer System, other technologies, and any other methods we approve and/or designate. Your fiscal year will coincide with the calendar year. You further agree to deliver to us such financial records, including profit and loss statements, balance sheets, operating statements, cash flow statements, statistical reports, bank activity reports, tax records, and/or any other records we request, at the intervals and in the formats we specify. During your first year of operation of your Business, you will also engage the third party we designate for bookkeeping services, and at our discretion, engage such third party for bookkeeping services beyond your first year of operation as we may require.

You will provide all financial records in accordance with the chart of accounts we may designate. Moreover, we may, as often as we deem appropriate (including on a daily basis), access and retrieve from the Computer System all information relating to your Business's operation and all customer information. You agree to preserve and maintain all records in a secure location at your Business for at least seven years (including, but not limited to, sales checks, purchase orders, invoices, payroll records, customer lists, check stubs, sales tax records and returns, cash receipt and disbursement journals, and general ledgers), or for any longer period that may be required by law.

We may use and/or disclose these reports and/or any data regarding you and/or your Business in any manner we deem appropriate, in our sole discretion.

11. **INSPECTIONS AND AUDITS.**

A. OUR RIGHT TO INSPECT YOUR BUSINESS. To determine whether you and your Business are complying with this Agreement and all System Standards, we and our designated agents or

representatives, may at all times and without prior notice to you: (1) inspect your Business (including all associated Online Presences); (2) observe, photograph and record (audio and/or video) your Warehouse and your Business's operations for consecutive or intermittent periods we deem necessary; (3) remove samples of any products and supplies; (4) inspect your Computer System, including hardware, software, security, configurations, connectivity and data access, and other technology used in the operation of your Business; (5) interview your Business's personnel and customers; and (6) inspect and copy any books, records, and documents relating to your Business's operation. You consent to all photos and video and/or audio recordings and agree to cooperate with us fully during the course of these inspections and tests. You further agree to obtain all third-party consents required under applicable law to permit such photos and videos and/or audio recordings in connection with your Business. If your Principal Business Address is located within a personal residence, we will not photograph or videotape the premises, or enter the premises, without prior consent from you. If we exercise any of these rights, we will not interfere unreasonably with your Business's operation. Any inspection will be made at our expense, but if we or our designee must make two inspections concerning your repeated or continuing failure to comply with this Agreement, or if a follow-up inspection is required because we or our designee were for any reason prevented from properly inspecting any or all of your Business (including because you or your personnel refused entry to the Principal Business Address or Warehouse), we will have the right to charge you our then-applicable per diem fee (currently \$400 per person per day, subject to a maximum of \$1,000 per person per day) for the costs of making all further inspections concerning your failure to comply, including travel expenses of our designee.

B. OUR RIGHT TO AUDIT. We may at any time during your business hours, and without prior notice to you, examine you (if you are an Entity) and your Business's business, bookkeeping, and accounting records, sales and income tax records and returns, and other records. You must cooperate fully with our representatives and independent accountants in any examination. If any examination discloses an understatement of your Business's Net Sales, you must pay us, within 15 days after receiving the examination report, the Royalty and Marketing Fund contributions due on the amount of the understatement, plus 1.5% interest on the understated amounts from the date originally due until the date of payment. Furthermore, you must pay our then-current per diem fee (currently \$400 per person per day, subject to a maximum of \$1,000 per person per day) and reimburse us for the costs of the examination, inspection or audit, including, without limitation, the charges of independent accountants (including any per diem fees and travel expenses) and the travel expenses of our employees, if: (i) an examination is necessary due to your failure to furnish reports, supporting records, or other information as required, or to furnish these items on a timely basis, or (ii) our examination reveals a Royalty or Marketing Fund contribution understatement exceeding 5% of the amount that you actually reported to us for the period examined. These remedies are in addition to our other remedies and rights under this Agreement and applicable law. We may also at any time audit your social media accounts and Online Presences, including posted content, messaging, and customer interactions, to ensure compliance with our System Standards.

12. **TRANSFER.**

A. BY US. You acknowledge that we maintain a staff to manage and operate the Franchise System for the True Install Businesses and that staff members can change as employees come and go. You represent that you have not signed this Agreement in reliance on any particular shareholder, member, director, officer, or employee remaining with us in that capacity. We may change our ownership or form and/or assign this Agreement and any other agreement to a third party without restriction.

B. BY YOU. You understand and acknowledge that the rights and duties this Agreement creates are personal to you (or to your owners if you are an Entity) and that we have granted you the Franchise in reliance upon our perceptions of your (or your owners') individual or collective character,

skill, aptitude, attitude, business ability, and financial capacity. Accordingly, neither this Agreement (or any interest in this Agreement), your Business or substantially all of its assets, any ownership interest in you (regardless of its size), nor any ownership interest in any of your owners (if such owners are legal entities) may be transferred without our prior written approval. A transfer of your Business's ownership, possession, or control, or substantially all of its assets, may be made only with a transfer of this Agreement. Any transfer, or attempt to transfer, without our approval is a breach of this Agreement is void and has no effect. In this Agreement, the term "transfer" includes a voluntary, involuntary, direct, or indirect assignment, sale, gift, or other disposition of any interest in this Agreement, you, substantially all of the assets of your Business, or the loss of possession, control, or management of your Business. Without limiting the foregoing, you may not, without our prior written consent, pledge, or attempt to pledge, this Agreement (to someone other than us) or an ownership interest in you or your owners or transfer, or attempt to transfer, an interest in this Agreement or substantially all of the assets of your Business in a divorce, insolvency or entity dissolution proceeding.

C. CONDITIONS FOR APPROVAL OF TRANSFER. If you (and your owners) are in full compliance with this Agreement, then, subject to the other provisions of this Section 12, we may approve, in our sole discretion, a transfer that meets all of the requirements in this Section. A non-controlling ownership interest in you or your owners (determined as of the date on which the proposed transfer will occur) may be transferred if the proposed transferee and its direct and indirect owners (if the transferee is an Entity) are of good character and meet our then applicable standards for True Install Business franchisees (including no ownership interest in or performance of services for a Competitive Business). All proposed transferees of a non-controlling interest in you must fill out and submit to us our then-current form of franchise application. If the proposed transfer is of this Agreement or a controlling ownership interest in you or one of your owners, or is one of a series of transfers (regardless of the time period over which these transfers take place) which in the aggregate transfer this Agreement or a controlling ownership interest in you or one of your owners, then all of the following conditions must be met before or concurrently with the effective date of the transfer:

- (1) the transferee has sufficient business experience, aptitude, and financial resources to operate your Business, and meets our then applicable standards for True Install Business franchisees;
- (2) you have paid all Royalty, Marketing Fund contributions, and other amounts owed to us, our affiliates, and third-party vendors, and have submitted all required reports and statements;
- (3) you have paid the then-current transfer fee (currently 25% of the initial franchise fee, subject to a maximum of \$10,000);
- (4) you have provided us with all information and/or documents we request about the proposed transfer, the transferee, and its owners;
- (5) you have not violated any provision of this Agreement, the Lease (if applicable), or any other agreement with us during both the 60-day period before you requested our consent to the transfer and the period between your request and the effective date of the transfer;
- (6) neither the transferee nor its owners (if the transferee is an Entity) or affiliates have an ownership interest (direct or indirect) in or perform services for a Competitive Business;
- (7) the transferee (or its managing owner) completes our initial training program to our satisfaction;

(8) if applicable, your landlord allows you to transfer the Lease or sublease the Warehouse to the transferee, or the transferee has determined a suitable principal business address from which to operate your Business;

(9) the transferee agrees (if the transfer is of this Agreement) to remodel and refurbish the Warehouse and upgrade and re-wrap the Service Vehicle(s) in accordance with our current requirements and specifications for True Install Businesses (subject to Section 12.C(10), if applicable) within 45 days after the effective date of the transfer (we will advise the transferee before the effective date of the transfer of the specific actions that it must take within this time period);

(10) if we so require, the transferee agrees to transition your Business into a different brand concept that either we or an affiliate offers, including remodeling the Service Vehicle(s) and Warehouse as necessary, adding or replacing improvements and Operating Assets, replacing the Marks wherever they appear (including without limitation, marketing materials and stationery) and complying with all of the then-current system standards applicable to the new brand concept;

(11) the transferee shall (if the transfer is of this Agreement), or you shall (if the transfer is of a controlling ownership interest in you or one of your owners), sign our then current form of franchise agreement and related documents, any and all of the provisions of which may differ materially from any and all of those contained in this Agreement;

(12) you (and your transferring owners) sign a general release, in a form satisfactory to us, of any and all claims against us and our owners, officers, directors, employees, and agents;

(13) we have determined that the purchase price and payment terms will not adversely affect the transferee's operation of your Business;

(14) if you or your owners finance any part of the purchase price, we reserve the right to require that you and/or your owners subordinate any of the transferee's obligations under promissory notes or agreements with you or your security interests reserved in your Business, to the transferee's obligation to pay Royalty, Marketing Fund contributions, and other amounts due to us, our affiliates, and third-party vendors and otherwise to comply with this Agreement;

(15) you and your transferring owners (and your and their immediate family members) will not, for two years beginning on the transfer's effective date, engage in any of the activities proscribed in Section 15.D below; and

(16) you and your transferring owners will not directly or indirectly at any time or in any manner (except with respect to other Businesses you own and operate) identify yourself or themselves or any business as a current or former Business or as one of our franchisees; use any Mark, any colorable imitation of a Mark, or other indicia of a True Install Business in any manner or for any purpose; or utilize for any purpose any trade name, trade or service mark, or other commercial symbol that suggests or indicates a connection or association with us.

We may review all information regarding your Business that you give the transferee, correct any information that we believe is inaccurate, and give the transferee copies of any reports that you have given us or we have made regarding your Business.

Our consent to a transfer of this Agreement and your Business, or any interest in you or your owners, is not a representation of the fairness of the terms of any contract between you and the transferee,

a guarantee of your Business's or the transferee's prospects of success, or a waiver of any claims we have against you (or your owners) or of our right to demand full compliance by you and the transferee with this Agreement.

D. TRANSFER TO A WHOLLY-OWNED CORPORATION OR LIMITED LIABILITY COMPANY. Notwithstanding Section 12.C above, if you are in full compliance with this Agreement, you may transfer this Agreement to a corporation or limited liability company which conducts no business other than your Business and, if applicable, other True Install Businesses, in which you maintain management control, and of which you own and control 100% of the equity and voting power of all issued and outstanding ownership interests, provided that all of your Business's assets are owned, and your Business's business is conducted, only by that single corporation or limited liability company. The corporation or limited liability company must expressly assume all of your obligations under this Agreement. You agree to remain personally liable under this Agreement as if the transfer to the corporation or limited liability company did not occur and sign the form of consent to assignment and assignment to corporate entity satisfactory to us which may include a general release of any and all claims against us and our owners, officers, directors, employees and agents.

E. YOUR DEATH OR DISABILITY. Upon your (or your Managing Owner's) death or disability, your (or the Managing Owner's) executor, administrator, conservator, guardian, or other personal representative must transfer your interest in this Agreement, or the Managing Owner's ownership interest in you, to a third party (which may be your or the Managing Owner's heirs, beneficiaries, or devisees). That transfer must be completed within a reasonable time, not to exceed 180 days from the date of death or disability and is subject to all of the terms and conditions in this Section 12. The term "disability" means a mental or physical disability, impairment, or condition that is reasonably expected to prevent or actually does prevent you (or the Managing Owner) from supervising your Business's management and operation.

If, upon your (or the Managing Owner's) death or disability, a manager approved by us is not managing your Business, your (or the Managing Owner's) executor, administrator, conservator, guardian, or other personal representative must appoint a manager within 15 days of the date of death or disability. The manager must complete our initial training program at your expense. If applicable, a new Managing Owner acceptable to us also must be appointed for your Business within 30 days. If, in our judgment, your Business is not being managed properly any time after your (or the Managing Owner's) death or disability, we may, but need not, operate your Business on an interim basis (or appoint a third party to operate your Business on an interim basis). All funds from your Business's operation while it is under our (or the third party's) management will be kept in a separate account, and all expenses will be charged to this account. We may charge you (in addition to amounts due under this Agreement) a reasonable per diem fee (currently \$400 per person per day, subject to a maximum of \$1,000 per person per day) plus our (or the third party's) direct out-of-pocket costs and expenses, if we (or a third party) assume your Business's management under this Section 12.E. We or a third party we designate have a duty to utilize only reasonable efforts and will not be liable to you or your owners for any debts, losses, or obligations your Business incurs, or to any of your creditors for any products, other assets, or services your Business purchases, while we (or such designated third party) manage it.

F. OUR RIGHT OF FIRST REFUSAL. If you (or any of your owners) at any time determine to sell or transfer for consideration an interest in this Agreement and your Business, or an ownership interest in you (except to or among your current owners, which is not subject to this Section), in a transaction that would be allowed under Sections 12.B and 12.C above, you (or your owners) agree to obtain from a responsible and fully disclosed buyer, and send us, a true and complete copy of a bona fide, executed written offer (which may include a letter of intent) relating exclusively to an interest in you or in this Agreement and your Business. The offer must include details of the payment terms of the proposed

sale and the sources and terms of any financing for the proposed purchase price. To be a valid, bona fide offer, the proposed purchase price must be in a dollar amount, and the proposed buyer must submit with its offer an earnest money deposit equal to 5% or more of the offering price. The right of first refusal process will not be triggered by a proposed transfer that would not be allowed under Sections 12.B and 12.C above. We may require you (or your owners) to send us copies of any materials or information sent to the proposed buyer or transferee regarding the possible transaction.

We may, by written notice delivered to you or your selling owner(s) within 30 days after we receive both an exact copy of the offer and all other information we request, elect to purchase the interest offered for the price and on the terms and conditions contained in the offer, provided that: (1) we may substitute cash for any form of payment proposed in the offer; (2) our credit will be deemed equal to the credit of any proposed buyer; (3) we will have an additional 30 days to prepare for closing after notifying you of our election to purchase; and (4) we must receive, and you and your owners agree to make, all customary representations and warranties given by the seller of the assets of a business or the ownership interests in a legal entity, as applicable.

If we exercise our right of first refusal, you and your selling owner(s) (and your and their immediate family members) agree that, for two years beginning on the closing date, you and they will be bound by the non-competition covenant contained in Section 15.D below. We have the unrestricted right to assign this right of first refusal to a third party, who then will have the rights described in this Section. If we do not exercise our right of first refusal, you or your owners may complete the sale to the proposed buyer on the original offer's terms, but only if we approve the transfer in accordance with, and you (and your owners) and the transferee comply with the conditions in, Sections 12.B and 12.C.

If you do not complete the sale to the proposed buyer within 60 days after we notify you that we do not intend to exercise our right of first refusal, or if there is a material change in the terms of the sale (which you agree to tell us promptly), we or our designee will have an additional right of first refusal during the 30 day period following either the expiration of the 60 day period or our receipt of notice of the material change(s) in the sale's terms, either on the terms originally offered or the modified terms, at our or our designee's option.

13. EXPIRATION OF THIS AGREEMENT.

A. YOUR RIGHT TO ACQUIRE A SUCCESSOR FRANCHISE. When this Agreement expires:

(1) if you (and each of your owners) have substantially complied with this Agreement during its term;

(2) provided that, and in conjunction with Section 13.A(2) below, (a) you maintain possession of and agree (regardless of cost) to add or replace improvements and Operating Assets, and modify your Business as we require to comply with System Standards then applicable for True Install Businesses; or (b) at your option, you secure a substitute warehouse that we approve and you develop that warehouse according to System Standards then applicable for True Install Businesses, then you may acquire a successor Franchise to operate your Business as a True Install Business for an additional term of 5 years; and

(3) Provided that if we so require, you transition your Business into a different brand concept that either we or an affiliate offers, including remodeling the Warehouse as necessary, adding or replacing improvements and Operating Assets, replacing the Marks wherever they appear

(including without limitation, signage, marketing materials, and stationery) and complying with all of the then-current system standards applicable to businesses of the new brand concept.

B. GRANT OF A SUCCESSOR FRANCHISE. You agree to give us written notice, no more than one year and no less than nine months before this Agreement expires, of whether or not you desire to acquire a successor franchise. If you fail to provide such notice within the prescribed time period, we need not grant you a successor franchise and we will assume that you do not intend to renew your franchise. If you notify us that you intend to acquire a successor franchise, we agree to give you written notice (“Our Notice”), not more than 60 days after we receive your notice, of our decision:

- (1) to grant you a successor Franchise;
- (2) to grant you a successor Franchise on the condition that you correct existing deficiencies of your Business or in your operation of your Business;
- (3) to grant you a successor Franchise on the condition that you transition your Business into a different brand concept, in accordance with Section 13.A(3) of this Agreement;
- (4) not to grant you a successor Franchise based on our determination that you and your owners have not substantially complied with this Agreement during its term or were not in full compliance with this Agreement and all System Standards on the date you gave us written notice of your election to acquire a successor Franchise; or
- (5) not to grant you a successor Franchise because we no longer maintain a franchise program for True Install Businesses.

If we elect not to grant you a successor Franchise, Our Notice will describe the reasons for our decision. If we elect to grant you a successor Franchise, your right to acquire a successor Franchise is subject to your full compliance with all of the terms and conditions of this Agreement through the date of its expiration, in addition to your compliance with the obligations described in Our Notice, which may include actions to cure any operating deficiencies or to bring your Business into compliance with then applicable System Standards.

C. AGREEMENTS/RELEASES. If you satisfy all of the other conditions for a successor franchise, and we grant you a successor franchise, you and your owners agree to execute the form of franchise agreement and any ancillary agreements we then customarily use in granting Franchises for True Install Businesses (modified as necessary to reflect the fact that it is for a successor franchise), which may contain provisions that differ materially from any and all of those contained in this Agreement, at least six months before this Agreement expires. You and your owners further agree to sign general releases, in a form satisfactory to us, of any and all claims against us and our owners, officers, directors, employees, agents, successors and assigns. We will consider your or your owners’ failure to sign these agreements and releases and to deliver them to us for acceptance and execution within one month after their delivery to you to be an election not to acquire a successor Franchise.

14. **TERMINATION OF AGREEMENT.**

A. BY YOU.

(1) If you and your owners are fully complying with this Agreement and we materially fail to comply with this Agreement and do not (i) correct the failure within 30 days after you deliver written notice of the material failure to us or, (ii) if we cannot correct the failure within 30 days and

fail to give you, within 30 days after your notice, reasonable evidence of our effort to correct the failure within a reasonable time, you may terminate this Agreement effective an additional 30 days after you deliver to us written notice of termination.

(2) Your termination of this Agreement other than according to this Section 14.A will be deemed a termination without cause and a breach of this Agreement.

B. BY US. We may terminate this Agreement, effective upon delivery of written notice of termination to you, if:

(1) you (or any of your owners) have made or make any material misrepresentation or omission in acquiring the Franchise or operating your Business;

(2) you do not open your Business for business within the time frame set forth in Section 2.F;

(3) you (or your Managing Owner) do not complete the initial training program to our satisfaction in accordance with Section 4.A, or any individual provides services for your Business prior to successfully completing all required training;

(4) you abandon or fail actively to operate your Business for a period of five (5) consecutive days or after any shorter period after which it is reasonable for us to conclude that you do not intend to continue operating your Business (unless you close your Business for a purpose we approved prior to closing);

(5) you surrender or transfer control of your Business's operation without our prior written consent;

(6) you (or any of your owners) are or have been convicted by a trial court of, or plead or have pleaded no contest or guilty to, a felony;

(7) you fail to maintain the insurance we require and do not correct the failure within ten days after we deliver written notice of that failure to you;

(8) you (or any of your owners) engage in any dishonest or unethical conduct which, in our opinion, adversely affects your Business's reputation or the goodwill associated with the Marks (including through the use of any Online Presence or Local Website);

(9) you (or any of your owners or, if one or more of your owners is an Entity, the owner of a controlling interest in that Entity) make or attempt to make an unauthorized assignment of this Agreement, an ownership interest in you (or your owner), or your Business;

(10) you lose possession of the Service Vehicle and, as a result, have no additional Service Vehicle(s) for use in the operation of the Business;

(11) you (or any of your owners) knowingly make any unauthorized use or disclosure of any part of the Operations Materials or any other Confidential Information;

(12) you violate any law, ordinance, rule or regulation of a governmental agency in connection with the operation of your Business and fail to correct such violation within 72 hours

after you receive notice from us or any other party, regardless of any longer period of time that any governmental agency may have given you to cure such violation;

(13) you or any of your owners fail to pay us (or our affiliates) any amounts due and do not correct the failure within 10 days after we deliver written notice of that failure to you;

(14) you fail to pay when due any federal or state income, service, sales, or other taxes due on your Business's operation, unless you are in good faith contesting your liability for these taxes;

(15) you understate your Business's Net Sales three times or more during this Agreement's term or by more than 5% on any one occasion;

(16) you (or any of your owners) (a) fail on three or more separate occasions within any 12 consecutive month period to comply with this Agreement, whether or not we notify you of the failures, and, if we do notify you of the failures, whether or not you correct the failures after our delivery of notice to you; or (b) fail on two or more separate occasions within any six consecutive month period to comply with the same obligation under this Agreement, whether or not we notify you of the failures, and, if we do notify you of the failures, whether or not you correct the failures after our delivery of notice to you;

(17) you make an assignment for the benefit of creditors or admit in writing your insolvency or inability to pay your debts generally as they become due; you consent to the appointment of a receiver, trustee, or liquidator of all or the substantial part of your property; your Business is attached, seized, subjected to a writ or distress warrant, or levied upon, unless the attachment, seizure, writ, warrant, or levy is vacated within 30 days; or any order appointing a receiver, trustee, or liquidator of you or your Business is not vacated within 30 days following the order's entry;

(18) you file a petition in bankruptcy or a petition in bankruptcy is filed against you;

(19) you (or any of your owners) fail to comply with anti-terrorism laws, ordinances, regulations and Executive Orders;

(20) you (or any of your owners) fail to comply with any other provision of this Agreement or any System Standard and do not correct the failure within 30 days after we deliver written notice of the failure to you;

(21) you default under any promissory note or other financing agreement with us or our affiliate;

(22) you (or any of your owners) fail to comply with any other agreement with us or our affiliate, including another franchise agreement, and do not correct such failure within the applicable cure period, if any, or you (or any of your owners) breach any other material obligation owed to any third party (including any landlord, supplier or lender) and do not correct such failure within any cure period permitted by the person to whom such obligations are owed;

(23) you (or any of your owners) have acted inappropriately or abusively towards us and/or our representative(s), other franchisees, and/or customers of your Business on two or more occasions, whether in connection with your Business under this Agreement or any other agreement with us or our affiliates; or

(24) you (or any of your owners) or your affiliates fail to pay any third party, including the lessor of your Warehouse or lender for your Service Vehicle(s) (if applicable), any amounts owed in connection with your Business when due, and do not cure such failure within any applicable cure period granted by such third party.

C. OUR INTERIM OPERATION OF YOUR BUSINESS. We have the right (but not the obligation), under the circumstances described below, to operate your Business on an interim basis (or to appoint a third party to operate your Business on an interim basis) for a period of up to 60 days.

We (or a third party) may operate your Business on an interim basis under the following circumstances: (1) if you abandon or fail actively to operate your Business; (2) the death of you (or your Managing Owner) in accordance with Section 12.E; or (3) if this Agreement expires or is terminated and we are deciding whether to exercise our option to purchase your Business under Section 15.E below.

If we (or a third party) operate your Business on an interim basis under subparagraph (2) above, you agree to pay us our then-applicable per diem fee (currently \$400 per person per day, subject to a maximum of \$1,000 per person per day), plus reimbursement for our (or the third party's) (i) direct out-of-pocket costs and expenses incurred with the interim operation of your Business, and (ii) such representatives' travel expenses. The per diem fee and reimbursement of costs is in addition to the Royalty, Marketing Fund contributions, and other amounts due under this Agreement. All funds from your Business's operation while we or our designee operate it will be accounted for separately, and such expenses and amounts owed to us will be deducted from that amount. However, if we (or a third party) operate your Business on an interim basis under subparagraphs (1) or (3), we will retain all funds and revenues generated during our operation of your Business during such interim period.

You acknowledge that we (or the third party) will have a duty to utilize only reasonable efforts and will not be liable to you or your owners for any debts, losses, or obligations your Business incurs, or to any of your creditors for any supplies, products, or other assets or services your Business purchases, while we (or the third party) operate it. You must cooperate with us and our designees, continue to support the operations of your Business, and comply with all of our instructions and System Standards, including making available all books, records, and accounts. You understand and acknowledge that during any such interim period, you are still the owner of your Business and you continue to bear sole liability for any and all accounts payable, obligations, and/or contracts, including all obligations under the Lease and all obligations to your vendors, employees, and contractors, unless and until we expressly assume them in connection with the purchase of your Business under Section 15.E, below. You understand that we are not required to use your employees, vendors, or accounts to operate the Business. You also agree that we may elect to cease such interim operations of your Business at any time with notice to you.

If we exercise our rights under subparagraphs (1) and (2) above, that will not affect our right to terminate this Agreement under Section 14.B above. Your indemnification obligations set forth under Section 16.D will continue to apply during any period that we or our designee operate your Business on an interim basis.

D. SUSPENSION OF OBLIGATIONS AND SUPPORT. If you fail to comply with this Agreement or the System Standards, then we may, in our discretion, suspend our obligations and support services we provide to you. This right shall be in addition to our right to termination in accordance with Section 14.B of this Agreement. Nothing in this Section shall be construed to relieve you of any obligations you have under this Agreement or any other agreements between you and us (or our affiliates).

15. **OUR AND YOUR RIGHTS AND OBLIGATIONS UPON TERMINATION OR EXPIRATION OF THIS AGREEMENT.**

A. PAYMENT OF AMOUNTS OWED TO US. You agree to pay us within 15 days after this Agreement expires or is terminated, or on any later date that we determine the amounts due to us, the Royalty, Marketing Fund contributions, interest, and all other amounts owed to us (and our affiliates) which then are unpaid.

B. DE-IDENTIFICATION. When this Agreement expires or is terminated for any reason:

(1) you must immediately cease operating your Business and cease to directly or indirectly sell any services of any kind and in any manner from your Business and/or using the Marks, unless we direct you otherwise in connection with our exercise of our option to purchase pursuant to Section 15.E;

(2) you must cease all use, direct or indirect, of any Mark, any colorable imitation of a Mark, or other indicia of a True Install Business in any manner or for any purpose; must de-identify the Service Vehicle(s) by removing any and all vehicle wraps; and must not use for any purpose any trade name, trade or service mark, or other commercial symbol that indicates or suggests a connection or association with us;

(3) you may not directly or indirectly at any time or in any manner (except with other True Install Businesses you own and operate) identify any business as a current or former True Install Business and you agree to take the action required to cancel all fictitious or assumed name or equivalent registrations relating to your use of any Mark. Notwithstanding the foregoing, you are not prohibited from identifying yourself as a former franchisee in connection with identifying your prior experience on job applications or business networking websites;

(4) you agree to deliver to us or destroy (as we require), at your expense, within 10 days all marketing materials, forms, and other materials containing any Mark or otherwise identifying or relating to a True Install Business, including copies of all Confidential Information, and allow us, without liability to you or third parties, to remove these items from your Business;

(5) you agree that we may independently access and retrieve all information from, or at our direction you will deliver to us within ten days a copy of, your management information system database, including all customer information from your Business in the format we designate, including, without limitation, contact information, order history and such other information as may be on the management information system or as we may otherwise reasonably request;

(6) if we do not have or do not exercise an option to purchase your Business under Section 15.E, you agree promptly and at your own expense to make the alterations we specify in our Operations Materials (or otherwise in writing) to distinguish your Business clearly from its former appearance and from other True Install Businesses in order to prevent public confusion;

(7) you agree to immediately cease using and, at our direction, either disable or instruct the registrar of any Contact Identifier or Online Presence to transfer exclusive control of and access to such Contact Identifier or Online Presence to us (or our designee), as we determine in our discretion;

(8) comply with all other System Standards we establish from time to time (and all applicable laws) in connection with the closure and de-identification of your Business, including

as it relates to disposing of Personal Information, in any form, in your possession or the possession of any of your owners or employees; and

(9) you agree to give us, within 15 days after the expiration or termination of this Agreement, evidence satisfactory to us of your compliance with these obligations, including, without limitation, photographs of the Warehouse and Service Vehicle(s).

C. CONFIDENTIAL INFORMATION. You agree that, when this Agreement expires or is terminated, you will immediately cease using any of our Confidential Information (including computer software or similar technology and digital passwords and identifications that we have licensed to you or that otherwise are proprietary to us or the Franchise System) in any business or otherwise and return to us all copies of the Operations Materials and any other confidential materials that we have loaned you or to which we have given you access.

D. COVENANT NOT TO COMPETE. Upon termination or expiration of this Agreement, you and your owners agree that, for two years beginning on the later of the effective date of termination or expiration or the date on which all persons restricted by this Section begin to comply with this Section, neither you nor any of your owners (or their immediate family members) will have any direct or indirect interest as an owner (whether of record or beneficially), investor, partner, director, officer, employee, consultant, lessor, representative, or agent, or perform any services in any capacity (including each of the foregoing) in any Competitive Business located or operating, nor will any such person lease or sublease any property to a Competitive Business:

- (1) within the Protected Territory; or
- (2) within a 25-mile radius of the Protected Territory.

Additionally, at no time after the term of this Agreement, will you or your owners (or their immediate family members) divert, attempt to divert, or assist any other person or entity, directly or indirectly, to divert any actual or potential business or customer of any True Install Business to a Competitive Business.

These restrictions also apply after transfers, as provided in Section 12.C(15) above. If any person restricted by this Section refuses voluntarily to comply with these obligations, the two-year period for that person will commence with the entry of a court order enforcing this provision. You and your owners expressly acknowledge that you possess skills and abilities of a general nature and have other opportunities for exploiting these skills. Consequently, our enforcing the covenants made in this Section will not deprive you of your personal goodwill or ability to earn a living.

E. OUR RIGHT TO PURCHASE YOUR BUSINESS.

If you decide to transfer your Business and this Agreement, your Business's assets, or an ownership interest in you during this Agreement's term, the provisions of Section 12 generally will apply to the proposed transfer. However, upon

- (1) our termination of this Agreement according to its terms and conditions,
- (2) your termination of this Agreement without cause, or

(3) expiration of this Agreement (if we offer, but you elect not to acquire, a successor Franchise, or if we do not offer you a successor Franchise due to your failure to satisfy the conditions for a successor Franchise set forth in Section 13),

we have the option, exercisable by giving you written notice before or within 30 days after the date of termination or expiration to purchase your Business. We have the unrestricted right to assign this option to purchase. We are entitled to all customary warranties and representations in our asset purchase. The purchase price for your Business will be its fair market value, provided that the fair market value will not include any value for (i) the Franchise or any rights granted by this Agreement; or (ii) goodwill attributable to our Marks, brand image, and other intellectual property. We may exclude from the assets purchased any Operating Assets or other items that are not reasonably necessary (in function or quality) to your Business's operation or that we have not approved as meeting System Standards for True Install Businesses, and the purchase price will reflect these exclusions.

If we and you cannot agree on fair market value, fair market value will be determined by one independent accredited appraiser who will conduct an appraisal and, in doing so, will be bound by the criteria specified herein. You and we agree to select the appraiser within 15 days after we notify you that we wish to exercise our purchase option (if you and we have not agreed on fair market value before then). You and we will share equally the appraiser's fees and expenses. The appraiser must complete its appraisal within 30 days after its appointment. The purchase price will be the appraised value.

We (or our assignee) will pay the purchase price at the closing, which will take place not later than 60 days after the purchase price is determined. We may offset against the purchase price, and reduce the purchase price by, any and all amounts you or your owners owe us or our affiliates. At the closing, you agree to deliver instruments transferring to us (or our assignee): (a) good and merchantable title to the assets purchased, free and clear of all liens and encumbrances (other than liens and security interests acceptable to us), with all sales and other transfer taxes paid by you; (b) all of your Business's licenses and permits which may be assigned or transferred; and (c) an assignment of the Lease (if applicable).

You and your owners further agree to execute general releases, in a form satisfactory to us, of any and all claims against us and our owners, officers, directors, employees, agents, successors, and assigns. If we exercise our rights under this Section 15.E, you and your owners agree that, for two years beginning on the closing date, you and they will be bound by the non-competition covenant contained in Section 15.D.

F. CONTINUING OBLIGATIONS. All of our and your (and your owners') obligations which expressly or by their nature survive this Agreement's expiration or termination will continue in full force and effect subsequent to and notwithstanding its expiration or termination and until they are satisfied in full or by their nature expire.

16. **RELATIONSHIP OF THE PARTIES/INDEMNIFICATION.**

A. INDEPENDENT CONTRACTORS. You and we understand and agree that this Agreement does not create a fiduciary relationship between you and us, that you and we are and will be independent contractors, and that nothing in this Agreement is intended to make either you or us a general or special agent, joint venturer, partner, or employee of the other for any purpose. You agree to identify yourself conspicuously in all dealings with customers, suppliers, public officials, Business personnel, and others as your Business's owner under a franchise we have granted and to place notices of independent ownership on the forms, business cards, stationery, marketing, and other materials we require from time to time. We have no right to hire or fire any of your employees or independent contractors or to exercise any control over those employees or independent contractors, all of whom will be entirely under your control and direction, and you will be responsible for their acts and omissions.

B. NO LIABILITY TO OR FOR ACTS OF OTHER PARTY. We and you may not make any express or implied agreements, warranties, guarantees, or representations, or incur any debt, in the name or on behalf of the other or represent that our respective relationship is other than franchisor and franchisee. We will not be obligated for any damages to any person or property directly or indirectly arising out of your Business's operation or the business you conduct under this Agreement. We will have no liability for your obligations to pay any third parties, including any product vendors.

C. TAXES. We will have no liability for any sales, use, service, occupation, excise, gross receipts, income, property, or other taxes, whether levied upon you or your Business, due to the business you conduct (except for our income taxes). You are responsible for paying these taxes and must reimburse us for any taxes that we must pay to any state or federal taxing authority on account of your operation or payments that you make to us.

D. INDEMNIFICATION. You agree to indemnify, defend, and hold harmless us, our affiliates, and our and their respective owners, directors, officers, employees, agents, successors, and assignees (the "Indemnified Parties") against, and to reimburse any one or more of the Indemnified Parties for, all claims, obligations, and damages directly or indirectly arising out of (i) your Business's operation; (ii) the business you conduct under this Agreement (including the use or misuse of any related Online Presence by you, your employee(s) or representatives); (iii) your breach of this Agreement, and/or (iv) your employment practices, whether instituted by your employee(s) or by a third party; including, without limitation, those alleged to be caused by the Indemnified Party's negligence, unless (and then only to the extent that) the claims, obligations, or damages are determined to be caused solely by our intentional misconduct in a final, unappealable ruling issued by a court with competent jurisdiction. For purposes of this indemnification, "claims" include all obligations, damages (actual, consequential, or otherwise), and costs that any Indemnified Party reasonably incurs in defending any claim against it, including, without limitation, reasonable accountants', arbitrators', attorneys', and expert witness fees, costs of investigation and proof of facts, court costs, travel and living expenses, and other expenses of litigation, arbitration, or alternative dispute resolution, regardless of whether litigation, arbitration, or alternative dispute resolution is commenced. Each Indemnified Party may defend any claim against it at your expense and agree to settlements or take any other remedial, corrective, or other actions. This indemnity will continue in full force and effect subsequent to and notwithstanding this Agreement's expiration or termination. An Indemnified Party need not seek recovery from any insurer or other third party, or otherwise mitigate its losses and expenses, in order to maintain and recover fully a claim against you under this Section. You agree that a failure to pursue a recovery or mitigate a loss will not reduce or alter the amounts that an Indemnified Party may recover from you under this Section.

17. **ENFORCEMENT.**

A. SEVERABILITY AND SUBSTITUTION OF VALID PROVISIONS. Except as expressly provided to the contrary in this Agreement, each section, paragraph, term, and provision of this Agreement is severable, and if, for any reason, any part is held to be invalid or contrary to or in conflict with any applicable present or future law or regulation in a final, unappealable ruling issued by any court, agency, or tribunal with competent jurisdiction, that ruling will not impair the operation of, or otherwise affect, any other portions of this Agreement, which will continue to have full force and effect and bind the parties.

If any covenant which restricts competitive activity is deemed unenforceable by virtue of its scope in terms of area, business activity prohibited, and/or length of time, but would be enforceable if modified, you and we agree that the covenant will be enforced to the fullest extent permissible under the laws and public policies applied in the jurisdiction whose law determines the covenant's validity.

If any applicable and binding law or rule of any jurisdiction requires more notice than this Agreement requires of this Agreement's termination or of our refusal to enter into a successor Franchise agreement, or some other action that this Agreement does not require, or if, under any applicable and binding law or rule of any jurisdiction, any provision of this Agreement or any System Standard is invalid, unenforceable, or unlawful, the notice and/or other action required by the law or rule will be substituted for the comparable provisions of this Agreement, and we may modify the invalid or unenforceable provision or System Standard to the extent required to be valid and enforceable or delete the unlawful provision in its entirety. You agree to be bound by any promise or covenant imposing the maximum duty the law permits which is subsumed within any provision of this Agreement, as though it were separately articulated in and made a part of this Agreement.

B. WAIVER OF OBLIGATIONS. We and you may by written instrument unilaterally waive or reduce any obligation of or restriction upon the other under this Agreement, effective upon delivery of written notice to the other or another effective date stated in the notice of waiver. Any waiver granted will be without prejudice to any other rights we or you have, will be subject to continuing review, and may be revoked at any time and for any reason effective upon delivery of ten days' prior written notice.

We and you will not waive or impair any right, power, or option this Agreement reserves (including, without limitation, our right to demand exact compliance with every term, condition, and covenant or to declare any breach to be a default and to terminate this Agreement before its term expires) because of any custom or practice at variance with this Agreement's terms; our or your failure, refusal, or neglect to exercise any right under this Agreement or to insist upon the other's compliance with this Agreement, including, without limitation, any System Standard; our waiver of or failure to exercise any right, power, or option, whether of the same, similar, or different nature, with other True Install Businesses; the existence of franchise agreements for other True Install Businesses which contain provisions different from those contained in this Agreement; or our acceptance of any payments due from you after any breach of this Agreement. No special or restrictive legend or endorsement on any check or similar item given to us will be a waiver, compromise, settlement, or accord and satisfaction. We are authorized to remove any legend or endorsement, which then will have no effect.

Neither we nor you will be liable for loss or damage or be in breach of this Agreement if, and only while, our or your performance of our or your obligations is rendered impossible by: (1) compliance with the orders, requests, regulations, or recommendations of any federal, state, or municipal government; (2) acts of God; (3) fires, strikes, embargoes, war, acts of terrorism or similar events, or riot; or (4) any other similar event or cause beyond the control of the party seeking to invoke this provision. Any delay resulting from any of these causes will extend performance accordingly or excuse performance, in whole or in part, as may be reasonable, except that these causes will not excuse payments of amounts owed at the time of the occurrence or payment of the Royalty or Marketing Fund contributions due afterward.

The following provision applies if you or the franchise granted hereby are subject to the franchise registration or disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin: No statement, questionnaire, or acknowledgment signed or agreed to by you 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 of us, any franchise seller, or other person acting on our behalf. This provision supersedes any other term of any document executed in connection with the franchise.

C. COSTS AND ATTORNEYS' FEES. If either party initiates an arbitration, judicial or other proceeding, the prevailing party will be entitled to reasonable costs and expenses (including attorneys' fees incurred in connection with such arbitration, judicial or other proceeding).

D. NO WITHHOLDING PAYMENTS DUE TO US. You agree that you will not withhold payment of any amounts owed to us on the grounds of our alleged nonperformance of any of our obligations under this Agreement or for any other reason, and you specifically waive any right you may have at law or in equity to offset any funds you may owe us or to fail or refuse to perform any of your obligations under this Agreement. You agree to submit all claims, unless otherwise resolved by our and your mutual agreement, to arbitration as provided in Section 17.F.

E. RIGHTS OF PARTIES ARE CUMULATIVE. Our and your rights under this Agreement are cumulative, and our or your exercise or enforcement of any right or remedy under this Agreement will not preclude our or your exercise or enforcement of any other right or remedy which we or you are entitled by law to enforce.

F. ARBITRATION. We and you agree that all controversies, disputes, or claims between us or any of our affiliates, and our and their respective owners, officers, directors, agents, and employees, on the one hand, and you (and your owners, guarantors, affiliates, and employees), on the other hand, arising out of or related to:

- (1) this Agreement or any other agreement between you (or any of your owners) and us (or any of our affiliates);
- (2) our relationship with you;
- (3) the scope or validity of this Agreement or any other agreement between you (or any of your owners) and us (or any of our affiliates) or any provision of any of such agreements (including the validity and scope of the arbitration provision under this Section, which we and you acknowledge is to be determined by an arbitrator, not a court); or
- (4) any System Standard;

must be submitted for binding arbitration, on demand of either party, to the American Arbitration Association ("AAA"). The arbitration proceedings will be conducted by one arbitrator and, except as this Section otherwise provides, according to the AAA's then-current Commercial Arbitration Rules. All proceedings will be conducted at a suitable location chosen by the arbitrator that is within 50 miles of our or, as applicable, our successor's or assign's then-current principal place of business (currently, Plymouth, Michigan). All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et seq.). The interim and final awards of the arbitrator shall be final and binding upon each party, and judgment upon the arbitrator's awards may be entered in any court of competent jurisdiction.

The arbitrator has the right to award or include in his or her awards any relief which he or she deems proper, including, without limitation, money damages, pre- and post-award interest, interim costs and attorneys' fees, specific performance, and injunctive relief, provided that the arbitrator may not declare any Marks owned by us or our affiliates generic or otherwise invalid or award any punitive or exemplary damages against any party to the arbitration proceeding (we and you hereby waiving to the fullest extent permitted by law any right to or claim for any punitive or exemplary damages against any party to the arbitration proceeding). In any arbitration brought pursuant to this Section 17.F, and in any action in which a party seeks to enforce compliance with this provision, the prevailing party shall be awarded its costs and expenses, including attorneys' fees, incurred in connection therewith.

We and you agree to be bound by the provisions of any applicable contractual or statutory limitations provision, whichever expires earlier. We and you further agree that, in any arbitration proceeding, each party must submit or file any claim which would constitute a compulsory counterclaim (as defined by Rule 13 of the Federal Rules of Civil Procedure) within the same proceeding. Any controversy, dispute, or claim which is not submitted or filed as required will be forever barred. The arbitrator may not consider any settlement discussions or offers that might have been made by either you or us.

We and you agree that arbitration will be conducted on an individual basis and that an arbitration proceeding between us and any of our affiliates, or any of our and their respective owners, officers, directors, agents, and employees, on the one hand, and you (or your owners, guarantors, affiliates, and employees), on the other hand, may not be: (i) conducted on a class-wide basis, (ii) commenced, conducted or consolidated with any other arbitration proceeding, (iii) joined with any separate claim of an unaffiliated third party, or (iv) brought on your behalf by any association or agent. Notwithstanding the foregoing, if any court or arbitrator determines that all or any part of the preceding sentence is unenforceable with respect to a dispute, controversy, or claim that otherwise would be subject to arbitration under this Section, then all parties agree that this arbitration clause shall not apply to that dispute, controversy or claim and that such dispute, controversy or claim shall be resolved in a judicial proceeding in accordance with the dispute resolution provisions of this Agreement.

We and you agree that, in any arbitration arising as described in this Section, the arbitrator shall have full authority to manage any necessary exchange of information among the parties with a view to achieving an efficient and economical resolution of the dispute.

The provisions of this Section are intended to benefit and bind certain third-party non-signatories.

The provisions of this Section will continue in full force and effect subsequent to and notwithstanding the expiration or termination of this Agreement.

Any provisions of this Agreement below that pertain to judicial proceedings shall be subject to the agreement to arbitrate contained in this Section.

G. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT AND ANY OTHER AGREEMENT BETWEEN YOU (OR ANY OF YOUR OWNERS) AND US (OR ANY OF OUR AFFILIATES), AND ALL CONTROVERSIES, DISPUTES, AND CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF MICHIGAN WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT ANY STATE LAW REGULATING THE OFFER OR SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF A FRANCHISOR AND ITS FRANCHISEE WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH.

H. CONSENT TO JURISDICTION. SUBJECT TO SECTION 17.F ABOVE AND THE PROVISIONS BELOW, YOU (AND YOUR OWNERS) AGREE THAT ALL ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OTHERWISE AS A RESULT OF THE RELATIONSHIP BETWEEN YOU AND US MUST BE COMMENCED EXCLUSIVELY IN THE STATE OR FEDERAL COURT WHICH IS CLOSEST TO OUR OR, AS APPLICABLE, OUR

SUCCESSOR'S OR ASSIGN'S THEN CURRENT PRINCIPAL PLACE OF BUSINESS (CURRENTLY PLYMOUTH, MICHIGAN), AND WE AND YOU (AND EACH OWNER) IRREVOCABLY CONSENT TO THE JURISDICTION OF THOSE COURTS AND WAIVE ANY OBJECTION TO EITHER THE JURISDICTION OF OR VENUE IN THOSE COURTS.

I. WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL. EXCEPT FOR YOUR OBLIGATION TO INDEMNIFY US FOR THIRD-PARTY CLAIMS UNDER SECTION 16.D, WE AND YOU (AND YOUR OWNERS) WAIVE TO THE FULLEST EXTENT PERMITTED BY LAW ANY RIGHT TO OR CLAIM FOR ANY PUNITIVE OR EXEMPLARY DAMAGES AGAINST THE OTHER AND AGREE THAT, IN THE EVENT OF A DISPUTE BETWEEN US AND YOU, THE PARTY MAKING A CLAIM WILL BE LIMITED TO EQUITABLE RELIEF AND TO RECOVERY OF ANY ACTUAL DAMAGES IT SUSTAINS.

WE AND YOU IRREVOCABLY WAIVE TRIAL BY JURY IN ANY ACTION OR PROCEEDING BROUGHT BY EITHER OF US.

J. DAMAGES. In the event this Agreement is terminated because of your (or your owners) default or by you without cause, the parties agree that it would be difficult if not impossible to determine the amount of damages that we would suffer due to the loss or interruption of the revenue stream we otherwise would have derived from your continued payment of Royalty Fees and that the Marketing Fund would have otherwise derived from your continued contribution to such funds, less any cost savings, through the remainder of the term of this Agreement (the "Damages"). The parties agree that a reasonable estimate of those Damages is, and you agree to pay us as compensation for the Damages, an amount equal to the then net present value of the standard Royalty fees and Marketing Fund contributions that would have become due from the date of termination to the earlier of (i) three years following the date of termination, or (ii) the scheduled expiration date of this Agreement. For this purpose, Damages shall be calculated based on Net Sales of your Business for the 12 months preceding the last date of regular operations of your Business in accordance with this Agreement. In the event your Business has not been in operation or you have not reported Net Sales for at least 12 months preceding such date, the Royalty fees and Marketing Fund contributions will be calculated based on the average monthly Net Sales of all True Install Businesses during the fiscal year immediately preceding such date. You and we agree that the calculation described in this Section is a calculation only of the Damages and that nothing herein shall preclude or limit us from proving and recovering any other damages caused by your breach of this Agreement.

K. INJUNCTIVE RELIEF. Nothing in this Agreement, including the provisions of Section 17.F, bars our right to obtain specific performance of the provisions of this Agreement and injunctive relief against any threatened or actual conduct that will cause us, the Marks, or the Franchise System loss or damage, under customary equity rules, including applicable rules for obtaining restraining orders and temporary or preliminary injunctions (subject to our obligation to arbitrate the underlying claim if required by Section 17.F). You agree that we may seek such relief from any court of competent jurisdiction in addition to such further or other relief as may be available to us at law or in equity. You agree that we will not be required to post a bond to obtain injunctive relief and that your only remedy if an injunction is entered against you will be the dissolution of that injunction, if warranted, upon due hearing, and you hereby expressly waive any claim for damages caused by such injunction.

L. BINDING EFFECT. This Agreement is binding upon us and you and our and your respective executors, administrators, heirs, beneficiaries, permitted assigns, and successors in interest. Subject to our right to modify the System Standards, this Agreement may not be modified except by a written agreement signed by our and your duly-authorized officers.

M. CLASS ACTION BAR AND LIMITATIONS OF CLAIMS. WE AND YOU AGREE THAT ANY PROCEEDING WILL BE CONDUCTED ON AN INDIVIDUAL BASIS AND THAT ANY PROCEEDING BETWEEN US AND ANY OF OUR AFFILIATES, OR OUR AND THEIR RESPECTIVE OWNERS, OFFICERS, DIRECTORS, AGENTS, AND EMPLOYEES, ON THE ONE HAND, AND YOU (OR YOUR OWNERS, GUARANTORS, AFFILIATES, AND EMPLOYEES), ON THE OTHER HAND, MAY NOT BE: (I) CONDUCTED ON A CLASS-WIDE BASIS, (II) COMMENCED, CONDUCTED OR CONSOLIDATED WITH ANY OTHER PROCEEDING, (III) JOINED WITH ANY CONTROVERSY, DISPUTE, OR CLAIM OF AN UNAFFILIATED THIRD PARTY, OR (IV) BROUGHT ON YOUR BEHALF BY ANY ASSOCIATION OR AGENT. NO PREVIOUS COURSE OF DEALING SHALL BE ADMISSIBLE TO EXPLAIN, MODIFY, OR CONTRADICT THE TERMS OF THIS AGREEMENT. NO IMPLIED COVENANT OF GOOD FAITH AND FAIR DEALING SHALL BE USED TO ALTER THE EXPRESS TERMS OF THIS AGREEMENT. EXCEPT FOR CLAIMS ARISING FROM YOUR NON-PAYMENT OR UNDERPAYMENT OF AMOUNTS YOU OWE US OR ANY OF OUR AFFILIATES, ANY AND ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OUR RELATIONSHIP WITH YOU WILL BE BARRED UNLESS A JUDICIAL OR ARBITRATION PROCEEDING IS COMMENCED IN ACCORDANCE WITH THIS AGREEMENT WITHIN ONE YEAR FROM THE DATE ON WHICH THE PARTY ASSERTING THE CLAIM KNEW OR SHOULD HAVE KNOWN OF THE FACTS GIVING RISE TO THE CLAIMS.

N. CONSTRUCTION. The preambles and exhibits are a part of this Agreement which, together with the System Standards (which may be periodically modified, as provided in Sections 4.C, 8.G, and 17.L), constitutes our and your entire agreement, and there are no other oral or written understandings or agreements between us and you, or oral or written representations by us, relating to the subject matter of this Agreement, the franchise relationship, or your Business (any understandings or agreements reached, or any representations made, before this Agreement are superseded by this Agreement). Any policies that we adopt and implement from time to time to guide us in our decision-making are subject to change, are not a part of this Agreement, and are not binding on us. Except as provided in Sections 16.D and 17.F, nothing in this Agreement is intended or deemed to confer any rights or remedies upon any person or legal entity not a party to this Agreement.

Nothing in this or in any related agreement, however, is intended to disclaim the representations we made in the franchise disclosure document that we furnished to you.

You agree that whenever this Agreement allows or requires us to take actions or make decisions, we may do so in our sole and unfettered discretion, even if you believe our action or decision is unreasonable, unless the Agreement expressly and specifically requires that we act reasonably or refrain from acting unreasonably in connection with the particular action or decision. The headings of the sections and paragraphs are for convenience only and do not define, limit, or construe the contents of these sections or paragraphs.

References in this Agreement to “we,” “us,” and “our,” with respect to all of our rights and all of your obligations to us under this Agreement, include any of our affiliates with whom you deal. The term “affiliate” means any person or entity directly or indirectly owned or controlled by, under common control with, or owning or controlling you or us. “Control” means the power to direct or cause the direction of management and policies. “Including” means “including without limitation” unless expressly stated otherwise.

If two or more persons are at any time the owners of the Franchise and your Business, whether as partners or joint venturers, their obligations and liabilities to us will be joint and several. References to “owner” mean any person holding a direct or indirect ownership interest (whether of record or beneficially) or voting rights in you (or a transferee of this Agreement and your Business or an ownership interest in you), including, without limitation, any person who has a direct or indirect interest in you (or a transferee), this Agreement, the Franchise, or your Business and any person who has any other legal or equitable interest, or the power to vest in himself or herself any legal or equitable interest, in their revenue, profits, rights, or assets. References to a “controlling ownership interest” in you or one of your owners (if an Entity) mean the percent of the voting shares or other voting rights that results from dividing 100% of the ownership interests by the number of owners. In the case of a proposed transfer of an ownership interest in you or one of your owners, the determination of whether a “controlling ownership interest” is involved must be made as of both immediately before and immediately after the proposed transfer to see if a “controlling ownership interest” will be transferred (because of the number of owners before the proposed transfer) or will be deemed to have been transferred (because of the number of owners after the proposed transfer). “Person” means any natural person, corporation, limited liability company, general or limited partnership, unincorporated association, cooperative, or other legal or functional entity. Unless otherwise specified, all references to a number of days shall mean calendar days and not business days.

The term “your Business” includes all of the assets of your Business you operate under this Agreement, including its revenue and the Lease. All amounts payable by you or your owners to us or our affiliates must be in United States dollars.

18. NOTICES AND PAYMENTS.

All written notices, reports, and payments permitted or required to be delivered by this Agreement or the Operations Materials will be deemed to be delivered by the earlier of the time actually delivered, or as follows: (a) at the time delivered via electronic transmission (if the sender has confirmation of successful transmission) and, in the case of the Royalty, Marketing Fund contributions, and other amounts due, at the time we actually receive payment; (b) one business day after being placed in the hands of a nationally recognized commercial courier service for next business day delivery; or (c) three business days after placement in the United States Mail by Registered or Certified Mail, Return Receipt Requested, postage prepaid. Any notice must be addressed to the party to be notified at its most current principal business address of which the notifying party has notice, or if to you, may be addressed to your Business’s Principal Business Address or Warehouse address (if different). Any required payment or report which we do not actually receive during regular business hours on the date due (or postmarked by postal authorities at least two days before then) will be deemed delinquent. Any notice that we send to you by electronic means will be deemed delivered if it is delivered to the email address of an owner listed on Exhibit A or any other email address your owner has notified us of in writing, and/or any branded email address we issue your owner that is associated with a Franchise System Website.

19. COUNTERPARTS.

This Agreement may be executed in multiple counterparts, each of which shall be deemed to be an original and all of which taken together shall constitute one and the same agreement. The parties agree that scanned or electronic signatures shall have the same effect and validity, and may be relied upon in the same manner, as original signatures.

[Signature page follows]

IN WITNESS WHEREOF, the parties have executed and delivered this Agreement as of the Effective Date.

FRANCHISOR:

ALLIANCE FRANCHISE BRANDS LLC,
a Michigan limited liability company

By: _____

Title: _____

FRANCHISEE:

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

Email: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Email]

[Signature]

[Print Name]

[Email]

EXHIBIT A

**Effective Date: This Exhibit A is current and complete
as of _____**

You and Your Owners

1. Form of Owner.

(a) **Individual Proprietorship.** Your owner(s) is/are as follows:

_____ Email: _____
_____ Email: _____
_____ Email: _____

(b) **Corporation, Limited Liability Company, or Partnership.** You were incorporated or formed on _____, under the laws of the State of _____ under the name _____, with the entity identification number of _____. You have not conducted business under any name other than your corporate, limited liability company, or partnership name and _____. Your federal tax identification number is _____. The following is a list of your directors, if applicable, and officers as of the effective date shown above:

<u>Name of Each Director/Officer</u>	<u>Position(s) Held</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

2. Owners. The following list includes the full name of each person who is one of your owners (as defined in the Franchise Agreement), or an owner of one of your owners, and fully describes the nature of each owner's interest (attach additional pages if necessary).

	<u>Owner's Name</u>	<u>Description of Interest</u>	<u>Percentage of Ownership</u>
(a)	_____	_____	_____
(b)	_____	_____	_____
(c)	_____	_____	_____
(d)	_____	_____	_____

3. **Managing Owner.** The Managing Owner is _____.

FRANCHISOR:

ALLIANCE FRANCHISE BRANDS LLC,
a Michigan limited liability company

By: _____

Title: _____

FRANCHISEE:

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND
NOT A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

EXHIBIT B
PROTECTED TERRITORY

EXHIBIT C

ELECTRONIC FUNDS TRANSFER AUTHORIZATION FORM

Franchisee: _____	Effective Date: _____
Business Number: _____	Business Name: _____
Financial Institution ("FI"): _____	
Routing Number: _____	Account Number: _____
Franchisee's Email Address for Accounting-Related Communications: _____	
Authorized Signature: _____	

Franchisee authorizes Alliance Franchise Brands LLC ("AFB") to deduct electronically from the account (as designated above) payments for monthly Royalty, Marketing Fund contributions, and other amounts due under the franchise agreement (collectively, "Payments") between AFB and Franchisee as such Payments become due under the franchise agreement between Franchisee and AFB.

Franchisee also authorizes AFB to deposit electronically to the account listed above any amounts due to Franchisee, such as reimbursements or rebates.

Franchisee acknowledges that it is Franchisee's responsibility to notify AFB of any changes and agrees to immediately notify AFB of any changes in the information provided on this Authorization. If requested, Franchisee shall provide AFB with a voided check in order to verify the account information. This Authorization shall continue in effect until terminated upon 10 days' prior written notice to AFB.

If there are insufficient funds in Franchisee's account to cover AFB's withdrawals or if AFB incurs any fees from Franchisee's FI due to Franchisee's failure to notify AFB of changes to its banking information, AFB may charge Franchisee the insufficient funds fees or other fee for each such instance (currently, \$25), as may be modified from time to time, to compensate AFB for its administrative expenses. In the case of insufficient funds in Franchisee's account, Franchisee acknowledges and agrees that AFB may debit its account again periodically until funds are available (but no more than once every five days) and Franchisee will be charged the insufficient funds fee for each instance in which the funds are not available.

The Payments will be electronically transferred monthly from the account on their due dates or the next subsequent business day if any due date falls on a national holiday or a weekend.

Franchisee authorizes and requests the FI to accept AFB's requests for the Payments and to deduct such Payments from the account without responsibility for the correctness or accuracy of the Payments.

Alliance Franchise Brands LLC
Attention: Legal & Franchise Compliance
47585 Galleon Drive, Plymouth, MI 48170
Tel: 248-596-8600
E-mail: Compliance@alliancefranchisebrands.com

EXHIBIT D
TO THE FRANCHISE AGREEMENT

STATE-SPECIFIC RIDERS

The various state-specific terms listed below will apply to this Agreement and modify the terms to this Agreement, if the transaction satisfies the jurisdictional requirements described below for any particular state law, and is not otherwise exempt from such law. The provisions of multiple states may apply.

The following provision applies if you or the franchise granted hereby are subject to the franchise laws in **California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, or Wisconsin**: 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.

ILLINOIS

Jurisdictional Requirements. The following provisions are annexed to and form part of this Agreement if and only if, and in such case to the extent that: (a) you are domiciled in the State of Illinois or (b) the offer of the franchise is made or accepted in the State of Illinois, and, if (a) or (b) is satisfied, your franchised business is or will be operated in the State of Illinois.

1. **GOVERNING LAW.** Section 17.G of the Franchise Agreement is deleted and replaced with the following:

G. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT AND ANY OTHER AGREEMENT BETWEEN YOU (OR ANY OF YOUR OWNERS) AND US (OR ANY OF OUR AFFILIATES), AND ALL CONTROVERSIES, DISPUTES, AND CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF ILLINOIS WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES.

2. **CONSENT TO JURISDICTION.** Section 17.H of the Franchise Agreement is deleted in its entirety.

3. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL.** The following language is added to the end of Section 17.I of the Franchise Agreement:

HOWEVER, THIS SECTION SHALL NOT ACT AS A CONDITION, STIPULATION OR PROVISION PURPORTING TO BIND ANY PERSON ACQUIRING ANY FRANCHISE TO WAIVE COMPLIANCE WITH ANY PROVISION OF THE ILLINOIS FRANCHISE DISCLOSURE ACT AT SECTION 705/41 OR ILLINOIS REGULATIONS AT SECTION 200.609.

4. **CONSTRUCTION.** The first paragraph of Section 17.N of the Franchise Agreement is deleted and replaced with the following:

N. **CONSTRUCTION.** The preambles and exhibits are a part of this Agreement which, together with the System Standards (which may be periodically modified, as provided in Sections 4.C, 8.G, and 17.L above), constitutes our and your entire agreement. Other than our representations in the Franchise Disclosure Document you received from us, there are no other oral or written understandings or agreements between us and you, or oral or written representations by us, relating to the subject matter of this Agreement, the franchise relationship, or your Business (any understandings or agreements reached, or any representations made, before this Agreement are superseded by this Agreement). Any policies that we adopt and implement from time to time to guide us in our decision-making are subject to change, are not a part of this Agreement, and are not binding on us. Except as provided in Sections 16.D and 17.F, nothing in this Agreement is intended or deemed to confer any rights or remedies upon any person or legal entity not a party to this Agreement. Nothing in this or in any related agreement, however, is intended to disclaim the representations we made in the franchise disclosure document that we furnished to you.

5. **ILLINOIS FRANCHISE DISCLOSURE ACT.** The following language is added as Section 17.O of the Franchise Agreement:

O. **ILLINOIS FRANCHISE DISCLOSURE ACT.** Section 4 of the Illinois Franchise Disclosure Act provides that any provision in a franchise agreement that designates jurisdiction or venue outside the State of Illinois is void. However, a franchise agreement may provide for arbitration outside of Illinois.

Section 41 of the Illinois Franchise Disclosure Act provides that any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void.

Your rights upon termination and non-renewal of a franchise agreement are subject to sections 19 and 20 of the Illinois Franchise Disclosure Act.

MARYLAND

Jurisdictional Requirements. The following provisions are annexed to and form part of this Agreement if and only if, and in such case to the extent that: (a) you are a resident of the State of Maryland; or (b) your franchised business is or will be operated in the State of Maryland; or (c) the offer to sell you a franchise or the offer to buy a franchise from us was made in the State of Maryland.

1. **NON-WAIVER.** The following is added to the end of Section 1.B of the Franchise Agreement:

To the extent required by applicable law, these acknowledgments are not intended to act, nor shall they act, as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

2. **INITIAL FRANCHISE FEE.** The following is added to the end of Section 3.A of the Franchise Agreement:

Pursuant to an order of the Maryland Securities Commissioner, we have posted a Surety Bond in the amount of \$50,000 from Travelers Casualty and Surety Company of America. The terms of the Surety Bond will remain in effect until we have completed all of our initial obligations to you under the Franchise Agreement and you have opened your Business. A copy of the Surety Bond is on file with the Maryland Securities Commissioner.

3. **RELEASES.** The following is added to the end of Sections 12.C(12), 12.D, 13.C and 15.E of the Franchise Agreement:

Pursuant to COMAR 02.02.08.16L, any release required as a condition of renewal and/or assignment/transfer will not apply to claims arising under the Maryland Franchise Registration and Disclosure Law.

4. **INSOLVENCY.** The following is added to the end of Sections 14.B(17) and 14.B(18) of the Franchise Agreement:

; however, we and you acknowledge that certain aspects of this provision might not be enforceable under federal bankruptcy law (11 U.S.C. Sections 101 et seq.).

5. **GOVERNING LAW.** Section 17.G of the Franchise Agreement is deleted and replaced with the following:

G. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT AND ANY OTHER AGREEMENT BETWEEN YOU (OR ANY OF YOUR OWNERS) AND US (OR ANY OF OUR AFFILIATES), AND ALL CONTROVERSIES, DISPUTES, AND CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF MICHIGAN WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT (1) ANY STATE LAW REGULATING THE OFFER OR SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF A FRANCHISOR AND ITS FRANCHISEE WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH, AND (2) TO THE EXTENT REQUIRED BY APPLICABLE LAW, MARYLAND LAW WILL APPLY TO CLAIMS ARISING UNDER THE MARYLAND FRANCHISE REGISTRATION AND DISCLOSURE LAW.

6. **CONSENT TO JURISDICTION.** Section 17.H of the Franchise Agreement is deleted and replaced with the following:

H. CONSENT TO JURISDICTION. SUBJECT TO SECTION 17.F ABOVE AND THE PROVISIONS BELOW, YOU (AND YOUR OWNERS) AGREE THAT ALL ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OTHERWISE AS A RESULT OF THE RELATIONSHIP BETWEEN YOU AND US MUST BE COMMENCED EXCLUSIVELY IN THE STATE OR FEDERAL COURT WHICH IS CLOSEST TO OUR OR, AS APPLICABLE, OUR SUCCESSOR'S OR ASSIGN'S THEN CURRENT PRINCIPAL PLACE OF BUSINESS (CURRENTLY, PLYMOUTH, MICHIGAN), AND WE AND YOU (AND EACH OWNER) IRREVOCABLY CONSENT TO THE JURISDICTION OF THOSE COURTS AND WAIVE ANY OBJECTION TO EITHER THE JURISDICTION OF OR VENUE IN THOSE COURTS. NOTWITHSTANDING THE FOREGOING, YOU MAY BRING AN ACTION IN MARYLAND FOR CLAIMS ARISING UNDER THE MARYLAND FRANCHISE REGISTRATION AND DISCLOSURE LAW.

7. **CLASS ACTION BAR AND LIMITATIONS OF CLAIMS.** The following is added to the end of Section 17.M of the Franchise Agreement:

; PROVIDED, HOWEVER, THAT THIS LIMITATION OF CLAIMS SHALL NOT ACT TO REDUCE THE 3 YEAR STATUTE OF LIMITATIONS AFFORDED YOU FOR BRINGING A CLAIM UNDER THE MARYLAND FRANCHISE REGISTRATION AND DISCLOSURE LAW.

MINNESOTA

Jurisdictional Requirements. The following provisions are annexed to and form part of this Agreement if and only if, and in such case to the extent that: (a) your franchised business will be operated wholly or partly in Minnesota; and/or (b) you are either a resident of, domiciled in, or actually present in Minnesota.

1. **SERVICE FEES.** The following is added to the end of Section 3.I of the Franchise Agreement:

NSF checks are governed by Minnesota Statute 604.113, which puts a cap of \$30 on service charges.

2. **MARKS.** The following is added to the end of Section 5.E of the Franchise Agreement:

Minnesota considers it unfair to not protect a franchisee's right to use the trademarks. Refer to Minnesota Statute 80C.12 Subd. 1(G). We will protect your right to use the Marks, service marks, trade names, logotypes, or other commercial symbols or indemnify you from any loss, costs, or expenses arising out of any claim, suit, or demand regarding the use of the name.

3. **RELEASES.** The following is added to the end of Sections 12.C(12), 12.D, 13.C and 15.E of the Franchise Agreement:

Any release required as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by the Minnesota Franchises Law.

4. **RENEWAL AND TERMINATION.** The following is added to the end of Sections 13 and 14.B of the Franchise Agreement:

However, with respect to franchises governed by Minnesota law, we will comply with Minn. Stat. Sec. 80C.14, Subds. 3, 4 and 5 which require, except in certain specified cases, that you be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice of non-renewal of this Agreement.

5. **GOVERNING LAW.** Section 17.G of the Franchise Agreement is deleted and replaced with the following:

G. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT AND ANY OTHER AGREEMENT BETWEEN YOU (OR ANY OF YOUR OWNERS) AND US (OR ANY OF OUR AFFILIATES), AND ALL CONTROVERSIES, DISPUTES, AND CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF MICHIGAN WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT (1) ANY STATE LAW REGULATING THE OFFER OR SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF A FRANCHISOR AND ITS FRANCHISEE WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH, AND (2) NOTHING IN THIS AGREEMENT WILL ABROGATE OR REDUCE ANY OF YOUR RIGHTS UNDER MINNESOTA STATUTES CHAPTER 80C OR YOUR RIGHT TO ANY PROCEDURE, FORUM OR REMEDIES THAT THE LAWS OF THE JURISDICTION PROVIDE.

6. **CONSENT TO JURISDICTION.** Section 17.H of the Franchise Agreement is deleted and replaced with the following:

H. CONSENT TO JURISDICTION. SUBJECT TO SUBSECTION 17.F ABOVE AND THE PROVISIONS BELOW, YOU AND YOUR OWNERS AGREE THAT ALL ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OTHERWISE AS A RESULT OF THE RELATIONSHIP BETWEEN YOU AND US MUST BE COMMENCED EXCLUSIVELY IN THE STATE OR FEDERAL COURT WHICH IS CLOSEST TO OUR OR, AS APPLICABLE, OUR SUCCESSOR'S OR ASSIGN'S THEN CURRENT PRINCIPAL PLACE OF BUSINESS (CURRENTLY, PLYMOUTH, MICHIGAN), AND WE AND YOU (AND EACH OWNER) IRREVOCABLY CONSENT TO THE JURISDICTION OF THOSE COURTS AND WAIVE ANY OBJECTION TO

EITHER THE JURISDICTION OF OR VENUE IN THOSE COURTS. NOTWITHSTANDING THE FOREGOING, MINN. STAT. SEC. 80C.21 AND MINN. RULE 2860.4400J PROHIBIT US, EXCEPT IN CERTAIN SPECIFIED CASES, FROM REQUIRING LITIGATION TO BE CONDUCTED OUTSIDE MINNESOTA. NOTHING IN THIS AGREEMENT SHALL ABROGATE OR REDUCE ANY OF YOUR RIGHTS UNDER MINNESOTA STATUTES CHAPTER 80C OR YOUR RIGHT TO ANY PROCEDURE, FORUM OR REMEDIES THAT THE LAWS OF THE JURISDICTION PROVIDE.

7. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL.** If and then only to the extent required by the Minnesota Franchises Law, Section 17.I of the Franchise Agreement is deleted.

8. **DAMAGES.** The following language is added to the end of Section 17.J of the Franchise Agreement:

We and you acknowledge that certain parts of this provision might not be enforceable under Minn. Rule Part 2860.4400J. However, we and you agree to enforce the provision to the extent the law allows.

9. **INJUNCTIVE RELIEF.** Section 17.K of the Franchise Agreement is deleted and replaced with the following:

K. **INJUNCTIVE RELIEF.** Nothing in this Agreement, including the provisions of Section 17.F, bars our right to seek specific performance of the provisions of this Agreement and injunctive relief against any threatened or actual conduct that will cause us, the Marks and/or the Franchise System loss or damage, under customary equity rules, including applicable rules for obtaining restraining orders and temporary or preliminary injunctions (subject to our obligation to arbitrate the underlying claim if required by Section 17.F). You agree that we may seek such injunctive relief in addition to such further or other relief as may be available at law or in equity. You agree that your only remedy if an injunction is entered against you will be the dissolution of that injunction, if warranted, upon due hearing (all claims for damages by injunction being expressly waived hereby). A court will determine if a bond is required.

10. **CLASS ACTION BAR AND LIMITATIONS OF CLAIMS.** The following is added to the end of Section 17.M of the Franchise Agreement:

; PROVIDED, HOWEVER, THAT MINNESOTA LAW PROVIDES THAT NO ACTION MAY BE COMMENCED UNDER MINN. STAT. SEC. 80C.17 MORE THAN 3 YEARS AFTER THE CAUSE OF ACTION ACCRUES. NOTHING IN THE FRANCHISE DISCLOSURE DOCUMENT OR THIS AGREEMENT CAN ABROGATE OR REDUCE ANY OF YOUR RIGHTS AS PROVIDED FOR IN MINN. STAT. 1984, CHAPTER 80C, OR YOUR RIGHTS TO ANY PROCEDURE, FORUM, OR REMEDIES PROVIDED FOR BY THE LAWS OF THE JURISDICTION.

NEW YORK

Jurisdictional Requirements. The following provisions are annexed to and form part of this Agreement if and only if, and in such case to the extent that: (a) you are domiciled in, and your franchised business will be operated in, the State of New York; or (b) our offer to sell you a franchise is made from or your offer to buy a franchise from us was accepted in the State of New York.

1. **TRANSFER BY US.** The following language is added to the end of Section 12.A of the Franchise Agreement:

However, to the extent required by applicable law, no transfer will be made except to an assignee who, in our good faith judgment, is willing and able to assume our obligations under this Agreement.

2. **RELEASES.** The following language is added to the end of Sections 12.C(12), 12.D, 13.C and 15.E of the Franchise Agreement:

Notwithstanding the foregoing all rights enjoyed by you and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force to the extent required by the non-waiver provisions of GBL Sections 687.4 and 687.5, as amended.

3. **TERMINATION OF AGREEMENT - BY YOU.** The following language is added to the end of Section 14.A of the Franchise Agreement:

You also may terminate this Agreement on any grounds available by law under the provisions of Article 33 of the General Business Law of the State of New York.

4. **GOVERNING LAW; CONSENT TO JURISDICTION.** The following statement is added to the end of Sections 17.G and 17.H of the Franchise Agreement:

THIS SECTION SHALL NOT BE CONSIDERED A WAIVER OF ANY RIGHT CONFERRED UPON YOU BY THE PROVISIONS OF ARTICLE 33 OF THE NEW YORK STATE GENERAL BUSINESS LAW, AS AMENDED, AND THE REGULATIONS ISSUED THEREUNDER.

NORTH DAKOTA

Jurisdictional Requirements. The following provisions are annexed to and form part of this Agreement if and only if, and in such case to the extent that: (a) you are domiciled in, and your franchised business will be operated in, the State of North Dakota; or (b) our offer to sell you a franchise is made from or your offer to buy a franchise from us is accepted in the State of North Dakota.

1. **RELEASES**. The following is added to the end of Sections 12.C(12), 12.D, 13.C and 15.E of the Franchise Agreement:

Any release required as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by the North Dakota Franchise Investment Law.

2. **COVENANT NOT TO COMPETE**. The following is added to the end of Section 15.D of the Franchise Agreement:

Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota; however, we will enforce the covenants to the maximum extent the law allows.

3. **ARBITRATION**. The first paragraph of Section 17.F of the Franchise Agreement is amended to read as follows:

F. **ARBITRATION**. We and you agree that all controversies, disputes, or claims between us or any of our affiliates, and our and their respective owners, officers, directors, agents, and employees, on the one hand, and you (and your owners, guarantors, affiliates, and/or employees), on the other hand, arising out of or related to:

- (1) this Agreement or any other agreement between you (or any of your owners) and us (or any of our affiliates);
- (2) our relationship with you;
- (3) the scope or validity of this Agreement or any other agreement between you (or any of your owners) and us (or any of our affiliates) or any provision of any such agreements (including the validity and scope of the arbitration provision under this Section, which we and you acknowledge is to be determined by an arbitrator, not a court); or
- (4) any System Standard;

must be submitted for binding arbitration, on demand of either party, to the American Arbitration Association (“AAA”). The arbitration proceedings will be conducted by one arbitrator and, except as this Section otherwise provides, according to the AAA’s then-current Commercial Arbitration Rules. All proceedings will be conducted at a suitable location chosen by the arbitrator that is within 50 miles of our or, as applicable, our successor’s or assign’s then current principal place of business (currently, Plymouth, Michigan); provided, however, that to the extent otherwise required by the North Dakota Franchise Investment Law (unless such a requirement is preempted by the Federal Arbitration Act), arbitration shall be held at a site to which we and you mutually agree. All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et seq.). The interim and final awards of the arbitrator shall be final and binding upon each party and judgment upon the arbitrator’s awards may be entered in any court of competent jurisdiction.

4. **GOVERNING LAW.** Section 17.G of the Franchise Agreement is deleted and replaced with the following:

G. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW AND EXCEPT AS OTHERWISE REQUIRED BY NORTH DAKOTA LAW, THIS AGREEMENT AND ANY OTHER AGREEMENT BETWEEN YOU (OR ANY OF YOUR OWNERS) AND US (OR ANY OF OUR AFFILIATES), AND ALL CONTROVERSIES, DISPUTES, AND CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF MICHIGAN WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT ANY STATE LAW REGULATING THE OFFER OR SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF A FRANCHISOR AND ITS FRANCHISEE WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH.

5. **CONSENT TO JURISDICTION.** Section 17.H of the Franchise Agreement is deleted and replaced with the following:

H. CONSENT TO JURISDICTION. SUBJECT TO SECTION 17.F ABOVE AND THE PROVISIONS BELOW, YOU AND YOUR OWNERS AGREE THAT ALL ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OTHERWISE AS A RESULT OF THE RELATIONSHIP BETWEEN YOU AND US MUST BE COMMENCED EXCLUSIVELY IN THE STATE OR FEDERAL COURT WHICH IS CLOSEST TO OUR OR, AS APPLICABLE, OUR SUCCESSOR'S OR ASSIGN'S THEN CURRENT PRINCIPAL PLACE OF BUSINESS (CURRENTLY, PLYMOUTH, MICHIGAN), AND WE AND YOU (AND EACH OWNER) IRREVOCABLY CONSENT TO THE JURISDICTION OF THOSE COURTS AND WAIVE ANY OBJECTION TO EITHER THE JURISDICTION OF OR VENUE IN THOSE COURTS. NOTWITHSTANDING THE FOREGOING, TO THE EXTENT REQUIRED BY THE NORTH DAKOTA FRANCHISE INVESTMENT LAW, AND SUBJECT TO YOUR ARBITRATION OBLIGATIONS, YOU MAY BRING AN ACTION IN NORTH DAKOTA FOR CLAIMS ARISING UNDER THE NORTH DAKOTA FRANCHISE INVESTMENT LAW.

6. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL.** To the extent required by the North Dakota Franchise Investment Law, Section 17.I of the Franchise Agreement is deleted.

7. **DAMAGES.** The following language is added to the end of Section 17.J of the Franchise Agreement:

We and you acknowledge that certain parts of this provision might not be enforceable under the North Dakota Franchise Investment Law. However, we and you agree to enforce the provision to the extent the law allows.

8. **CLASS ACTION BAR AND LIMITATIONS OF CLAIMS.** The following is added to the end of Section 17.M of the Franchise Agreement:

THE STATUTES OF LIMITATIONS UNDER NORTH DAKOTA LAW APPLIES WITH RESPECT TO CLAIMS ARISING UNDER THE NORTH DAKOTA FRANCHISE INVESTMENT LAW.

RHODE ISLAND

Jurisdictional Requirements. The following provisions are annexed to and form part of this Agreement if and only if, and in such case to the extent that: (a) you are domiciled in, and your franchised business will be operated in, the State of Rhode Island; or (b) our offer to sell you a franchise is made from or your offer to buy a franchise from us is accepted in the State of Rhode Island.

1. **GOVERNING LAW/CONSENT TO JURISDICTION.** The following language is added to Section 17.G and 17.H of the Franchise Agreement:

SECTION 19-28.1-14 OF THE RHODE ISLAND FRANCHISE INVESTMENT ACT PROVIDES THAT “A PROVISION IN A FRANCHISE AGREEMENT RESTRICTING JURISDICTION OR VENUE TO A FORUM OUTSIDE THIS STATE OR REQUIRING THE APPLICATION OF THE LAWS OF ANOTHER STATE IS VOID WITH RESPECT TO A CLAIM OTHERWISE ENFORCEABLE UNDER THIS ACT.”

[Signature Page to Follow]

IN WITNESS WHEREOF, the parties have executed and delivered this State-Specific Rider to be effective as of the effective date of the Franchise Agreement.

ALLIANCE FRANCHISE BRANDS LLC, a Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

(IF YOU ARE A CORPORATION, LIMITED LIABILITY COMPANY, OR PARTNERSHIP):

[Name]

By: _____

Title: _____

(IF YOU ARE AN INDIVIDUAL AND NOT A LEGAL ENTITY):

[Signature]

[Print Name]

[Signature]

[Print Name]

EXHIBIT C

CONFIDENTIAL FRANCHISE APPLICATION

Confidential Franchise Application

Please type or print clearly and complete the form in full.

PERSONAL INFORMATION

Last Name		First Name		Middle Name		Marital Status		<input type="checkbox"/> Male <input type="checkbox"/> Female		Driver's License # & State or Province	
Address				City		State/Province		Zip/Postal Code		Country	
Years at this address		Home Phone		Cell Phone		Other Phone		Date of Birth			
Email				Citizenship		If you are not a citizen of the country in which you have applied for franchise ownership, do you have the required visa to legally own and operate a business in that country? <input type="checkbox"/> Yes <input type="checkbox"/> No					
Are you a veteran of the Canadian or United States Armed Forces? <input type="checkbox"/> Yes <input type="checkbox"/> No			Branch			Dates of Service:		Honorably discharged? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide DD214 or discharge certificate			

EDUCATION

College or Institution			City & ST/Province		Dates Attended		Did you graduate <input type="checkbox"/> Yes <input type="checkbox"/> No		Degree earned	
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BUSINESS/EMPLOYMENT INFORMATION (Please provide business information for the past 10 years and/or attach resume)

MAY WE CONTACT THESE EMPLOYERS TO VERIFY EMPLOYMENT? Yes No

Currently employed <input type="checkbox"/> Yes <input type="checkbox"/> No		Name of employer (or former employer)			Title			Telephone			
Business address				City		State/Province		Zip/Postal Code		Dates of employment	
Please describe your responsibilities:									Annual income		

Currently employed <input type="checkbox"/> Yes <input type="checkbox"/> No		Name of next most recent employer			Title			Telephone			
Business address				City		State/Province		Zip/Postal Code		Dates of employment	
Please describe your responsibilities:									Annual income		

SPOUSE INFORMATION

Last Name		First Name		Middle Name		Marital Status		<input type="checkbox"/> Male <input type="checkbox"/> Female		Driver's License # & State or Province	
Home street address				City		State/Province		Zip/Postal Code		Country	
Years at this address		Home Phone		Cell Phone		Other Phone		Date of Birth			
Email				Citizenship		If you are not a citizen of the country in which you have applied for franchise ownership, do you have the required visa to legally own and operate a business in that country? <input type="checkbox"/> Yes <input type="checkbox"/> No					
Are you a veteran of the Canadian or United States Armed Forces? <input type="checkbox"/> Yes <input type="checkbox"/> No			Branch			Dates of Service:		Honorably discharged? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide DD214 or discharge certificate			

SPOUSE EDUCATION

College or Institution			City & ST/Province		Dates Attended		Did you graduate <input type="checkbox"/> Yes <input type="checkbox"/> No		Degree earned	
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SPOUSE BUSINESS/EMPLOYMENT INFORMATION (Please provide business information for the past 10 years and/or attach resume)

MAY WE CONTACT THESE EMPLOYERS TO VERIFY EMPLOYMENT? Yes No

Currently employed <input type="checkbox"/> Yes <input type="checkbox"/> No		Name of employer (or former employer)			Title			Telephone			
Business address				City		State/Province		Zip/Postal Code		Dates of employment	
Please describe your responsibilities:									Annual income		

Currently employed		Name of next most recent employer			Title			Telephone		
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<input type="checkbox"/> Yes <input type="checkbox"/> No				
Business address	City	State/Province	Zip/Postal Code	Dates of employment
Please describe your responsibilities:				Annual income

GENERAL INFORMATION

Do you have previous sales experience? If yes, please describe:

How did you hear about us?	What other businesses are you investigating?		
How long have you been seeking your own business?	What is your desired market?		
Are you willing to relocate? If yes, where?	Can you give the business your full time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Do you intend to run this business yourself? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If qualified, when would you be ready to start your business?	Have you ever been convicted of a felony <input type="checkbox"/> Yes <input type="checkbox"/> No		
Have you or any company you have owned or managed ever filed bankruptcy, reorganized due to insolvency, gone out of business, or compromised a debt? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain.			
Are you now, or have you ever been party to any lawsuit – either as defendant or plaintiff? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain.			
Are you a partner or officer in any other venture? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain			
Do you have any contingent liabilities for guarantees, endorsements, leases, etc? <input type="checkbox"/> Yes <input type="checkbox"/> No	Have you ever been convicted of any offense (including misdemeanors for which you were fined \$200 or more)? <input type="checkbox"/> Yes <input type="checkbox"/> No		

If you answered “yes” to any of the above questions or if there is any other information you believe is pertinent to your experience, background, or knowledge, not already covered in this profile, please explain on a separate piece of paper and include with the profile.

If other individuals/partners will be involved with you and on the Franchise Agreement, list names and addresses below. (They must also complete a candidate profile.)
1.)
2.)

FINANCIAL STATEMENT

ASSETS	IN EVEN DOLLARS	LIABILITIES	IN EVEN DOLLARS
Cash on hand and in banks	\$	Notes payable to banks – secured	\$
Marketable securities	\$	Notes payable to banks – unsecured	\$
Non-marketable securities	\$	Amounts payable to others	\$
Residence market value	\$	Accounts payable to others	\$
Partial interest in real estate equities	\$	Accounts and bills due	\$
Real estate owned	\$	Unpaid income tax	\$
Loans receivable	\$	Other unpaid taxes and interest	\$
Automobiles and other personal property	\$	Mortgage on residence	\$
Cash value – Life Insurance	\$	Real estate mortgages payable	\$
Other assets – Itemize:	\$	Other debts – Itemize:	\$
	\$		\$
	\$		\$
TOTAL ASSETS	\$	TOTAL LIABILITIES	\$
		NET WORTH (Assets minus liabilities)	\$

APPLICATION FOR FRANCHISE

By signing below, I authorize Alliance Franchise Brands LLC or any of its affiliates (collectively, "AFB") to start an investigative background check (including information as to my character, general reputation, personal characteristics, and mode of living) and credit investigation based on information voluntarily provided by me to AFB and/or its vendors, including, without limitation, the information I provide in this Application which I warrant is true and accurate. I understand that I have a right to request that AFB make a complete and accurate disclosure of the nature and scope of such investigation. This is my authorization to credit reporting agencies, banks, creditors, and suppliers to release to AFB, and to AFB to release to such parties, all information requested regarding my depository, loan, or other credit information, including, without limitation, financial information, by telephone or in writing as part of the normal credit evaluation process. I release AFB from any liability with respect to the release of any such requested information. If I am requesting that AFB make a credit determination based on my creditworthiness combined with any co-applicants, I authorize AFB to discuss any derogatory credit items, and any other information AFB obtains in connection with the investigation, with such co-applicants.

My signature below means that I acknowledge and understand that any information I have provided through this application or any related documentation is subject to AFB's information collection, retention, use, and disclosure practices described in its privacy policy (which can be found [here](#)), as it may be amended.

I promise that I have supplied all information to the best of my ability and understand that AFB relies upon this information in assessing my qualifications. I understand that this profile is not a contract and is in no way binding on me or AFB and does not mean or imply that a franchise will be offered.

Signature	Date
Name Printed	
Signature	Date
Name Printed	

EXHIBIT D

GUARANTY AND ASSUMPTION OF OBLIGATIONS

GUARANTY AND ASSUMPTION OF OBLIGATIONS

THIS GUARANTY AND ASSUMPTION OF OBLIGATIONS is given on _____,
by _____ (the "Guarantor").

In consideration of, and as an inducement to, the execution of that certain Franchise Agreement of even date (as amended, modified, restated or supplemented from time to time, the "Agreement") by Alliance Franchise Brands LLC (the "Franchisor"), and _____ ("Franchisee"), each undersigned hereby personally and unconditionally (a) guarantees to Franchisor, and its successor and assigns, for the term of the Agreement and as provided in the Agreement, that Franchisee shall punctually pay and perform each and every undertaking, agreement and covenant set forth in the Agreement; and (b) agrees to be personally bound by, and personally liable for the breach of, each and every provision in the Agreement, both monetary obligations and obligations to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities.

Each undersigned waives: (1) acceptance and notice of acceptance by Franchisor of the foregoing undertakings; (2) notice of demand for payment of any indebtedness or nonperformance of any obligations guaranteed; (3) protest and notice of default to any party with respect to the indebtedness or nonperformance of any obligations guaranteed; and (4) any right he may have to require that an action be brought against Franchisee or any other person as a condition of liability.

Each undersigned Guarantor represents and warrants that, if no signature appears below for such Guarantor's spouse, such Guarantor is either not married or, if married, is a resident of a state which does not require the consent of both spouses to encumber the assets of a marital estate.

Guarantor hereby consents and agrees that:

(a) Guarantor's liability under this undertaking shall be direct, immediate, and independent of the liability of, and shall be joint and several with, Franchisee and the other owners and guarantors of Franchisee;

(b) Guarantor shall render any payment or performance required under the Agreement upon demand if Franchisee fails or refuses punctually to do so;

(c) Guarantor's liability shall not be diminished, relieved or otherwise affected by any extension of time, credit or other indulgence which Franchisor may grant to Franchisee or to any other person, including the acceptance of any partial payment or performance, or the compromise or release of any claims, none of which shall in any way modify or amend this guaranty, which shall be continuing and irrevocable during the term of the Agreement;

(d) This undertaking will continue unchanged by the occurrence of any bankruptcy with respect to Franchisee or any assignee or successor of Franchisee or by any abandonment of the Agreement by a trustee of Franchisee. Neither the Guarantor's obligations to make payment or render performance in accordance with the terms of this undertaking nor any remedy for enforcement shall be impaired, modified, changed, released or limited in any manner whatsoever by any impairment, modification, change, release or limitation of the liability of Franchisee or its estate in bankruptcy or of any remedy for enforcement, resulting from the operation of any present or future provision of the U.S. Bankruptcy Act or other statute, or from the decision of any court or agency;

(e) Franchisor may proceed against Guarantor and Franchisee jointly and severally, or Franchisor may, at its option, proceed against Guarantor, without having commenced any action, or having obtained any judgment against Franchisee. Guarantor hereby waives the defense of the statute of limitations in any action hereunder or for the collection of any indebtedness or the performance of any obligation hereby guaranteed; and

(f) Guarantor agrees to pay all reasonable attorneys' fees and all costs and other expenses incurred in any collection or attempt to collect amounts due pursuant to this undertaking or any negotiations relative to the obligations hereby guaranteed or in enforcing this undertaking against Guarantor.

Each Guarantor that is a business entity, retirement or investment account, or trust acknowledges and agrees that if Franchisee (or any of its affiliates) is delinquent in payment of any amounts guaranteed hereunder, that no dividends or distributions may be made by such Guarantor (or on such Guarantor's account) to its owners, accountholders or beneficiaries or otherwise, for so long as such delinquency exists, subject to applicable law.

Guarantor agrees to be personally bound by the arbitration obligations under Section 17.F of the Agreement, including, without limitation, the obligation to submit to binding arbitration the claims described in Section 17.F of the Agreement in accordance with its terms.

Remainder of page intentionally blank

IN WITNESS WHEREOF, each undersigned has affixed his signature on the same day and year as the Agreement was executed.

GUARANTOR(S)

**PERCENTAGE OWNERSHIP IN
FRANCHISEE**

By: _____
Address: _____

Email: _____

By: _____
Address: _____

Email: _____

By: _____
Address: _____

Email: _____

By: _____
Address: _____

Email: _____

SPOUSAL ACKNOWLEDGEMENT OF GUARANTY

The undersigned, as the spouse of the Guarantor indicated below, acknowledges and consents to the guaranty given herein by his/her spouse. Such consent also serves to bind the assets of the marital estate to Guarantor's performance of this Guaranty.

Name of Guarantor

Name of Guarantor

Name of Guarantor's Spouse

Name of Guarantor's Spouse

Signature of Guarantor's Spouse

Signature of Guarantor's Spouse

Name of Guarantor

Name of Guarantor

Name of Guarantor's Spouse

Name of Guarantor's Spouse

Signature of Guarantor's Spouse

Signature of Guarantor's Spouse

EXHIBIT E

CONFIDENTIALITY AND NON-SOLICITATION AGREEMENT

CONFIDENTIALITY AND NON-SOLICITATION AGREEMENT

This Confidentiality and Non-Solicitation Agreement (“Agreement”) is made and entered into on _____, by and between _____ (“Franchisee”) and _____ (“Covenantor”).

1. Background. Alliance Franchise Brands LLC (“Franchisor”) has executed or intends to execute a “Franchise Agreement” with Franchisee under which Franchisor grants to Franchisee certain rights with regard to a *True Install* business (each referred to herein as a “Business”). As an employee of Franchisee, Covenantor may have access to the Confidential Information (as defined below) and may have access to the back end of Franchisee’s local website, online profiles, social media accounts, management information systems, customer relationship management systems, or other online presences (the “Online Presences”) utilized by Franchisee in connection with the operation of its Business. Before allowing Covenantor access to the Confidential Information and back end of Online Presences and as a material term of the Franchise Agreement necessary to protect Franchisor’s proprietary rights in and Franchisee’s right to use the Confidential Information, and to ensure compliance with applicable data privacy laws, Franchisor and Franchisee require that Covenantor enter into this Agreement.

As a condition of Covenantor’s employment or continued employment with Franchisee or Covenantor’s appointment as a director or officer of Franchisee and to induce Franchisor to enter into the Franchise Agreement, Covenantor agrees to enter into this Agreement. Due to the nature of Franchisor’s and Franchisee’s business, any use or disclosure of the Confidential Information or Online Presences other than in accordance with this Agreement will cause Franchisor and Franchisee substantial harm.

2. Confidential Information. Covenantor agrees to use the Confidential Information only to the extent reasonably necessary to perform his or her duties on behalf of Franchisee. Covenantor acknowledges and agrees that neither Covenantor nor any other person or entity will acquire any interest in or right to use the Confidential Information under this Agreement or otherwise other than the right to utilize it as authorized in this Agreement and that the unauthorized use or duplication of the Confidential Information would be detrimental to Franchisor and Franchisee and would constitute a breach of Covenantor's obligations of confidentiality and an unfair method of competition with Franchisor and/or other Businesses owned by Franchisor or franchisees. Covenantor acknowledges and agrees that the Confidential Information is confidential to and a valuable asset of Franchisor. Covenantor agrees that during the term of the Franchise Agreement and thereafter, it will maintain the confidentiality of the Confidential Information. The term “Confidential Information” as used in this Agreement means certain confidential and proprietary information relating to the development and operation of the Businesses, which includes, but is not limited to: (1) training materials, programs, and systems for franchisees and personnel of the Businesses; (2) methods, techniques, formats, distinctive systems, specifications, standards, procedures, and knowledge of and experience in the development and operation of the Businesses; (3) marketing promotional programs for the Businesses; (4) knowledge of specifications for supplies and suppliers; (5) knowledge of operating results and financial performance of the Businesses; (6) the Businesses’ customer lists; and (7) passwords and other login credentials and information for any Online Presences utilized by Franchisee and the Business.

3. Data Privacy. By accessing the back end of Franchisee’s Online Presences, Covenantor may have access to data that is protected by laws restricting collection, use, disclosure, processing, and free movement of personal data and personal information (collectively, the “Personal Data”), which laws include but are not limited to the California Consumer Privacy Act, Colorado Privacy Act, Connecticut Data Privacy Act, Indiana Consumer Data Protection Act, Kentucky Consumer Data Protection Act, Maryland Online Data Privacy Act, Minnesota Consumer Data Privacy Act, Nebraska Data Privacy Act,

Rhode Island Data Transparency and Privacy Protection Act, Tennessee Information Privacy Act, Texas Data Privacy and Security Act, Virginia Consumer Data Protection Act, and Utah Consumer Privacy Act (such laws, as amended, are collectively referred to as “Privacy Regulations”). Covenantor acknowledges and agrees that it will: comply with all applicable Privacy Regulations; maintain appropriate security measures to protect the confidentiality of Personal Data and passwords; not use any Personal Data or passwords other than for performing its duties on behalf of Franchisee; and comply with the privacy policy applicable to Personal Data collected on any Online Presences owned or maintained by Franchisee. Covenantor further agrees to comply with any requests to return or delete Personal Data, whether requested by Franchisee, or directly by the customer, as required by applicable data sharing and privacy laws.

4. Covenantor Representations, Warranties, and Acknowledgements. Covenantor represents and warrants that in performing its duties on behalf of Franchisee it will not (a) attempt to gain unauthorized access to accounts or other information not intended for Covenantor through hacking, password mining, or any other means, (b) use or access any Online Presence for any purpose other than performing its duties on behalf of Franchisee, (c) interfere with any third party’s use or enjoyment of any Online Presence, including without limitation by submitting a virus to the Online Presence, or (d) place any malicious content on any Online Presence. Covenantor further represents and warrants that it will perform its duties in a professional and workman-like manner. Covenantor acknowledges and agrees that its use of and access to the Online Presences also are subject to the terms of use, as they are periodically amended, on any applicable Online Presence.

5. Non-Compete. Covenantor agrees that for as long as Covenantor is (a) a director, officer, general partner, or managing member of Franchisee, or (b) an employee of Franchisee who will have access to Confidential Information, Covenantor shall not (i) have any direct or indirect interest as a disclosed or beneficial owner in a Competitive Business (defined below); or (ii) perform services as a director, officer, member, employee, manager, consultant, representative, agent, or otherwise for any Competitive Business. Covenantor further acknowledges that the restrictions contained in this Section will not hinder its activities or those of members of its immediate family under this Agreement or in general. The term “Competitive Business” as used in this Agreement means (i) any business offering or selling any products or services that Franchisor may periodically authorize Businesses to sell (collectively, the “Products”), and (ii) any business granting franchises or licenses to others to operate the types of businesses specified in subparagraph (i).

6. Post-Term Obligations.

a. Upon the first to occur of: (a) termination or expiration without renewal of the Franchise Agreement; or (b) the date as of which Covenantor is neither (i) a director, officer, general partner or managing member of Franchisee or (ii) an employee of Franchisee who will have access to Confidential Information (each of these events is referred to as a “Termination Event”), Covenantor agrees that for a period of two years commencing on the effective date of a Termination Event, Covenantor shall not, directly or indirectly, on Covenantor’s own behalf or on behalf of any other person, whether as owner, employee, agent, consultant, or in any other capacity, (i) solicit, induce, or attempt to solicit or induce any current or former customer of Franchisee that is included in Franchisee’s customer database (“Customer”) to terminate or modify its use of the Products; or (ii) solicit the sale of or sell products similar to the Products to Customers, except to Customers who have an existing relationship with a Competitive Business at which Covenantor is employed after a Termination Event.

b. Covenantor agrees that as of the effective date of a Termination Event Covenantor shall immediately cease to use the Confidential Information disclosed to or otherwise learned or acquired by Covenantor and return to Franchisee or to Franchisor if directed by Franchisor all copies of the Confidential Information loaned or made available to Covenantor.

7. Waiver. Failure to insist upon strict compliance with any of the terms, covenants, or conditions hereof shall not be deemed a waiver of such term, covenant, or condition, nor shall any waiver or relinquishment of any right or remedy hereunder at any one or more times be deemed a waiver or relinquishment of such right or remedy at any other time or times.

8. Third-Party Beneficiary. Franchisor shall be deemed a third-party beneficiary of this Agreement and shall have the right to enforce this Agreement directly.

9. Counterparts. This Agreement may be executed in multiple counterparts, each of which shall be deemed to be an original and all of which taken together shall constitute one and the same agreement. The parties agree that scanned or electronic signatures shall have the same effect and validity, and may be relied upon in the same manner, as original signatures.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement in multiple counterparts as of the day and year first above written.

Covenantor:

Franchisee:

Signature of **Covenantor**

By:

Its:

Complete Home Address:

EMPLOYEE ACKNOWLEDGMENT

YOUR EMPLOYMENT WITH

_____ (“Franchisee”) is an independent owner and operator of a franchised location of the *True Install* franchise system. As an independent business owner, Franchisee is solely responsible for the daily operation of its *True Install* business, including the terms and conditions of your employment and compliance with federal, state, and local employment laws.

As an employee of Franchisee, you understand and agree that only Franchisee is responsible for your employment, including, without limitation, your recruitment, hiring, training, work hours and scheduling, work assignments, safety and security, compensation, benefits, discipline, and supervision. You acknowledge and agree that Alliance Franchise Brands LLC, the franchisor of the *True Install* franchise system, and its affiliates have no authority or control over the terms and conditions of your employment with Franchisee. By signing the acknowledgment below, you agree that the above statements are true and correct.

ACKNOWLEDGMENT

I understand and agree that I am employed by _____ (“Franchisee”) and that only Franchisee is responsible for the terms and conditions of my employment, including my recruitment, hiring, training, work hours and scheduling, work assignments, safety and security, compensation, benefits, discipline, and supervision. I also understand and agree that Franchisee operates a *True Install* Business and that while Alliance Franchise Brands LLC is the franchisor of the *True Install* franchise system, Franchisee is my sole employer and the sole owner and operator of its *True Install* Business. I further acknowledge that the recruitment, hiring, training, work hours and scheduling, work assignments, safety and security, compensation, benefits, discipline, and supervision for my employment with Franchisee has been done, and is done, only by Franchisee and that neither Alliance Franchise Brands LLC nor any of its affiliates had or have any involvement in any of these functions or had or have any control or authority over my employment with Franchisee.

EMPLOYEE:

Signature of Employee

FRANCHISEE:

By:
Its:

EXHIBIT F

LOCAL WEBSITE ENROLLMENT FORM

Local Website Enrollment Form

A Franchise Member must complete this website enrollment form to subscribe to the website platform (“**Website Platform**”) for True Install Franchise Members. This form incorporates the Terms and Conditions in **EXHIBIT A** (collectively, the “**Enrollment Form**”). For questions, please contact your Brand Manager at Alliance Franchise Brands LLC (“AFB”).

Section 1: Center Information:

Please enter the information regarding your Center(s) below:

Franchise Member Name	City and State	Email Address

Section 2: Domain Name:

Your vanity URL is: _____

Your vanity URL can be used for email and marketing purposes. However, for your new website, it will redirect to a web server URL: BRAND.com/locations/CITY-STATE or BRAND.com/CITY-STATE, as applicable. You are prohibited from registering a domain name that includes our trade name. We will register the domain name on your behalf.

Section 3: Enrollment:

The Website Platform costs are paid for by the Marketing Fund.

Add-on services, such as paid advertising (pay-per-click and paid social media), organic social posting, and local search engine optimization (SEO), (“Add-on Services”) incur additional costs. Add-on Services costs are paid directly by the Franchise Member and are not covered by the Marketing Fund. The Franchise Member may select Add-on Services, and our third-party provider will invoice you, the Franchise Member, directly.

Section 4: Privacy Compliance and Data Requests:

You must comply with all applicable privacy laws and adhere to the terms of AFB’s Privacy Policy (“Privacy Policy”), including, but not limited to, provisions detailing how personal information is collected, used and shared. If a consumer provides you with a data request, you must comply with applicable law or be subject to fines and penalties thereunder. You must regularly review, adhere to, and comply with our Privacy Policy located at <https://alliancefranchisebrands.com/privacy-policy/>. Franchise Member shall review the privacy policy on a periodic basis as it may change from time to time.

By signing below, you acknowledge enrollment in the Website Platform and responsibility for the costs of any Add-on Services you select. Further, you acknowledge enrollment in the Website Platform is subject to the Terms and Conditions of this Enrollment Form.

Franchise Member Signature: _____

Date: _____

EXHIBIT A
LOCAL WEBSITE ENROLLMENT FORM ADDITIONAL TERMS AND CONDITIONS

Please read these Terms and Conditions carefully, as they are part of your Enrollment Form.

1. Franchise Member acknowledges that neither Alliance Franchise Brands LLC AFB nor its affiliates nor third-party provider(s) provide any minimum service level commitment related to the Services. This is governed by the Master Services Agreement with our third-party Website Platform provider.
2. Franchise Member should state that it is independently owned and operated in all client communications, including the website footer, Contact and About pages and anywhere else required by AFB brand standards.
3. "Services" refers to the Website Platform, Add-on Services and software engaged under this Enrollment Form.
4. Franchise Member acknowledges that it is not permitted to register a domain name that includes an AFB trade name or trademark.
5. AFB retains all rights, title and interest, including all intellectual property rights, in and to its trademarks and trade names, all marketing and other materials using such intellectual property, and all domain names and website templates used for any location or Center.
6. Franchise Member is and will remain responsible for maintaining the confidentiality of its passwords and for all activities conducted using the Services and other login information assigned by AFB or its affiliates, including any use that Franchise Member subsequently contends was not authorized by Franchise Member.
7. Franchise Member acknowledges that AFB is the administrator of the Website Platform and has full access to data and content on the Website Platform. Franchise Member understands that AFB may access the Platform to support the Services, including troubleshooting, direct support and training, analytics and other related administrative and operational support activities. Notwithstanding the foregoing, Franchise Member acknowledges that AFB is not obligated to monitor Franchise Member's or its authorized users' activity.
8. Subject to Section 6 above, this Enrollment Form, and the Franchise Agreement, Franchise Member grants to AFB the right to use all materials and other data, including images, videos, and written copy, provided by or on behalf of Franchise Member to AFB or which is collected through the Franchise Member's website ("Content") in order to perform AFB's obligations under its agreements with Franchise Member and AFB's third party providers, for AFB's marketing purposes (including creating and distributing marketing messaging, both digital and print) intended to promote the Franchise Member's business or AFB's brand ("Brand"), and to share the Content with its employees, agents, authorized users, third party providers and other parties who need to know the Content in connection with AFB exercising its rights or performance of its obligations under its agreements and otherwise in accordance with the Privacy Policy. Franchise Member represents and warrants that it has all rights, licenses, and permissions necessary for AFB to process and use the Content in accordance with these Terms and Conditions.
9. Franchise Member may not use the Services, or information gathered utilizing the Services, in violation of applicable laws, including without limitation the CAN-SPAM Act and any other anti-spam laws. Franchise Member further acknowledges their obligation to implement administrative, physical and technical safeguards to protect information processed through the Services in accordance with the Franchise Agreement and all applicable laws, including without limitation those relating to data privacy. Franchise Member authorizes AFB or its affiliates to export customer and prospect lists ("Customer Data") for the purpose of expediting participation in marketing programs. Franchise Member warrants that their collection and use of Customer Data and the messaging it communicates to its customers and prospects meets the requirements under applicable laws and agrees to notify AFB in writing to datagov@alliancefranchisebrands.com upon receipt of all unsubscribe requests from its customers and prospects. Franchise Member shall be solely liable and shall indemnify AFB for any damages, fines, or penalties for its failure to comply with applicable laws.
10. Franchise Member acknowledges their obligation under the Franchise Agreement to maintain cybersecurity and privacy liability insurance policies at Franchise Member's sole expense. Franchise Member shall obtain such insurance coverage for their Center in such amounts that Franchise Member deems appropriate, based on its own independent investigation. Not meeting these requirements may result in termination of the Services.
11. To the fullest extent permitted by applicable law, AFB and its affiliates disclaim all warranties, express or implied, including, but not limited to, implied warranties of merchantability and fitness for a particular purpose of the Services.

Neither AFB nor its licensors and affiliates warrant that the Services are error-free, free of viruses or other harmful components. The Indemnified Parties (defined below) will not be liable to Franchise Member or to any other person under any circumstances and under no legal or equitable theory, in tort (including negligence), contract, strict liability, or otherwise, for any direct, indirect, incidental, special, punitive, consequential or exemplary damages arising out of or in any way related to the Enrollment Form or these Terms and Conditions or the use of or any aspect of the Services, including, without limitation, damages for loss of profits, goodwill, use, data, work stoppage, accuracy of results, computer failure or malfunction, or other intangible losses (even if the Indemnified Parties have been advised or should have known of the possibility of such damages). The liability, if any, of AFB under this Enrollment Form and these Terms and Conditions for any claims, costs, damages, losses and expenses for which it is or may be legally liable, whether arising in negligence or other tort, contract, or otherwise, will not exceed in the aggregate the amount of any fees Franchise Member paid to AFB for the preceding 3-month period, measured from the date the liability accrues.

12. Franchise Member shall indemnify and hold harmless AFB and its parents, subsidiaries, affiliates, successors and assigns (and its and their owners, officers, directors, employees, licensees and representatives) (collectively, the “Indemnified Parties”) from and against any and all claims, fines, penalties, demands, suits, actions, judgments, damages, costs, losses, expenses (including reasonable attorneys’ fees and expenses), settlement amounts and other liabilities which may be claimed by a third party or otherwise incurred directly by AFB arising from (i) any action by Franchise Member hereunder that causes an Indemnified Party to be in violation of its agreement with a third party provider; (ii) any allegation of a breach or actual breach of law in connection with Franchise Member’s use of the Website Platform or Services; (iii) Franchise Member’s, its affiliates, or authorized users, breach of the Enrollment Form Terms and Conditions; (iv) failure by Franchise Member to comply with the Privacy Policy; (v) any negligent act, fraud or willful misconduct of Franchise Member or its affiliates, subcontractors, sales agents, authorized users or employees in connection with its or their use of the Website Platform or the Services; or (vi) any failure by Franchise Member or its subcontractors, sales agents, authorized users or employees to comply with any state or federal laws or regulations related to its or their use of the Website Platform or the Services.
13. If Franchise Member’s Services are canceled, or if the Franchise Agreement expires or is terminated, Franchise Member will lose all rights to use or access the Services. Additionally, if Franchise Member is in default under its Franchise Agreement with AFB or an affiliate or is not compliant with the mandatory system standards periodically established by AFB, then AFB may suspend the Services until such time as Franchise Member has cured all defaults under the Franchise Agreement and is compliant with the mandatory system standards.
14. For quality assurance, AFB or its third-party software licensors (“Software Providers”), may record or monitor calls related to your use of the Website Platform, Add-on Services and software. This may include calls between you, your employees, affiliates, the Software Providers and their representatives, or individuals contacting you through tracking telephone numbers provided by the Software Providers (“Call Recording and Monitoring”). You consent to all Call Recording and Monitoring by any Software Providers and AFB. All Call Recording and Monitoring will comply with applicable consent laws and requirements.
15. Services may be offered through third-party websites that AFB does not control. AFB and its affiliates are not responsible for the security, accuracy, content, or availability of information, products, or services on these sites. AFB cannot guarantee these sites will always be available, secure, or error-free. AFB and its affiliates do not endorse or verify the information, products, or services on these sites and make no promises about the security or use of any information Franchise Member provides there.
16. If Franchise Member is a business entity, the person signing this Enrollment Form confirms they have the authority to sign on behalf of Franchise Member.
17. If these Terms and Conditions require modification, AFB will provide Franchise Member with at least thirty (30) days written notice. Franchise Member must sign and return the updated Enrollment Form within thirty (30) days after receiving it, including when notified by email. Failure to comply may result in termination of Services.
18. AFB may terminate the Services at any time, for any reason, upon thirty (30) days prior written notice to Franchise Member. Upon such termination, Franchise Member may be required to obtain a license for the software included in the Services directly from the third-party provider, or Franchise Member may be required to obtain different software, at AFB’s direction, as permitted under the Franchise Agreement.

EXHIBIT G

WORKIZ ENROLLMENT FORM

Workiz Enrollment Form

A Franchise Member must complete this Workiz Enrollment Form to subscribe to or modify their Workiz Field Service Management Software (“Platform”) Subscription and services (“Services”) as defined below. Workiz is an Alliance Franchise Brands LLC’s (“AFB”) approved platform for True Install Franchise Members. This form incorporates the Terms and Conditions in **EXHIBIT A** (collectively, the “**Form**”).

Section 1: Territory Information

Please enter the general information regarding your territories below.

Territory City and State	Brand	Phone Number	Email Address

Section 2: Enrollment

A. Select one.

- I’m enrolling for the first time.
- I’m changing my elections.

B. Select optional services:

We recommend choosing a Phone Plan if you manage multiple territories as there may be a cost savings. In lieu of or in addition to a phone plan, you may purchase on-demand phone credits. You may add this option later as your needs expand, which can help minimize future expenses. We will help you to determine which package is right for your territory.

- Genius Essentials
- Genius Call Tracking
- Genius Dispatch Pro
- On Demand Phone Credit

Based on your selections, your monthly fees are as follows, and pricing changes are effective immediately and billed on a pro-rated basis.

Services	Quantity	Cost Per Month	Monthly Fees
Workiz Monthly Subscription Fees (includes 5 seats)	1	\$325.00	\$325.00

Optional Services: Each additional user seat		\$79.00	
Optional Services: Select one of the following platform-provided Phone Plans, if desired			
Genius Essentials		\$99.00	
Genius Call Tracking		\$199.00	
Genius Dispatch Pro		\$379.99	
On Demand Credit		\$30.00	
		Total Monthly Fees	

The Workiz fees are primarily a pass-through of licensing fees from the various third parties that we have engaged to provide these services but may include certain of our expenses incurred to provide troubleshooting, training and operational support.

All payments processed through Workiz are processed by a third-party payment processor (“Payment Processor”). The Payment Processor manages all fees associated with the processing of online customer payments, including but not limited to interchange fees, transaction fees, discount fees, chargeback fees, Payment Card Industry Data Security Standards (“PCI DSS”) compliance and non-compliance fees.

As a Subscribing Franchise Member, you are required to maintain an annual, automatically renewing Workiz Subscription. By subscribing, you consent to automatic annual renewal, including any selected Optional Service Fees. You may add Optional Services at any time, with fees prorated for the remainder of your current twelve-month Subscription. To remove Optional Services, you must notify AFB at least thirty days before your annual renewal date.

Selection of On Demand Phone Credit is subject to ongoing automatic credit replenishment and Franchise Member authorizes recurring charges for such replenishments until Franchise Member cancels the On Demand Phone Credits option. Your Subscription Form, including any Optional Services, automatically renews every twelve months.

Section 3: Payment

Payment of Monthly Subscription Fees are due monthly via credit card or electronic funds transfer (“EFT”) from a US bank account.

The fees on this Form do not include local, municipal, state, provincial or federal sales, use, value-added, HST, GST, PST, non-resident withholding taxes or other taxes or tariffs of the United States of America or Canada. You shall pay all such taxes or tariffs as may be imposed upon AFB or you. You will be invoiced for, and you shall pay, any such taxes or tariffs if AFB is required to pay them on your behalf.

For subscribers in Michigan and Maryland, we will charge the applicable sales tax, currently at 6%. and remit it

to those states. Please check with your tax advisor to determine whether sales or use tax are applicable in your state.

Payment will be made via credit card or electronic funds transfer (“EFT”)/pre-authorized debit (“PAD”). Please select one option below:

- I authorize payment via EFT using my information on file with the Home Office.
- I authorize payment using the credit card information currently on file with the Home Office.
- Please contact me so that I can securely provide credit card payment information.

By signing below, you acknowledge enrollment in the above-listed platform is subject to the terms and conditions of the Form.

Franchise Member Signature

Date

Franchise Member Printed Name

Form Submission:

Please email this completed Form to the RightStart Team at rightstart@alliancefranchisebrands.com for initial enrollment or jimc@alliancefanchisebrands.com for changes to your enrollment. We do not accept digital signatures.

EXHIBIT A
WORKIZ ENROLLMENT FORM ADDITIONAL TERMS AND CONDITIONS

Please read these Terms and Conditions carefully, as they are part of your Form.

1. Franchise Member acknowledges that neither Alliance Franchise Brands LLC (“AFB”) nor its affiliates provide any minimum service level commitment related to the Services.
2. Franchise Member should state that it is independently owned and operated business in all client communications, including emails, estimates, and invoices.
3. Franchise Member shall be subject to AFB’s privacy policy located at <https://alliancefranchisebrands.com/privacy-policy> and shall review the privacy policy on a periodic basis as it may change from time to time.
4. Franchise Member shall be subject to Workiz’s privacy policy located at www.workiz.com/privacy-policy and accept Workiz’s terms and conditions at www.workiz.com/terms-and-conditions. The Franchise Member should review these documents regularly, as they may change from time to time. Franchise Member is also subject to any other policies provided by Workiz or by AFB on Workiz’s behalf.
5. Franchise Member is and will remain responsible for administering and maintaining the confidentiality of its passwords for all activities conducted using the Services and other login information assigned by Workiz, AFB or its affiliates, including any use that Franchise Member subsequently contends was not authorized by Franchise Member.
6. Franchise Member acknowledges that AFB is the administrator of the Platform and therefore has full access to data and content on the Platform. Franchise Member understands that AFB may access the Platform to support the Services, including troubleshooting, direct support and training, royalty reporting, analytics and other related administrative and operational support activities. Notwithstanding the foregoing, Franchise Member acknowledges that AFB is not obligated to monitor Franchise Member’s or its authorized users’ activity.
7. Franchise Member may not use the Services, or information gathered utilizing the Services, in violation of applicable laws, including, without limitation, the CAN-SPAM Act and any other anti-spam laws. Franchise Member shall comply at all times with all applicable and then-current legal obligations and security measures related to payment processing, including without limitation PCI DSS. Franchise Member further acknowledges their obligation to implement administrative, physical, and technical safeguards to protect information processed through the Services in accordance with the Franchise Agreement and all applicable laws, including, without limitation, those relating to data privacy. Franchise Member authorizes AFB or its affiliates to export customer and prospect lists (“Customer Data”) for the purpose of expediting participation in marketing programs. Franchise Member represents and warrants that its collection and use of Customer Data and the messaging it communicates to its customers and prospects meet the requirements under applicable laws and agrees to notify AFB in writing at datagov@alliancefranchisebrands.com upon receipt of all unsubscribe requests from its customers and prospects. Franchise Member shall be solely liable and shall indemnify AFB for any fines or penalties for failure to comply with applicable laws.
8. Franchise Member must maintain cybersecurity and privacy liability insurance at their own expense, as required by the Franchise Agreement. The amount of coverage should be based on the Franchise Member’s own research and judgment. Not meeting these requirements may result in termination of the Services.
9. If Franchise Member’s Services are canceled, or if the Franchise Agreement expires or is terminated, Franchise Member will lose all rights to use or access the Services. If the Franchise Member is in default under the Franchise Agreement or not following required system standards and Form terms, AFB may suspend the Services until all issues are resolved to the satisfaction of AFB and the Franchise Member is compliant.
10. Services may be offered through third-party websites that AFB does not control. AFB and its affiliates are not responsible for the security, accuracy, content, or availability of information, products, or services on these sites. AFB cannot guarantee

these sites will always be available, secure, or error-free. AFB and its affiliates do not endorse or verify the information, products, or services on these sites and make no promises about the security or use of any information Franchise Member provides there.

11. For quality assurance, AFB or its third-party software licensors, including Workiz (“Software Providers”), may record or monitor calls related to your use of the Platform and Services. This may include calls between you, your employees, affiliates, the Software Providers and their representatives, or individuals contacting you through tracking telephone numbers provided by the Software Providers (“Call Recording and Monitoring”). You consent to all Call Recording and Monitoring by any Software Providers and AFB. All Call Recording and Monitoring will comply with applicable consent laws and requirements.
12. To the fullest extent permitted by applicable law, AFB and its affiliates disclaim all warranties, express or implied, including, but not limited to, implied warranties of merchantability and fitness for a particular purpose of the Services. Neither AFB nor its licensors or affiliates warrant that the Services are error-free, free of viruses or other harmful components. The Indemnified Parties (defined below) will not be liable to Franchise Member or to any other person under any circumstances and under no legal or equitable theory, in tort (including negligence), contract, strict liability, or otherwise, for any direct, indirect, incidental, special, punitive, consequential or exemplary damages arising out of or in any way related to the Form or the use of or any aspect of the Services, including, without limitation, damages for business interruption, loss of data, loss of profits, goodwill, use, data, work stoppage, accuracy of results, computer failure or malfunction, or other intangible losses (even if the Indemnified Parties have been advised or should have known of the possibility of such damages). The liability, if any, of AFB under this Form for any claims, costs, damages, losses and expenses for which it is or may be legally liable, whether arising in negligence, tort, contract, or otherwise, will not exceed in the aggregate the amount of any fees Franchise Member paid to AFB for the preceding 3-month period, measured from the date the liability accrues.
13. Franchise Member shall indemnify and hold harmless AFB and its parents, subsidiaries, affiliates, successors and assigns (and its and their owners, officers, directors, employees, licensees and representatives) (collectively, the “Indemnified Parties”) from and against any and all claims, fines, penalties, demands, suits, actions, judgments, damages, costs, losses, expenses (including reasonable attorneys’ fees and expenses), settlement amounts and other liabilities which may be claimed by a third party or otherwise incurred directly by AFB arising from (i) any action by Franchise Member hereunder that causes an Indemnified Party to be in violation of its Form with a third party provider; (ii) any allegation of a breach or actual breach of law in connection with Franchise Member’s use of the Platform or the Services; (iii) Franchise Member’s breach of the Form; (iv) any failure by Franchise Member or any employee, or affiliate of Franchise Member to comply with this Form; (v) any failure by Franchise Member to comply with the privacy policies set forth in this Form; (vi) any negligent act, fraud or willful misconduct of Franchise Member or its subcontractors, sales agents or employees in connection with its or their use of the Services; or (vii) any failure by Franchise Member or its subcontractors, employees, or sales agent to comply with any state or federal laws or regulations related to its or their use of the Platform or the Services.
14. If a Franchise Member does not make payments on time, including for insufficient funds or denied credit card payments, interest will be charged at 1.5% per month or the highest rate allowed by law, whichever is lower. Interest is calculated from the original due date until payment is made in full. If AFB incurs third-party collection costs to collect overdue fees, the Franchise Member must cover those costs. Not paying on time may also result in termination of the Services.
15. If Franchise Member is a business entity, the person signing this Form confirms they have the authority to sign on behalf of Franchise Member.
16. If these Terms and Conditions require modification, AFB will provide Franchise Member with at least thirty (30) days written notice. Franchise Member must sign and return the updated Form within thirty (30) days after receiving it, including when notified by email. Failure to comply may result in termination of Services.

AFB may terminate the Services at any time, for any reason, upon thirty (30) days prior written notice to Franchise Member.

Upon such termination, Franchise Member may be required to obtain a license for the software included in the Services directly from the third-party provider, or Franchise Member may be required to obtain different software, at AFB's direction, as permitted under the Franchise Agreement.



EXHIBIT H

LIST OF CURRENT FRANCHISEES AND FORMER FRANCHISEES

LIST OF CURRENT FRANCHISEES AS OF DECEMBER 31, 2025

Current Franchisee	Franchisee Name	Franchisee Principal Business Address	City	State	Zip	Business Phone
Penuelas Pence Incorporated	Basilio Penuelas	3754 North Sawtooth	Mesa	AZ	85215	(480) 329-9441
Suburban Macomb Installations Corporation	Stephen Veda	18103 Huron Drive	Macomb	MI	48042	(586) 822-6557
JLM Installations, Inc.	Joseph Moore, Jr.	48317 Beck Road, Suite E8	Wixom	MI	48393	(586) 850-4081
Service Wizard, LLC	Oliverio Rodriguez Ramirez & Monica Selene Romero Ruiz	8505 Priory Court	Waxhaw	NC	28173	(704) 839-9162
WinCo Enterprises LLC ¹	Gary Wood	614 East 10 1/2 St.	Houston	TX	77008	(832) 483-3101
R McHale Companies Inc.	Raymond McHale	3 Cedar Dr	Sterling	VA	20164	(703) 864-5766

1. This franchise agreement was terminated in calendar year 2026.

LIST OF FRANCHISE AGREEMENTS SIGNED BUT BUSINESSES NOT YET OPEN AS OF DECEMBER 31, 2025

Current Franchisee	Franchisee Name	Franchisee Principal Business Address	City	State	Zip	Business Phone
Penuelas Pence Incorporated	Basilio Penuelas	3754 North Sawtooth	Mesa	AZ	85215	(480) 329-9441
Penuelas Pence Incorporated	Basilio Penuelas	3754 North Sawtooth	Mesa	AZ	85215	(480) 329-9441
Service Wizard, LLC	Oliverio Rodriguez Ramirez & Monica Selene Romero Ruiz	8505 Priory Court	Waxhaw	NC	28173	(704) 839-9162
WinCo Enterprises LLC ¹	Gary Wood	614 East 10 1/2 St.	Houston	TX	77008	(832) 483-3101

Current Franchisee	Franchisee Name	Franchisee Principal Business Address	City	State	Zip	Business Phone
WinCo Enterprises LLC ¹	Gary Wood	614 East 10 1/2 St.	Houston	TX	77008	(832) 483-3101
R McHale Companies Inc.	Raymond McHale	3 Cedar Dr	Sterling	VA	20164	(703) 864-5766

1. These franchise agreements were terminated in calendar year 2026.

**LIST OF FRANCHISEES WHO LEFT THE SYSTEM DURING THE LAST FISCAL YEAR
OR WHO HAVE NOT COMMUNICATED WITH FRANCHISOR WITHIN 10 WEEKS OF THE ISSUANCE DATE**

Current Franchisee	Franchisee Name	Franchisee Principal Business Address	City	State	Zip	Business Phone
WinCo Enterprises LLC ¹	Gary Wood	614 East 10 1/2 St.	Houston	TX	77008	(832) 483-3101

1. This franchisee's open *True Install* Business was terminated, along with the franchisee's two signed-not-opened franchise agreements.

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

EXHIBIT I

SAMPLE GENERAL RELEASE

ALLIANCE FRANCHISE BRANDS LLC

GRANT OF FRANCHISOR CONSENT AND FRANCHISEE RELEASE

Alliance Franchise Brands LLC (“we,” “us,” or “our”) and the undersigned franchisee, _____

_____ (“you” or “your”), currently are parties to a certain Franchise Agreement (the “Franchise Agreement”) dated _____. You have asked us to take the following action or to agree to the following request: insert as appropriate

_____. We have the right under the Franchise Agreement to obtain a general release from you (and, if applicable, your owners) as a condition of taking this action or agreeing to this request. Therefore, we are willing to take the action or agree to the request specified above if you (and, if applicable, your owners) give us the release and covenant not to sue provided below in this document. You (and, if applicable, your owners) are willing to give us the release and covenant not to sue provided below as partial consideration for our willingness to take the action or agree to the request described above.

Consistent with the previous introduction, you, on your own behalf and on behalf of your affiliated entities, and each such foregoing person’s or entity’s successors, heirs, executors, administrators, personal representatives, agents, assigns, partners, owners, directors, officers, principals, and employees (collectively, the "Releasing Parties"), hereby forever release and discharge us and our current and former affiliated entities, and each such entity’s officers, directors, owners, principals, employees, agents, representatives, successors, and assigns (collectively, the "AFB Parties") of and from any and all claims, damages (known and unknown), demands, causes of action, suits, duties, liabilities, and agreements of any nature and kind (collectively, “Claims”) that you and any of the other Releasing Parties now has, ever had, or, but for this document, hereafter would or could have against any of the AFB Parties, including without limitation, Claims (1) arising out of or related to the AFB Parties' obligations under the Franchise Agreement or (2) otherwise arising from or related to your and the other Releasing Parties' relationship, from the beginning of time to the date of your signature below, with any of the AFB Parties. You, on your own behalf and on behalf of the other Releasing Parties, further covenant not to sue any of the AFB Parties on any of the Claims released by this paragraph and represent that you have not assigned any of the Claims released by this paragraph to any individual or entity who is not bound by this paragraph.

We also are entitled to a release and covenant not to sue from your owners. By his, her, or their separate signatures below, your owners likewise grant to us the release and covenant not to sue provided above.

IF THE FRANCHISE YOU OPERATE UNDER THE AGREEMENT IS LOCATED IN CALIFORNIA OR ANY OF THE RELEASING PARTIES IS A RESIDENT OF CALIFORNIA, THE FOLLOWING SHALL APPLY:

SECTION 1542 ACKNOWLEDGMENT. IT IS YOUR INTENTION, ON YOUR OWN BEHALF AND ON BEHALF OF THE RELEASING PARTIES, IN EXECUTING THIS RELEASE THAT THIS INSTRUMENT BE AND IS A GENERAL RELEASE WHICH SHALL BE EFFECTIVE AS A BAR TO EACH AND EVERY CLAIM, DEMAND, OR CAUSE OF ACTION RELEASED BY YOU OR THE RELEASING PARTIES. YOU RECOGNIZE THAT YOU OR THE

RELEASING PARTIES MAY HAVE SOME CLAIM, DEMAND, OR CAUSE OF ACTION AGAINST THE FRANCHISOR PARTIES OF WHICH YOU, HE, SHE, OR IT IS TOTALLY UNAWARE AND UNSUSPECTING, WHICH YOU, HE, SHE, OR IT IS GIVING UP BY EXECUTING THIS RELEASE. IT IS YOUR INTENTION, ON YOUR OWN BEHALF AND ON BEHALF OF THE RELEASING PARTIES, IN EXECUTING THIS INSTRUMENT THAT IT WILL DEPRIVE YOU, HIM, HER, OR IT OF EACH SUCH CLAIM, DEMAND, OR CAUSE OF ACTION AND PREVENT YOU, HIM, HER, OR IT FROM ASSERTING IT AGAINST THE FRANCHISOR PARTIES. IN FURTHERANCE OF THIS INTENTION, YOU, ON YOUR OWN BEHALF AND ON BEHALF OF THE RELEASING PARTIES, EXPRESSLY WAIVE ANY RIGHTS OR BENEFITS CONFERRED BY THE PROVISIONS OF SECTION 1542 OF THE CALIFORNIA CIVIL CODE, WHICH PROVIDES AS FOLLOWS:

“A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY.”

YOU ACKNOWLEDGE AND REPRESENT THAT YOU HAVE CONSULTED WITH LEGAL COUNSEL BEFORE EXECUTING THIS RELEASE AND THAT YOU UNDERSTAND ITS MEANING, INCLUDING THE EFFECT OF SECTION 1542 OF THE CALIFORNIA CIVIL CODE, AND EXPRESSLY CONSENT THAT THIS RELEASE SHALL BE GIVEN FULL FORCE AND EFFECT ACCORDING TO EACH AND ALL OF ITS EXPRESS TERMS AND PROVISIONS, INCLUDING, WITHOUT LIMITATION, THOSE RELATING TO THE RELEASE OF UNKNOWN AND UNSUSPECTED CLAIMS, DEMANDS, AND CAUSES OF ACTION.

If the True Install Business is located in Maryland or if you are a resident of Maryland, the following shall apply:

Any general release provided for hereunder shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

For Washington franchisees, the general release form does not apply to claims arising under the Franchise Investment Protection Act, Chapter 19.100 RCW, or the rules adopted thereunder.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties hereto have executed and delivered this release on the date stated on the first page hereof.

ALLIANCE FRANCHISE BRANDS LLC

Print Name: _____

Title: _____

By: _____

Date: _____

FRANCHISEE

Print Name: _____

Title: _____

By: _____

Date: _____

GUARANTOR(S)

Print Name: _____

Title: _____

By: _____

Date: _____

Print Name: _____

Title: _____

By: _____

Date: _____

EXHIBIT J
FINANCIAL STATEMENTS

Alliance Franchise Brands LLC and Subsidiaries

(a wholly owned subsidiary of Alliance Franchise Holdings LLC)

Consolidated Financial Report

December 31, 2025

Alliance Franchise Brands LLC and Subsidiaries

Contents

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Independent Auditor's Report

To the Member
Alliance Franchise Brands LLC and Subsidiaries

Opinion

We have audited the consolidated financial statements of Alliance Franchise Brands LLC and Subsidiaries (the "Company"), a wholly owned subsidiary of Alliance Franchise Holdings LLC, which comprise the consolidated balance sheet as of December 31, 2025 and 2024 and the related consolidated statements of operations and comprehensive income, member's interest, and cash flows for the years ended December 31, 2025, 2024, and 2023, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2025 and 2024 and the results of its operations and its cash flows for the years ended December 31, 2025, 2024, and 2023 in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audits of the Consolidated Financial Statements* section of our report. We are required to be independent of the Company and to meet our ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern within one year after the date that the consolidated financial statements are issued or available to be issued.

Auditor's Responsibilities for the Audits of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that audits conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

To the Member
Alliance Franchise Brands LLC and Subsidiaries

In performing audits in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audits.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audits in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audits, significant audit findings, and certain internal control-related matters that we identified during the audits.

Plante & Moran, PLLC

March 20, 2026

Alliance Franchise Brands LLC and Subsidiaries

Consolidated Balance Sheet

December 31, 2025 and 2024

	2025	2024
Assets		
Current Assets		
Cash and cash equivalents	\$ 2,758,974	\$ 3,758,469
Restricted cash - Marketing funds	1,151,022	1,573,353
Investments	2,942,849	3,432,449
Accounts receivable:		
Trade - Net of allowance for credit losses	2,177,182	2,119,307
Related parties (Note 13)	91,808	505,021
Contract costs - Deferred broker fees and renewals	103,513	120,347
Current portion of notes receivable - Net of allowance for credit losses	267,931	102,516
Prepaid expenses and other current assets	510,150	640,243
Total current assets	10,003,429	12,251,705
Property and Equipment - Net (Note 6)	5,446,599	5,377,712
Leased Asset - Operating - Net (Note 10)	145,410	45,418
Goodwill - Net (Note 7)	19,841	230,722
Franchise Rights - Net (Note 7)	163,853	1,021,331
Other Assets		
Contract costs - Deferred broker fees and renewals - Net of current portion	1,360,995	1,214,906
Notes receivable - Net of current portion and of allowance for credit losses	847,908	81,219
Deposits	5,623	50,071
Total assets	\$ 17,993,658	\$ 20,273,084
Liabilities and Member's Interest		
Current Liabilities		
Accounts payable:		
Accounts payable	\$ 550,016	\$ 580,145
Accounts payable to related parties (Note 13)	1,810	5,111
Current portion of notes payable (Note 9)	949,507	903,461
Current portion of lease liability - Operating (Note 10)	65,071	51,185
Current portion of finance lease obligation	8,990	5,167
Contract liabilities	204,303	224,777
Accrued and other current liabilities (Note 12)	1,978,384	2,248,902
Total current liabilities	3,758,081	4,018,748
Notes Payable - Net of current portion (Note 9)	3,544,171	4,493,676
Lease Liability - Operating - Net of current portion (Note 10)	82,618	-
Finance Lease Obligation - Net of current portion	23,062	-
Contract Liabilities - Deferred revenue - Net of current portion	3,158,983	2,570,706
Total liabilities	10,566,915	11,083,130
Member's Equity	7,426,743	9,189,954
Total liabilities and member's interest	\$ 17,993,658	\$ 20,273,084

Alliance Franchise Brands LLC and Subsidiaries

Consolidated Statement of Operations and Comprehensive Income

Years Ended December 31, 2025, 2024, and 2023

	2025	2024	2023
Revenue			
Royalty fees	\$ 19,566,812	\$ 19,696,584	\$ 19,504,813
Franchise, technology, and marketing fees	3,618,038	3,914,416	3,545,276
Marketing fund revenue	4,180,145	4,304,335	4,388,883
Other operating revenue	795,148	438,312	1,542,782
Total net revenue	28,160,143	28,353,647	28,981,754
Operating Expenses			
General and administrative	18,769,426	18,313,744	17,901,775
Marketing funds	4,700,304	5,265,915	4,579,848
Costs of goods and supplies sold	2,254,479	2,256,444	2,136,808
Amortization of intangibles and goodwill	441,626	441,626	441,626
Total operating expenses	26,165,835	26,277,729	25,060,057
Operating Income	1,994,308	2,075,918	3,921,697
Nonoperating Income (Expense)			
Interest income	225,159	287,941	243,359
Loss on foreign exchange	(18,171)	(20,690)	(9,294)
Other income	256,724	180,686	60,279
Interest expense	(246,952)	(222,852)	(231,451)
Total nonoperating income	216,760	225,085	62,893
Consolidated Net Income	2,211,068	2,301,003	3,984,590
Foreign Currency Translation	221	(6,877)	3,752
Comprehensive Income	\$ 2,211,289	\$ 2,294,126	\$ 3,988,342

Alliance Franchise Brands LLC and Subsidiaries

Consolidated Statement of Member's Interest

Years Ended December 31, 2025, 2024, and 2023

	Member's Interest and Retained Earnings	Accumulated Other Comprehensive Loss	Total
Balance - January 1, 2023	\$ 9,741,126	\$ (178,390)	\$ 9,562,736
Consolidated net income	3,984,590	-	3,984,590
Foreign currency translation adjustment	-	3,752	3,752
Distributions	(4,262,750)	-	(4,262,750)
Balance - December 31, 2023	9,462,966	(174,638)	9,288,328
Consolidated net income	2,301,003	-	2,301,003
Foreign currency translation adjustment	-	(6,877)	(6,877)
Distributions	(2,392,500)	-	(2,392,500)
Balance - December 31, 2024	9,371,469	(181,515)	9,189,954
Consolidated net income	2,211,068	-	2,211,068
Foreign currency translation adjustment	-	221	221
Distributions	(3,974,500)	-	(3,974,500)
Balance - December 31, 2025	<u>\$ 7,608,037</u>	<u>\$ (181,294)</u>	<u>\$ 7,426,743</u>

Alliance Franchise Brands LLC and Subsidiaries

Consolidated Statement of Cash Flows

Years Ended December 31, 2025, 2024, and 2023

	2025	2024	2023
Cash Flows from Operating Activities			
Consolidated net income	\$ 2,211,068	\$ 2,301,003	\$ 3,984,590
Adjustments to reconcile consolidated net income to net cash, cash equivalents, and restricted cash from operating activities:			
Depreciation and amortization	829,237	785,311	796,257
Bad debt expense	441,335	660,177	200,131
Loss on disposal of property and equipment	22,392	210	32,333
Reduction in carrying amount of leased asset - Operating lease	98,171	270,655	267,553
Gain on sale of business segment	(266,879)	-	-
Changes in operating assets and liabilities that (used) provided cash, cash equivalents, and restricted cash:			
Accounts receivable	(904,575)	106,170	(185,264)
Deferred broker fees and renewals	(212,172)	(9,859)	78,960
Prepaid expenses and other assets	174,541	(233,861)	(146,175)
Accounts payable	(89,123)	(501,064)	268,837
Accrued and other liabilities	(270,518)	(330,323)	30,126
Deferred revenue	929,496	(32,954)	54,229
Lease liability	(101,659)	(304,009)	(293,436)
Net cash, cash equivalents, and restricted cash provided by operating activities	2,861,314	2,711,456	5,088,141
Cash Flows from Investing Activities			
Purchase of property and equipment	(440,992)	(1,678,894)	(283,700)
Proceeds and sales (purchases) of investments - Net	489,600	(1,940,768)	(507,821)
Proceeds from sale of business segment	80,000	-	-
Issuance of notes receivable	(174,000)	(269,250)	(684,808)
Collections on notes receivable	651,003	570,266	584,120
Net cash, cash equivalents, and restricted cash provided by (used in) investing activities	605,611	(3,318,646)	(892,209)
Cash Flows from Financing Activities			
Proceeds from debt	-	1,200,000	-
Payments on debt	(903,459)	(695,142)	(632,947)
Distributions	(3,974,500)	(2,392,500)	(4,262,750)
Repayment of finance lease obligations	(11,013)	(14,346)	(13,751)
Net cash, cash equivalents, and restricted cash used in financing activities	(4,888,972)	(1,901,988)	(4,909,448)
Effect of Exchange Rate Changes on Cash, Cash Equivalents, and Restricted Cash	221	(6,877)	3,752
Net Decrease in Cash, Cash Equivalents, and Restricted Cash	(1,421,826)	(2,516,055)	(709,764)
Cash, Cash Equivalents, and Restricted Cash - Beginning of year	5,331,822	7,847,877	8,557,641
Cash, Cash Equivalents, and Restricted Cash - End of year	<u>\$ 3,909,996</u>	<u>\$ 5,331,822</u>	<u>\$ 7,847,877</u>
Classification of Cash, Cash Equivalents, and Restricted Cash			
Cash and cash equivalents	\$ 2,758,974	\$ 3,758,469	\$ 5,279,049
Restricted cash	1,151,022	1,573,353	2,568,828
Total cash, cash equivalents, and restricted cash	<u>\$ 3,909,996</u>	<u>\$ 5,331,822</u>	<u>\$ 7,847,877</u>
Supplemental Cash Flow Information - Cash paid for interest	\$ 248,646	\$ 221,286	\$ 233,050
Significant Noncash Transactions			
Conversion of accounts receivable to notes receivable	\$ 389,940	\$ 524,257	\$ 346,659
Issuance of note receivable in conjunction with sale of business segment	837,511	-	-
Operating lease liability arising from obtaining leased asset	198,163	-	-
Assets acquired under finance leases	37,898	-	-

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 1 - Nature of Business

Alliance Franchise Brands LLC (the "Company") is a wholly owned subsidiary of Alliance Franchise Holdings LLC (AFH).

Alliance Franchise Brands LLC and its subsidiary, Alliance Franchise Brands Canada ULC, are engaged in the business of franchising printing and marketing, sign and graphic communications, and professional sign and graphic installation services franchised businesses. At December 31, 2025, the Company had 482 franchised businesses and 2 corporate-owned businesses. At December 31, 2024, the Company had 548 franchised businesses and 3 corporate-owned businesses.

Allegra Real Estate Holdings LLC and Allegra Real Estate Holdings II LLC are wholly owned subsidiaries of Alliance Franchise Brands LLC. The purpose of the entities is to lease space to the Company, outside tenants, and affiliates related through common ownership.

During 2025, the Company sold its direct-mail services brand, which had 55 franchised businesses on December 31, 2024. See Note 3 for additional details.

Note 2 - Significant Accounting Policies

Principles of Consolidation

The consolidated financial statements include the accounts of Alliance Franchise Brands LLC and its wholly owned subsidiaries, Allegra Real Estate Holdings LLC, Allegra Real Estate Holdings II LLC, and Alliance Franchise Brands Canada ULC. All material intercompany accounts and transactions have been eliminated in consolidation.

Basis of Accounting

The consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America. The Company elected to adopt certain accounting alternatives for private companies developed by the Private Company Council, including the accounting alternatives for goodwill and intangibles.

Adoption of New Accounting Pronouncement

In July 2025, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2025-05, *Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses for Accounts Receivable and Contract Assets*. The ASU introduced a practical expedient for estimating expected credit losses on current accounts receivable arising from transactions accounted for under ASC 606, *Revenue from Contracts with Customers*. Under the practical expedient, the Company assumes that current conditions as of the consolidated balance sheet date will not change for the remaining life of the asset. The standard also permits an accounting policy election to consider collection activity after the balance sheet date when estimating credit losses.

The Company adopted the new guidance on January 1, 2025 on a prospective basis. The adoption of this guidance did not have a significant impact on the consolidated financial statements.

Cash and Cash Equivalents

The Company holds cash at financial institutions in excess of the Federal Deposit Insurance Corporation (FDIC) insurance limits. The Company considers all investments with an original maturity of three months or less when purchased to be cash equivalents.

Restricted Cash

The Company has restricted cash equal to the amount of unspent marketing funds on deposit. At December 31, 2025 and 2024, \$1,151,022 and \$1,573,353, respectively, of cash is restricted for this purpose.

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 2 - Significant Accounting Policies (Continued)

Investments

Debt securities purchased where the Company has both the positive intent and ability to hold to maturity are classified as held to maturity and are recorded at cost, adjusted for amortization of premiums and discounts, which are recognized in interest income using the interest method over the period to maturity. An allowance for credit losses is established for amounts expected to be uncollectible over the contractual life of the investments. The Company collectively evaluates investments to determine the allowance for credit losses based on qualitative factors associated with the U.S. Treasury bills that make up the held-to-maturity debt security balance. The Company determined an allowance of zero using an expected loss model that considers the Company's actual historical loss rates adjusted for current economic conditions and reasonable and supportable forecasts. The Company considered the issuer being a sovereign entity and the explicit guarantee of these securities when determining reasonable and supportable forecasts.

Accounts Receivable

Accounts receivable represent amounts due from franchisees and customers in the ordinary course of business, are recorded at the invoiced amount, and do not bear interest. Accounts receivable are stated at the net amount expected to be collected, using an expected credit loss methodology to determine the allowance for expected credit losses. The Company collectively evaluates trade receivables to determine the allowance for credit losses based on the aging of accounts receivable. The Company calculates the allowance using an expected loss model that considers the Company's actual historical loss rates adjusted for current economic conditions. The Company has elected the practical expedient to assume that the current conditions as of the consolidated balance sheet date will not change for the remaining life of the asset. The Company has also made the policy election to consider collection activity subsequent to year end in making its estimate of expected losses. The Company has considered subsequent collection activity through January 31, 2026. The carrying amount of the accounts receivable is reduced by an allowance for credit losses for all balances greater than 90 days past due. Uncollectible amounts are written off against the allowance for credit losses in the period they are determined to be uncollectible. Recoveries of amounts previously written off are recognized when received. The recorded allowance for credit losses was \$694,743 and \$557,722 as of December 31, 2025 and 2024, respectively. Total trade and related party accounts receivable at January 1, 2024 were \$3,630,542.

Property and Equipment

Property and equipment are recorded at cost. The straight-line method is used for computing depreciation and amortization. Assets are depreciated over their estimated useful lives. The cost of leasehold improvements is depreciated over the lesser of the length of the related leases or the estimated useful lives of the assets. Costs of maintenance and repairs are charged to expense when incurred.

Goodwill

The recorded amount of goodwill from prior year acquisitions is based on management's best estimates of the fair values of assets acquired and liabilities assumed at the date of acquisition.

The Company elected to apply the private company accounting alternative for goodwill developed by the Private Company Council. Under the accounting alternative, goodwill is amortized on a straight-line basis over a 10-year period. Additionally, goodwill is assessed for potential impairment if events occur or circumstances change that indicate the fair value of the Company may be less than its carrying value. No impairment charge was recognized during the years ended December 31, 2025, 2024, and 2023.

Franchise Rights

Franchise rights are amortized over the estimated average remaining life of the franchise contracts.

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 2 - Significant Accounting Policies (Continued)

The Company elected to apply the private company accounting alternative for intangible assets acquired in a business combination developed by the Private Company Council. Under the accounting alternative, certain acquired customer-related intangible assets and noncompetition agreements are not separately recognized apart from goodwill.

Notes Receivable

During the normal course of business, the Company may provide financing to franchisees in the form of notes. These notes generally relate to outstanding amounts owed by franchisees for past-due royalties.

Notes receivable are reported at original issue amount plus accrued interest, less principal repaid. Interest is recognized according to terms of the specific notes. The Company collectively evaluates notes receivable to determine the allowance for credit losses based on the aging of notes receivable. The Company calculates the allowance using an expected loss model that considers the Company's actual historical loss rates adjusted for current economic conditions. The Company has elected the practical expedient to assume that the current conditions as of the consolidated balance sheet date will not change for the remaining life of the asset. The Company has also made the policy election to consider collection activity subsequent to year end in making its estimate of expected losses. The Company has considered subsequent collection activity through January 31, 2026. Uncollectible amounts are written off against the allowance for credit losses in the period they are determined to be uncollectible. Recoveries of amounts previously written off are recognized when received. The Company has recorded an allowance for credit losses of \$952,307 and \$1,255,511 as of December 31, 2025 and 2024, respectively.

Notes receivable consist of various loans, with the majority of the loans bearing interest at 5.75 percent. The notes are generally personally guaranteed by the franchisee. Notes receivable generally require monthly payments of principal and interest. The notes are classified as current or long term on the accompanying consolidated balance sheet depending on their maturity dates.

Leases

The Company has an operating lease for a facility in Hanover, Maryland disclosed in Note 10.

The Company recognizes expense for the operating lease on a straight-line basis over the lease term. The Company made a policy election not to separate lease and nonlease components for all leases. Therefore, all payments are included in the calculation of the right-of-use asset and lease liability.

The Company elected to use the risk-free rate as the discount rate for calculating the right-of-use asset and lease liability in place of the incremental borrowing rate for all leases. As such, the Company considers the U.S. Daily Treasury Par Yield Curve issued by the U.S. Department of the Treasury to be a risk-free rate.

The Company also receives rental revenue from related party leases disclosed in Notes 11 and 13.

Revenue Recognition

The Company's revenue mainly consists of franchise fees, royalties, technology fees, and advertising fees. The Company sells individual franchisees the right to operate a franchised business within a defined territory using the franchise name. The initial term of franchise agreements is typically 20 years, with an option to renew or transfer the franchise agreement to a new or existing franchisee.

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 2 - Significant Accounting Policies (Continued)

The Company has obligations to provide franchisees with the franchise rights to operate a franchised business, training, and site selection, as well as to provide technology and advertising for which fees are charged. The Company has concluded that the franchise right, training, and site selection obligations represent a single performance obligation. Therefore, initial franchise fees for each agreement are allocated to each individual franchise and recognized over the term of the respective franchise agreement beginning on the date a franchise agreement is signed. Income for royalties, technology fees, and advertising fees is recognized over the term of the respective franchise agreement as the underlying services are provided.

Payment Terms

Initial franchise fees are due and typically paid when a franchise agreement is entered into and are nonrefundable. Royalties and advertising fees are paid on a monthly basis based upon a percentage of franchisee gross sales. Technology fees are paid on a monthly basis based upon a fixed amount. Franchise fees are collected prior to the satisfaction of the Company's performance obligation, resulting in the Company recognizing deferred revenue contract liabilities. Amounts that are expected to be recognized as revenue within one year are classified as current deferred revenue in the accompanying consolidated balance sheet. Total deferred revenue at January 1, 2024 was \$2,828,437.

Allocating the Transaction Price

The transaction price is the amount of consideration to which the Company expects to be entitled in exchange for providing franchisees with the franchise rights to operate a franchised business. To determine the transaction price, the Company considers its customary business practices and the terms of the underlying agreement. For the purpose of determining transaction prices, the Company assumes performance obligations will be satisfied as promised in accordance with franchise agreements and that agreements will not be canceled, renewed, or modified.

The Company's franchise agreements with franchisees have transaction prices that contain a fixed and variable component. Variable consideration includes revenue related to royalties and advertising fees, as the transaction price is based on the franchisees' sales. The variable consideration is recognized based on the actual amounts incurred each month. Certain franchisees of the Company are contractually eligible to receive a rebate on the royalties paid to the Company. These rebates are based on volume and compliance with contractual provisions, including timely payment of amounts owed to the Company. Royalty fees are shown net of royalty rebates in the accompanying consolidated statement of operations and comprehensive income.

Costs to Obtain a Franchise Agreement

The Company frequently incurs broker commission expenses paid to third parties to obtain franchise agreements with franchisees. The commissions are related to franchise fee revenue, which is recognized over time. As a result, the commissions are capitalized as deferred broker fees and are expensed over the term of the respective franchise agreement. Total deferred broker fees at January 1, 2024 were \$843,552. For the years ended December 31, 2025, 2024, and 2023, the amounts expensed related to costs to obtain a franchise agreement were approximately \$127,000, \$186,000, and \$153,000, respectively.

In some instances, the Company provides renewal incentives to franchisees. The renewals are related to franchise fee and royalty revenue, which is recognized over time. As a result, the renewal payments are capitalized as contract assets. The asset is amortized over the term of the renewal agreement and included in franchise, technology, and marketing fees. Total deferred renewals at January 1, 2024 were \$481,842. For the years ended December 31, 2025, 2024, and 2023, the amounts recorded as contra revenue were approximately \$92,000, \$102,000, and \$100,000, respectively.

December 31, 2025, 2024, and 2023

Note 2 - Significant Accounting Policies (Continued)

Advertising Expense

In accordance with the franchise agreement, franchisees pay a percentage of monthly sales to marketing funds to be used for advertising, marketing, and other promotional purposes. The contribution received from franchisees for the marketing funds is segregated into separate bank accounts maintained by the Company. The Company's marketing fund fees are accounted for on a gross basis in the accompanying consolidated statement of operations and comprehensive income as revenue from the franchisees.

Advertising expense for 2025, 2024, and 2023 is reported as a component of operating expenses in the accompanying consolidated statement of operations and comprehensive income. These items are expensed as incurred.

Foreign Currency Exchange

The expression of assets and liabilities in a foreign currency amount gives rise to exchange gains and losses when such obligations are paid in United States dollars. Foreign currency exchange rate adjustments (i.e., differences between amounts recorded and actual amounts owed or paid) are reported in the consolidated statement of operations and comprehensive income as the foreign currency fluctuations occur. Foreign currency exchange rate adjustments are reported in the consolidated statement of cash flows using the exchange rates in effect at the time of the cash flows. To the extent there is a fluctuation in the exchange rate, the amount of U.S. dollars to be paid to satisfy this foreign currency obligation in the following year may increase or decrease.

Foreign Currency Translation

Consolidated balance sheet items of foreign operations are translated to U.S. dollars at the exchange rate in effect at year end. Income and expense items and cash flows are translated at the average exchange rate for each year.

Other Comprehensive Income (Loss)

Accounting principles generally require that recognized revenue, expenses, gains, and losses be included in net income. Certain changes in assets and liabilities, however, such as foreign currency translation adjustments, are reported as a direct adjustment to the equity section of the consolidated balance sheet. Such items, along with net income, are considered components of comprehensive income.

Income Taxes

The Company is treated as a partnership for federal income tax purposes. Consequently, federal income taxes are not payable or provided for by the Company. The Company's ultimate parent (AFH) files income tax returns in U.S. federal and various state jurisdictions.

Use of Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. The allowance for doubtful accounts and loan losses is a significant estimate.

Subsequent Events

The consolidated financial statements and related disclosures include evaluation of events up through and including March 20, 2026, which is the date the consolidated financial statements were available to be issued.

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 3 - Sale of Business Segment

During 2025, the Company sold its direct-mail services brand, RSVP. The total sale price was \$800,000, which was financed through a note receivable less the 10 percent cash payment received. The note bears interest at a fixed rate of 4 percent and is payable in monthly installments over a seven-year term. The gain recognized upon sale is \$266,879 and is included in other nonoperating income.

Note 4 - Allowance for Credit Losses

The activity in the allowance for credit losses is as follows:

	Accounts Receivable	Notes Receivable
Balance - December 31, 2023	\$ 461,749	\$ 1,047,829
Provision within operating expense	247,357	407,587
Deductions/Write-offs	<u>(151,384)</u>	<u>(199,905)</u>
Balance - December 31, 2024	557,722	1,255,511
Provision within operating expense	201,619	88,647
Deductions/Write-offs	<u>(64,598)</u>	<u>(391,851)</u>
Balance - December 31, 2025	<u>\$ 694,743</u>	<u>\$ 952,307</u>

Note 5 - Fair Value Measurements

Accounting standards require certain assets and liabilities be reported at fair value in the financial statements and provide a framework for establishing that fair value. The framework for determining fair value is based on a hierarchy that prioritizes the inputs and valuation techniques used to measure fair value.

Fair values determined by Level 1 inputs use quoted prices in active markets for identical assets that the Company has the ability to access. The Company does not hold any Level 1 assets.

Fair values determined by Level 2 inputs use other inputs that are observable, either directly or indirectly. These Level 2 inputs include quoted prices for similar assets in active markets and other inputs, such as interest rates and yield curves, that are observable at commonly quoted intervals. All of the Company's investments are in Treasury bills and are valued using Level 2 inputs. Treasury bills with a three-month maturity or less are classified as cash equivalents on the consolidated balance sheet, and Treasury bills with a greater than three-month maturity are classified as short-term investments on the consolidated balance sheet.

Level 3 inputs are unobservable inputs, including inputs that are available in situations where there is little, if any, market activity for the related asset. These Level 3 fair value measurements are based primarily on management's own estimates using pricing models, discounted cash flow methodologies, or similar techniques taking into account the characteristics of the asset. The Company does not hold any Level 3 assets.

In instances where inputs used to measure fair value fall into different levels in the above fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The Company's assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset.

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 6 - Property and Equipment

Property and equipment as of December 31 are summarized as follows:

	2025	2024	Depreciable Life - Years
Land	\$ 500,000	\$ 500,000	-
Land improvements	817,803	820,273	10-15
Buildings	5,038,442	5,062,123	39
Building improvements	1,006,905	728,703	3-10
Machinery and equipment	437,637	459,410	2-10
Furniture and fixtures	1,398,089	1,453,525	3-5
Computer equipment and software	1,262,468	1,422,077	3-5
Leasehold improvements	140,217	292,647	3-6
Total cost	10,601,561	10,738,758	
Accumulated depreciation	5,154,962	5,361,046	
Net property and equipment	<u>\$ 5,446,599</u>	<u>\$ 5,377,712</u>	

Depreciation expense for 2025, 2024, and 2023 was \$387,611, \$343,685, and \$354,631, respectively.

Note 7 - Acquired Intangible Assets and Goodwill

Intangible assets of the Company at December 31, 2025 and 2024 are summarized as follows:

	2025		2024	
	Gross Carrying Amount	Accumulated Amortization	Gross Carrying Amount	Accumulated Amortization
Franchise rights	\$ 18,927,131	\$ 18,763,278	\$ 20,651,131	\$ 19,629,800

Amortization expense for intangible assets totaled \$369,012 for each of the three years ended December 31, 2025, 2024, and 2023. The remaining unamortized portion of intangible assets will become fully amortized in 2026.

Goodwill amortization totaled \$72,614 for each of the three years ended December 31, 2025, 2024, and 2023.

	2025	2024
Gross amount of goodwill recorded	\$ 409,720	\$ 897,720
Accumulated amortization	(389,879)	(666,998)
Net carrying value	<u>\$ 19,841</u>	<u>\$ 230,722</u>

Note 8 - Line of Credit

The Company has a line of credit agreement with a bank totaling \$1,500,000, which matures on September 12, 2026, with interest payable monthly at the prime rate (an effective rate of 6.75 percent at December 31, 2025). There were no outstanding borrowings on the line of credit at December 31, 2025 or 2024.

The line of credit is under a master agreement with the bank. Under the agreement with the bank, the Company's ultimate parent is subject to various financial covenants, including a funded debt to earnings before interest, taxes, depreciation, and amortization (EBITDA) ratio and a debt service coverage ratio. The line of credit is collateralized by substantially all assets and has a limited guarantee by the majority owner.

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 9 - Long-term Debt

Long-term debt at December 31, 2025 and 2024 is as follows:

	<u>2025</u>	<u>2024</u>
Note payable to a bank in monthly installments of \$21,373, including interest at 4.50 percent. The note is collateralized by all the Company's assets, as well as a limited personal guarantee by the majority owner, and is due on September 5, 2030	\$ 2,369,453	\$ 2,514,226
Note payable to a bank in monthly installments of \$30,423, including interest at 4.50 percent. The note is collateralized by all the Company's assets, as well as a limited personal guarantee by the majority owner, and is due on December 16, 2027	696,576	1,021,784
Note payable to a bank in monthly installments of \$23,571, including interest at 6.57 percent. The note is collateralized by all the Company's assets, as well as a limited personal guarantee by the majority owner, and is due on October 15, 2029	954,557	1,166,125
Note payable to a third party in monthly installments of \$10,310, including interest at 4.25 percent. The note is due in full on December 16, 2027. This note is not collateralized	236,814	347,896
Note payable to a third party in monthly installments of \$10,287, including interest at 4.25 percent. The note is due in full on December 16, 2027. This note is not collateralized	<u>236,278</u>	<u>347,106</u>
Total	4,493,678	5,397,137
Less current portion	<u>949,507</u>	<u>903,461</u>
Long-term portion	<u>\$ 3,544,171</u>	<u>\$ 4,493,676</u>

The balance of the above debt matures as follows:

<u>Years Ending</u>	<u>Amount</u>
2026	\$ 949,507
2027	997,986
2028	423,843
2029	402,370
2030	<u>1,719,972</u>
Total	<u>\$ 4,493,678</u>

Interest expense for the years ended December 31, 2025, 2024, and 2023 was \$246,952, \$222,852, and \$231,451, respectively.

The Company is liable for the entire amount of the aforementioned notes payable to a bank on a joint and several basis under a master agreement with AFH and the bank. As of December 31, 2025 and 2024, the total outstanding balance of the debt was \$4,020,586 and \$4,702,135, respectively, and the Company has recognized a liability for its agreed-upon portion for the same amounts. Under the agreement with the bank, AFH is subject to various financial covenants, including a funded debt to earnings before interest, taxes, depreciation, and amortization ratio and a debt service coverage ratio. The Company does not hold specific recourse or collateral rights in connection with the agreement.

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 10 - Leases

Through February 2025, the Company was obligated under an operating lease for a facility in Middle River, Maryland. The right-of-use asset and related lease liability were calculated using a discount rate of 1.04 percent.

Subsequent to the expiration of the above lease, the Company entered into a lease for a facility in Hanover, Maryland for a term of three years expiring in February 2028. Monthly rent escalates over the term of the lease from \$5,623 to \$6,081. The lease also requires monthly payments for a portion of the building's operating costs. The right-of-use asset and related lease liability have been calculated using a discount rate of 3.93 percent.

Total rent expense under these leases was \$103,989, \$272,907, and \$272,907 for 2025, 2024, and 2023, respectively. Cash paid for amounts included in the measurement of the lease liabilities during the years ended December 31, 2025, 2024, and 2023 was \$107,477, \$306,261, and \$298,791, respectively.

Future minimum annual commitments under this operating lease are as follows:

Years Ending December 31	Amount
2026	\$ 69,719
2027	72,508
2028	12,163
Total	154,390
Less amount representing interest	6,701
Present value of net minimum lease payments	147,689
Less current obligations	65,071
Long-term obligations under operating leases	\$ 82,618

Note 11 - Leased Assets

The Company leases its buildings to various related parties and one nonrelated party under operating lease agreements for shared corporate office space and printing services. The buildings are owned by the Company and recorded in property and equipment on the consolidated balance sheet. See Note 13 for disclosure of rent revenue from related parties. The operating lease assets consist of the following at December 31:

	2025	2024
Operating lease buildings	\$ 5,038,442	\$ 5,062,123
Accumulated depreciation	1,646,577	1,526,091
Total	\$ 3,391,865	\$ 3,536,032

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 11 - Leased Assets (Continued)

Future minimum lease rental payments to be received on noncancelable operating leases are as follows:

Years Ending December 31	Operating Leases
2026	\$ 332,665
2027	339,318
2028	346,104
2029	353,026
2030	360,087
Total	<u>\$ 1,731,200</u>

Note 12 - Accrued Liabilities

The following is the detail of accrued liabilities:

	2025	2024
Accrued compensation expense	\$ 1,274,422	\$ 1,054,786
Customer deposits	21,500	384,394
Accrued interest	11,902	13,596
Taxes payable	55,186	54,977
Accrued legal fees	29,146	30,000
Accrued convention expense	98,550	254,150
Accrued advertising rebates	4,554	10,248
Other accrued liabilities	483,124	446,751
Total accrued and other liabilities	<u>\$ 1,978,384</u>	<u>\$ 2,248,902</u>

Note 13 - Related Party Transactions

The following is a description of transactions between the Company and related parties:

Accounts Receivable

At December 31, 2025 and 2024, the Company had accounts receivable from companies related through common management and ownership totaling \$91,808 and \$505,021, respectively.

Accounts Payable

At December 31, 2025 and 2024, the Company had accounts payable to companies related through common management and ownership totaling \$1,810 and \$5,111, respectively.

Shared Services

The Company entered into a shared services agreement with an affiliate related through common ownership. The Company provided the affiliate with support in the form of executive management, financial reporting and budgeting, accounting, risk management, human resources, technology, and other services in exchange for revenue of \$200,000, \$250,000, \$250,000 for the years ended December 31, 2025, 2024, and 2023, respectively.

The Company entered into a second shared services agreement with an affiliate related through common ownership. The Company provided the affiliate with support in the form of executive management, payroll and benefits, accounting, and other services in exchange for revenue of \$25,000, \$15,000, and \$15,000 for the years ended December 31, 2025, 2024, and 2023, respectively.

The Company's shared service revenue and expenses are included in operating expenses on the accompanying consolidated statement of operations and comprehensive income.

Notes to Consolidated Financial Statements

December 31, 2025, 2024, and 2023

Note 13 - Related Party Transactions (Continued)

Revenue

For the years ended December 31, 2025, 2024, and 2023, the Company had revenue from affiliates totaling \$413,982, \$491,475, and \$420,467, respectively, related to royalties; production sales; and franchise, technology, and marketing fees. For the years ended December 31, 2025, 2024, and 2023, the Company had rent revenue from related parties totaling \$316,814, \$235,403, and \$217,416, respectively.

Purchases

For the years ended December 31, 2025, 2024, and 2023, the Company had purchases from affiliates totaling \$41,183, \$173,619, and \$28,285, respectively.

Note 14 - Retirement Plans

The Company sponsors a 401(k) plan, which includes a profit-sharing feature, for substantially all employees. The plan provides for the Company to make a matching contribution. Contributions to the plan totaled \$283,727, \$292,093, and \$289,481 for the years ended December 31, 2025, 2024, and 2023, respectively.

EXHIBIT K

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True Install Franchise Operations Manual

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EXHIBIT L

REPRESENTATIONS AND ACKNOWLEDGEMENT STATEMENT

REPRESENTATIONS AND ACKNOWLEDGMENT STATEMENT

DO NOT SIGN OR INITIAL THIS QUESTIONNAIRE AND ACKNOWLEDGMENT FORM IF YOU ARE A RESIDENT OF OR YOUR BUSINESS WILL BE LOCATED IN, OR THE FRANCHISE GRANTED IS SUBJECT TO THE FRANCHISE REGISTRATION AND DISCLOSURE LAWS IN: CALIFORNIA, HAWAII, ILLINOIS, INDIANA, MARYLAND, MICHIGAN, MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND, SOUTH DAKOTA, VIRGINIA, OR WISCONSIN.

The purpose of this Statement is to demonstrate to Alliance Franchise Brands LLC (“Franchisor”) that the person(s) signing below (“I,” “me” or “my”), whether acting individually or on behalf of any legal entity established to acquire the franchise rights, (a) fully understands that the purchase of a True Install franchise is a significant long-term commitment, complete with its associated risks, and (b) is not relying on any statements, representations, promises or assurances that are not specifically set forth in Franchisor’s Franchise Disclosure Document and Exhibits (collectively, the “FDD”) in deciding to purchase the franchise.

In that regard, I represent to Franchisor and acknowledge that:

<p>I understand that buying a franchise is not a guarantee of success. Purchasing or establishing any business is risky, and the success or failure of the franchise is subject to many variables such as my skills and abilities (and those of my partners, officers, employees), the time my associates and I devote to the business, competition, interest rates, the economy, inflation, operation costs, location, lease terms, the marketplace generally and other economic and business factors. I am aware of and am willing to undertake these business risks. I understand that the success or failure of my business will depend primarily upon my efforts and not those of Franchisor.</p>	<p>INITIAL:</p>
<p>I received a copy of the FDD, including the Franchise Agreement, at least 14 calendar days before I executed the Franchise Agreement. I understand that all of my rights and responsibilities and those of Franchisor in connection with the franchise are set forth in these documents and only in these documents. I acknowledge that I have had the opportunity to personally and carefully review these documents and have, in fact, done so. I have been advised to have professionals (such as lawyers and accountants) review the documents for me and to have them help me understand these documents. I have also been advised to consult with other franchisees regarding the risks associated with the purchase of the franchise.</p>	<p>INITIAL:</p>
<p>Has the Franchisor or any of its officers, employees or agents (including any franchise broker) made a statement, promise or assurance to me concerning any matter related to the franchise (including those regarding advertising, marketing, training, support service or assistance provided by Franchisor) that is contrary to, or different from, the information contained in the FDD?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No (Initial Here: _____)</p> <p>If you selected “Yes,” please describe the statement, promise or assurance on the lines below:</p> <p>_____</p> <p>_____.</p>	<p>INITIAL:</p>

<p>Has your decision to purchase the franchise been influenced by any oral representations, assurances, warranties, guarantees or promises whatsoever made by the Franchisor or any of its officers, employees or agents (including any franchise broker), including as to the likelihood of success of the franchise?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No (Initial Here: ____)</p> <p>If you selected “Yes,” please describe the representations or promises made on the lines below:</p> <p>_____.</p>	<p>INITIAL:</p>
<p>I have made my own independent determination as to whether I have the capital necessary to fund the business and my living expenses, particularly during the start-up phase.</p>	<p>INITIAL:</p>
<p>PLEASE READ THE FOLLOWING QUESTION CAREFULLY. THEN SELECT YES OR NO AND PLACE YOUR INITIALS WHERE INDICATED.</p> <p>Have you received any information from the Franchisor or any of its officers, employees or agents (including any franchise broker) concerning actual, average, projected or forecasted sales, revenues, income, profits or earnings of the franchise business (including any statement, promise or assurance concerning the likelihood of success)?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No (Initial Here: ____)</p> <p>If you selected “Yes,” please describe the information you received on the lines below:</p> <p>_____.</p>	<p>INITIAL:</p>

[Signature Page to Follow]

FRANCHISEE:

Sign here if you are taking the franchise as an
INDIVIDUAL(S)
**(Note: use these blocks if you are an individual
or a partnership but the partnership is not a
separate legal entity)**

Signature
Print Name: _____
Date: _____

Signature
Print Name: _____
Date: _____

Signature
Print Name: _____
Date: _____

Signature
Print Name: _____
Date: _____

Sign here if you are taking the franchise as a
**CORPORATION, LIMITED LIABILITY
COMPANY OR PARTNERSHIP**

Print Name of Legal Entity

By: _____
Signature

Print Name: _____
Title: _____
Date: _____

EXHIBIT M
STATE ADDENDA

**ADDITIONAL DISCLOSURES FOR THE
FRANCHISE DISCLOSURE DOCUMENT OF
ALLIANCE FRANCHISE BRANDS LLC**

The following are additional disclosures for the Franchise Disclosure Document of ALLIANCE FRANCHISE BRANDS LLC required by various state franchise laws. Each provision of these additional disclosures will only apply to you if the applicable state franchise registration and disclosure law applies to you.

FOR THE FOLLOWING STATES: CALIFORNIA, HAWAII, ILLINOIS, INDIANA, MARYLAND, MICHIGAN, MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND, SOUTH DAKOTA, VIRGINIA, OR WISCONSIN.

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.

CALIFORNIA

1. 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 DISCLOSURE DOCUMENT.

2. SECTION 31125 OF THE FRANCHISE INVESTMENT LAW REQUIRES US TO GIVE YOU A FRANCHISE DISCLOSURE DOCUMENT APPROVED BY THE COMMISSIONER OF FINANCIAL PROTECTION & INNOVATION BEFORE WE ASK YOU TO CONSIDER A MATERIAL MODIFICATION OF YOUR FRANCHISE AGREEMENT.

3. OUR WEBSITE, www.trueinstall.com, HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION & INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THE WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION & INNOVATION AT www.dfpi.ca.gov.

4. The following statement is added to the end of Item 3:

Neither we, our parent, predecessor or affiliate nor any person in Item 2 of the Franchise 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. Sections 78a *et seq.*, suspending or expelling such persons from membership in that association or exchange.

5. The following statement is added to the remarks column of Item 6 for the row entitled **Interest:**

The highest rate of interest allowed by California law is 10% annually.

6. The following paragraphs are added at the end of Item 17:

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

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

The Franchise Agreement requires binding arbitration. The arbitration will be conducted at a suitable location chosen by the arbitrator that is within a 50-mile radius of our or, as applicable, our successor's or assign's then current principal place of business (currently Plymouth, Michigan) with the costs being borne as provided in the Franchise Agreement. 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 the Franchise Agreement restricting venue to a forum outside the State of California.

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

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

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

The Franchise Agreement requires you to sign a general release of claims upon renewal or transfer of the Franchise Agreement. California Corporations Code Section 31512 provides that any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with any provision of that law or any rule or order thereunder is void. Section 31512 might void a waiver of your rights under the Franchise Investment Law (California Corporations Code Section 31000 – 31516). Business and Professions Code Section 20010 might void a waiver of your rights under the Franchise Relations Act (Business and Professions Code Sections 20000 – 20043).

HAWAII

THESE FRANCHISES 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 COMMERCE AND CONSUMER AFFAIRS OR A FINDING BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING

THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO SELL FRANCHISES 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.

DO NOT SIGN THE REPRESENTATIONS AND ACKNOWLEDGMENT STATEMENT IF YOU ARE LOCATED, OR YOUR CENTER WILL BE LOCATED IN HAWAII.

ILLINOIS

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.

1. The following is added to the end of the "Summary" section of Item 17(t), entitled **Integration/merger clause**:

Notwithstanding the foregoing, nothing in this or any related agreement is intended to disclaim the express representations made in this disclosure document, its exhibits and amendments.

2. The "Summary" section of Item 17(u), entitled **Dispute resolution by arbitration or mediation**, and the "Summary" section of Item 17(v), entitled **Choice of forum**, are deleted and replaced with the following:

Section 4 of the Illinois Franchise Disclosure Act provides that any provision in a franchise agreement that designates jurisdiction or venue outside the State of Illinois is void. However, a franchise agreement may provide for arbitration outside of Illinois.

3. The "Summary" section of Item 17(w), entitled **Choice of law**, is deleted and replaced with the following:

Except for U.S. Federal Arbitration Act and other federal laws in the U.S., the laws of the State of Illinois will govern the Franchise Agreement.

4. The following paragraphs are added to the end of Item 17:

Section 41 of the Illinois Franchise Disclosure Act provides that any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void.

Your rights upon termination and non-renewal of a franchise agreement are subject to sections 19 and 20 of the Illinois Franchise Disclosure Act.

MARYLAND

1. The following is added to the end of Item 5 and Item 7:

Pursuant to an order of the Maryland Securities Commissioner, we have posted a Surety Bond in the amount of \$50,000 from Travelers Casualty and Surety Company of America. The terms of the Surety Bond will remain in effect until we have completed all of our initial obligations to you under the Franchise Agreement and you have opened your Business. A copy of the Surety Bond is on file with the Maryland Securities Commissioner.

2. The following is added to the end of the "Summary" sections of Item 17(c), entitled **Requirements for franchisee to renew or extend**, and Item 17(m), entitled **Conditions for franchisor approval of transfer**:

However, under COMAR 02.02.08.16L, any release required as a condition of renewal and/or assignment/transfer will not apply to claims arising under the Maryland Franchise Registration and Disclosure Law.

3. The following is added to the end of the "Summary" section of Item 17(h), entitled **"Cause" defined – non-curable defaults**:

The Franchise Agreement provides for termination upon bankruptcy. This provision might not be enforceable under federal bankruptcy law (11 U.S.C. Sections 101 *et seq.*), but we will enforce it to the extent enforceable.

4. The "Summary" sections of Item 17(v), entitled **Choice of forum**, and 17(w), entitled **Choice of law**, are amended to add the following:

, except that you may bring suit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

5. The following language is added to the end of the chart in Item 17:

Despite any contradictory provision in the Franchise Agreement, you have 3 years from the date on which we grant you the franchise to bring a claim under the Maryland Franchise Registration and Disclosure Law.

MINNESOTA

THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL,

RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

1. **Service Fees.** The following is added to the end of Item 6:

NSF checks are governed by Minnesota Statute 604.113, which puts a cap of \$30 on service charges.

2. **Trademarks.** The following is added to the end of Item 13:

Minnesota considers it unfair to not protect a franchisee's right to use the trademarks. Refer to Minnesota Statute 80C.12 Subd. 1(G). We will protect your right to use the Marks, service marks, trade names, logotypes, or other commercial symbols or indemnify you from any loss, costs, or expenses arising out of any claim, suit, or demand regarding the use of the name.

3. **Renewal, Termination, Transfer and Dispute Resolution.** The following is added to the end of the chart in Item 17:

Minnesota law provides you with certain termination and non-renewal rights. Minn. Stat. Sec. 80C.14, Subds. 3, 4 and 5 require, except in certain specified cases, that you be given 90 days' notice of termination (with 60 days to cure) of the Franchise Agreement and 180 days' notice for non-renewal of the Franchise Agreement.

Minn. Stat. Sec. 80C.21 and Minn. Rule 2860.4400J prohibit us from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring you to consent to liquidated damages, termination penalties or judgment notes, or our obtaining of injunctive relief. A court will determine if a bond is required. In addition, nothing in the Franchise Disclosure Document or Franchise Agreement can abrogate or reduce any of your rights as provided for in Minnesota Statutes 1984, Chapter 80C, or your rights to any procedure, forum or remedies provided for by the laws of the jurisdiction. Those provisions also provide that no condition, stipulations or provision in the Franchise Agreement will in any way abrogate or reduce any of your rights under the Minnesota Franchises Law, including, if applicable, the right to submit matters to the jurisdiction of the courts of Minnesota.

Any release as a condition of renewal and/or transfer/assignment will not apply to the extent prohibited by applicable law with respect to claims arising under Minn. Rule 2860.4400D.

NEW YORK

1. The following paragraphs are added to the state cover page of the Franchise Disclosure Document:

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT A OR YOUR PUBLIC LIBRARY FOR SOURCES OF INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND NEW YORK STATE DEPARTMENT OF LAW, INVESTOR PROTECTION BUREAU, 28 LIBERTY STREET, 21ST FLOOR, NEW YORK, NEW YORK 10005.

WE MAY, IF WE CHOOSE, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, WE CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is added at the end of Item 3:

Except as provided above, with regard to us, our predecessor, our parent, affiliates, the persons identified in Item 2, or an affiliate offering franchises under our principal trademark:

- A. No such party has an administrative, criminal, or civil action pending against that person alleging: a felony, a violation of a franchise, antitrust, or securities law, fraud, embezzlement, fraudulent conversion, misappropriation of property, unfair or deceptive practices or comparable civil or misdemeanor allegations.
- B. No such party has civil actions pending against that party, other than routine litigation incidental to the business, which are significant in the context of the number of franchisees and the size, nature or financial condition of the franchise system or its business operations.
- C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10 year period immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices; or comparable allegations.

D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State, or Canadian franchise, securities, antitrust, trade regulation or trade practice law, resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

3. The following is added to the end of Item 4:

Except as provided above, with regard to us, our affiliate, our predecessor, officers or general partners, or any other individual who will have management responsibility relating to the sale or operation of franchises offered by this Disclosure Document, no such party, has during the 10-year period immediately before the date of the offering circular: (a) filed as debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code; (b) obtained a discharge of its debts under the bankruptcy code; or (c) was a principal officer of a company or a general partner in a partnership that either filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code or that obtained a discharge of its debts under the U.S. Bankruptcy Code during or within 1 year after that officer or general partner of the franchisor held this position in the company or partnership.

4. The following is added to the end of the "Summary" sections of Item 17(c), entitled **Requirements for franchisee to renew or extend**, and Item 17(m), entitled **Conditions for franchisor approval of transfer**:

However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this proviso that the non-waiver provisions of General Business Law Sections 687.4 and 687.5 be satisfied.

5. The following is added to the end of the "Summary" section of Item 17(j), entitled **Assignment of contract by franchisor**:

No assignment will be made except to an assignee who in our good faith judgment, is willing and able to assume our obligations under the Franchise Agreement.

6. The following is added to the end of the "Summary" sections of Item 17(v), entitled **Choice of forum**, and Item 17(w), entitled **Choice of law**:

However, the governing choice of law and choice of forum should not be considered a waiver of any right conferred upon you by the provisions of Article 33 of the General Business Law of the State of New York.

7. 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.

8. Any sale made must be in compliance with § 683(8) of the Franchise Sale Act (N.Y. Gen. Bus. L. § 680 et seq.), which describes the time period a Franchise Disclosure Document (offering prospectus) must be provided to a prospective franchisee before a sale may be made. New York law requires a franchisor to provide the Franchise Disclosure Document at the earliest of the first personal meeting, ten (10) business days before the execution of the franchise or other agreement, or the payment of any consideration that relates to the franchise relationship.

NORTH DAKOTA

1. The following is added to the end of the "Summary" sections of Item 17(c), entitled **Requirements for franchisee to renew or extend**, and Item 17(m), entitled **Conditions for franchisor approval of transfer**:

However, any release required as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by the North Dakota Franchise Investment Law.

2. The following is added to the end of the "Summary" section of Item 17(r), entitled **Non-competition covenants after the franchise is terminated or expires**:

Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota; however, we and you will enforce the covenants to the maximum extent the law allows.

3. The following is added to the end of the "Summary" section of Item 17(u), entitled **Dispute resolution by arbitration or mediation**:

To the extent required by the North Dakota Franchise Investment Law (unless such requirement is preempted by the Federal Arbitration Act), arbitration will be at a site to which we and you mutually agree.

4. The "Summary" section of Item 17(v), entitled **Choice of forum**, is deleted and replaced with the following:

Litigation must be exclusively in the state or federal court which is closest to our or, as applicable, our successor's or assign's then current principal place of business is located (currently, Plymouth, Michigan), except that, subject to your arbitration obligation, and to the extent required by North Dakota Franchise Investment Law you may bring an action in North Dakota.

5. The "Summary" section of Item 17(w), entitled **Choice of law**, is deleted and replaced with the following:

Except as otherwise required by North Dakota law, the laws of the State of Michigan will apply.

RHODE ISLAND

1. The following language is added to the end of the "Summary" sections of Item 17(v), entitled **Choice of forum**, and 17(w), entitled **Choice of law**:

Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that "A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act."

VIRGINIA

1. The following language is added to the end of the "Summary" section of Item 17(e), entitled **Termination by franchisor without cause**:

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any grounds for default or termination stated in the Franchise Agreement does not constitute "reasonable cause," as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

STATE EFFECTIVE DATES

The following states have franchise laws that require that the Franchise 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 Date stated below:

State	Effective Date
California	Pending
Hawaii	_____
Illinois	March 27, 2026
Indiana	Exempt
Maryland	Pending
Michigan	March 27, 2026
Minnesota	Pending
New York	Exempt
North Dakota	Pending
Rhode Island	Pending
South Dakota	March 27, 2026
Virginia	Pending
Wisconsin	March 27, 2026

Other states 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.

EXHIBIT N

RECEIPTS

**RECEIPT
(OUR COPY)**

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 Alliance Franchise Brands LLC 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, Alliance Franchise Brands LLC or an affiliate in connection with the proposed franchise sale, or sooner if required by applicable state law. Under Iowa law, we must give you this disclosure document at the earlier of our 1st personal meeting or 14 calendar days before you sign an agreement with, or make a payment to, us or an affiliate in connection with the proposed franchise sale. Under Michigan law, we must give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Alliance Franchise Brands LLC 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 franchisor is Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466. Tel: (800) 726-9050. The franchise seller for this offering is:

Danielle Scott
Alliance Franchise Brands LLC
47585 Galleon Drive, Plymouth,
Michigan 48170-2466
(800) 726-9050

Alliance Franchise Brands LLC
47585 Galleon Drive, Plymouth,
Michigan 48170-2466
(800) 726-9050

Name of Franchise Seller:

Principal Business Address:

Telephone No.: _____

Issuance Date: March 27, 2026 (The effective dates in the franchise registration states are noted on the page immediately preceding the Receipts cover page)

See Exhibit A for Alliance Franchise Brands LLC's registered agents authorized to receive service of process.

I have received a disclosure document dated March 27, 2026, that included the following Exhibits:

- | | |
|--|---|
| Exhibit A - State Administrators/Agents for Service of Process | Exhibit I - Sample General Release |
| Exhibit B - Franchise Agreement | Exhibit J - Financial Statements |
| Exhibit C - Confidential Franchise Application | Exhibit K - Table of Contents for Operations Manual |
| Exhibit D - Guaranty and Assumption of Obligations | Exhibit L - Representation and Acknowledgment Statement |
| Exhibit E - Confidentiality and Non-Solicitation Agreement | Exhibit M - State Addenda to Disclosure Document |
| Exhibit F - Local Website Enrollment Form | Exhibit N - Receipts |
| Exhibit G - Workiz Enrollment Form | |
| Exhibit H - List of Franchisees and Former Franchisees | |

Date Signature Printed Name

Date Signature Printed Name

Please sign this copy of the receipt, print the date on which you received this disclosure document, and return it, by mail or digital e-signature platform, to Legal Department, Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466.

**RECEIPT
(YOUR COPY)**

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

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If Alliance Franchise Brands LLC 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 franchisor is Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466. Tel: (800) 726-9050. The franchise seller for this offering is:

<input type="checkbox"/> Danielle Scott Alliance Franchise Brands LLC 47585 Galleon Drive, Plymouth, Michigan 48170-2466 (800) 726-9050	<input type="checkbox"/> _____ Alliance Franchise Brands LLC 47585 Galleon Drive, Plymouth, Michigan 48170-2466 (800) 726-9050	<input type="checkbox"/> Name of Franchise Seller: _____ Principal Business Address: _____ _____ Telephone No.: _____
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| Exhibit H - List of Franchisees and Former Franchisees | |

_____ Date	_____ Signature	_____ Printed Name
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_____ Date	_____ Signature	_____ Printed Name
---------------	--------------------	-----------------------

PLEASE SIGN THIS COPY OF THE RECEIPT, PRINT THE DATE ON WHICH YOU RECEIVED THIS DISCLOSURE DOCUMENT AND KEEP IT FOR YOUR RECORDS.