

FRANCHISE DISCLOSURE DOCUMENT



TAB Boards International, Inc.

a Colorado corporation

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TAB Boards International, Inc. offers franchises for the operation of a business (a “**TAB Business**”) that generates revenue using licensed proprietary methods (the “**Licensed Methods**”) under certain trademarks (the “**Trademarks**”) to (i) form advisory boards (“**TAB Boards**”) composed of business leaders and facilitate monthly meetings of TAB Boards (“**TAB Board Meetings**”), (ii) provide business coaching sessions and advice, and (iii) offer existing proprietary tools and programs such as StratPro® and HI-MAP® and future proprietary tools and programs (collectively, the “**TAB Services**”). A Business leader who receives the TAB Services is a “**TAB Member**.”

The total investment necessary to begin operation of a TAB Business franchise is \$77,130.00 to \$95,405.00. This includes \$71,000.00 that must be paid to the franchisor or affiliates.

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

You may wish to receive your Franchise Disclosure Document in another format that is more convenient for you. To discuss the availability of a Franchise Disclosure Document in different formats, contact Amber Paugh, TAB Boards International, Inc., 11031 Sheridan Boulevard, Westminster, Colorado 80020, (303) 839-1200.

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

Buying a franchise is a complex investment. The information in this Franchise 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 Franchise Disclosure Document, is available from the Federal Trade Commission. You can contact the FTC at (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 also be laws on franchising in your state. Ask your state agencies about them.

Issuance Date: April 7, 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 Exhibits E and F.
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?	Exhibit G 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 TAB 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 TAB Business franchisee?	Exhibits E and F list 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 may also 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 risks be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by mediation, arbitration, and/or litigation only in Colorado. Out-of-state mediation, arbitration, and/or litigation may force you to accept a less favorable settlement for disputes. It may also cost you more to mediate, arbitrate, and litigate with the franchisor in Colorado than in your own state.
2. **Mandatory Minimum Payments.** You must make minimum royalty or advertising fund payments regardless of your sales levels. Your inability to make the payments may result in termination of your franchise and loss of your investment.
3. **General Financial Condition.** The franchisor's financial condition as reflected in its financial statements (see Item 21) calls into question the franchisor's financial ability to provide services and support to you.

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.

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ITEM 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

To simplify the language in this Franchise Disclosure Document “**TAB**,” “**us**,” “**our**” or “**we**” means TAB Boards International, Inc., the franchisor. “**You**,” “**your**” or “**Franchisee**” means the person, corporation, limited liability company, or partnership who buys the franchise. If the franchisee will be a corporation, limited liability company, or partnership, “**you**,” “**your**” and “**Franchisee**” will also mean the owners, shareholders, members, or partners of the corporation, limited liability company, or partnership and any Managing Party (as defined in Item 15).

The Franchisor and Any Parents, Predecessors, and Affiliates

We are a Colorado corporation formed on January 2, 1996, under the name “IHTAB, Inc.” We changed our name to “TAB Boards International, Inc.” on April 4, 2002. We conduct business under our corporate name and the Trademarks (Item 13). Our principal business address is 11031 Sheridan Boulevard, Westminster, Colorado 80020.

We began offering franchises in January, 1996. Since our inception, we have conducted and will continue to conduct TAB Businesses similar to the TAB Business you will operate through employees and independent facilitator coaches (the “**Independent Facilitator Coaches**”). Our Independent Facilitator Coaches are not TAB employees and provide the TAB Services on our behalf. We have operated businesses of the type you will operate since our inception. We have not conducted and do not conduct business in any other line of business, but we may do so in the future. We do not offer franchises in any other line of business, but we currently plan to offer area development franchises in the future.

Our registered agent for service of process in Colorado is Jason P. Zickerman and our address for service of process in Colorado is 11031 Sheridan Boulevard, Westminster, Colorado 80020. Our agents for service of process in other states are listed in Exhibit A.

We have no parent companies. We have five affiliates, two of which provide products and services to us or our franchisees.

Our affiliate and wholly-owned subsidiary, IHTAB-Canada, Ltd., is an Alberta, Canada corporation that began operating in 1998. In August, 2004, IHTAB-Canada, Ltd. changed its name to TAB Boards International (Canada), Inc. On January 20, 2006, TAB Boards International (Canada), Inc. was registered in Nova Scotia through an amalgamation and the business is now being conducted under the name TAB Boards International (Canada) Corporation (“**TBIC**”). TBIC’s principal business address is Building 2, Whitemud Business Park, 309 9622 42 Avenue, Edmonton, Alberta, Canada T6E 5Y4. TBIC may spend funds on marketing for prospective franchisees in Canada, but all franchise sales are conducted through us. TBIC has not and does not offer franchises in this or any other line of business, but may do so in the future.

Our affiliate StratPro, Inc. (“**StratPro**”) is a Colorado corporation incorporated on November 24, 2015. StratPro has the same principal business address as us. StratPro owns and licenses to us a strategic business plan process (the “**StratPro Process**”) for companies intended to create plans to find growth opportunities and improve internal culture. StratPro does not offer franchises in this or any other line of business, but may do so in the future.

Our affiliate Allen Training Centers, Inc. (“**ATC**”) is a Colorado corporation incorporated on November 24, 2015. ATC has the same principal business address as us. ATC owns and licenses to us a

business management methodology training program (the “**HI-MAP Program**”) for executives and managers. ATC does not offer franchises in this or any other line of business, but may do so in the future.

Our affiliate Sun Development Company LLC (“**Sun**”) is a Colorado corporation formed on August 22, 2023. Sun has the same principal business address as us. Sun is currently active in miscellaneous real estate matters. Sun does not offer franchises in this or any other line of business, but may do so in the future.

Our affiliate 6350 AEF, LLC (“**6350**”) is a Colorado limited liability company formed on January 26, 2006. 6350 manages commercial real estate properties owned by 6350. 6350 does not offer franchises in this or any other line of business.

The Franchise

We offer franchises for the operation of a TAB Business that generates revenue using the Licensed Methods under the Trademarks to (i) form TAB Boards composed of business leaders and facilitate monthly TAB Board Meetings, (ii) provide business coaching sessions and advice, and (iii) offer the TAB Services to TAB Members. You will pay us an initial franchise fee (the “**Initial Franchise Fee**”) (Item 5), a percentage-based royalty fee (the “**Royalty Fee**”) (Item 6), and other fees (Item 6 and Item 7).

TAB Businesses are marketed as “The Alternative Board[®]” to the general public. TAB Members may pay a fee to franchisees to assess their businesses (a “**Business Assessment Fee**”), a recurring monthly fee to attend TAB Board Meetings (“**Membership Dues**”), and other amounts in connection with the TAB Services. You will derive revenue from these activities that will be subject to the Royalty Fee. Revenue that is subject to the Royalty Fee is the “**TAB Revenue**.” TAB Members may also purchase books, Internet-based assessments, newsletters, and other similar materials that we or our affiliates develop from time to time (collectively, “**Supplemental Products and Services**”) from you at fees or prices you determine (Item 16). Supplemental Products and Services are not subject to the Royalty Fee.

The Licensed Methods are composed of our franchise system, our copyrighted materials, our confidential information and trade secrets, our confidential operations manual (the “**Operations Manual**”), the TAB Services, other services, tools, and programs we develop, and any other part of our proprietary information (Item 14). We may change the Trademarks and Licensed Methods at any time in our discretion.

TAB Boards are an alternative to a formal board of directors. You or a contract facilitator (a “**Facilitator**”) who has satisfactorily completed our training will promote, form, organize, and facilitate TAB Boards. During monthly TAB Board Meeting, TAB Members and the Facilitator provide other TAB Members with advice on their challenges and opportunities. Facilitators may also conduct additional business coaching with TAB Members, provide the TAB Services to TAB Members, provide other tools and services we promote or develop to TAB Members, or provide other ancillary business services to TAB Members.

You will operate a TAB Business in accordance with the Operations Manual, the Licensed Methods, and our standards pursuant to a TAB Boards International, Inc. Franchise Agreement (a “**Franchise Agreement**”) in the form attached to this Franchise Disclosure Document as Exhibit B. Your TAB Business will offer the TAB Services in Canada and the U.S.A. (the “**Territory**”) (Item 12).

Other franchisees may operate under different forms of agreements and our obligations and rights with respect to our other franchisees may differ materially in certain circumstances including, without limitation, marketing requirements.

We may pay a referral fee to you, your Facilitators, or your TAB Members if a prospect is referred to us who purchases a TAB Business franchise. Referring parties are not permitted to participate in any sales activity or promotional efforts in order to refer prospects. The referral program is not available in California or Washington and may not be available in other states in the future. We may discontinue the referral program at any time.

Market and Competition

The market for your TAB Business is mature. You will compete with peer group membership organizations and other business coaches, executive trainers, and consultants who offer competitive services and products including other franchised business concepts providing similar products and services.

Regulation

There may be regulations specific to the operation of a TAB Business in your state. You must familiarize yourself with these regulations and all federal, state, or local laws of a more general nature that may affect the operation of your TAB Business and businesses generally. You must comply with employment, workers' compensation, telemarketing, Internet communications, insurance, corporate, tax, licensing, copyright, and similar laws and regulations. By executing your Franchise Agreement, you represent to us that you have familiarized yourself with the current laws and licensing requirements that govern the operation of a TAB Business in your state and that you will comply with any current or future laws and licensing requirements in connection with the operation of your TAB Business.

ITEM 2

BUSINESS EXPERIENCE

President, Chief Executive Officer, and Director: Jason P. Zickerman

Mr. Zickerman has been our Director since April, 2002. He has been our President since January, 2004, and our Chief Executive Officer since November, 2008. He joined us in May, 2001, as our Executive Vice President and Chief Operating Officer. He has been the President of Sun since April, 2002. He has been the Vice President of DCS since April, 2002. All of these positions are or were located in Westminster, Colorado.

Chief Operating Officer: David Scarola

Mr. Scarola has been our Chief Operating Officer since October, 2022. He was our Chief Experience Officer from May, 2016, to September, 2022. Both of these positions are or were located in Westminster, Colorado.

Chief Information Officer: Joseph Schumacher

Mr. Schumacher has been our Chief Information Officer since March, 2026. He was our Director of Information Technology from January, 2019, to March, 2026. He was our Information Technology

Manager from October, 2016, to March, 2026. All of these positions are or were located in Westminster, Colorado.

Director of Sales: Jeffrey Scheffler

Mr. Scheffler has been our Director of Sales since May, 2023, in Westminster, Colorado. He was the Vice President of Operations for SAMCO, LLC from December, 2020, to January, 2023, in Centennial, Colorado.

Director of Marketing and Senior Manager, Member Acquisition Marketing: Shannon Renick

Ms. Renick has been our Director of Marketing since July, 2024, in Westminster, Colorado. She has been our Senior Manager, Member Acquisition Marketing since December, 2022, in Westminster, Colorado. She was a co-owner of Epic Ryde SloHi from October, 2018, to November, 2021, in Denver, Colorado.

Accounting Manager: Angela Smith

Ms. Smith has been our Accounting Manager since July, 2007, in Westminster, Colorado.

Tara McHenry: Program Manager

Ms. McHenry has been our Program Manager since November, 2025, in Westminster, Colorado. She was a Director, Franchise Success for SkyRun Vacation Rentals from June, 2024, to January, 2025, in Denver, Colorado. She was a Director of Chapter Operations and Training for Meeting Professionals International from July, 2022, to June, 2023, in Denver, Colorado. She was a Vice President of Franchise Operations and Training for Wag N' Wash Natural Pet Food and Grooming from August, 2021, to August, 2022, in Denver, Colorado. She was a Training and Communications Manager for Camp Bow Wow from May, 2016, to August, 2021, in Denver, Colorado.

Franchise Acquisition Specialist: Jeffrey P. Krueger

Mr. Krueger has been our Franchise Acquisition Specialist since July, 2015, in Westminster, Colorado.

Legal and Property Support Specialist: Amber Paugh

Ms. Paugh has been our Legal and Property Support Specialist since February, 2020, in Westminster, Colorado.

ITEM 3

LITIGATION

Concluded Litigation

TAB Boards International, Inc. v. Lawrence Reines (Case No. 2023CV33449, Denver County District Court, Denver County, Colorado). We filed suit on November 22, 2023, against a former franchisee who was terminated on April 18, 2023, seeking damages for the former franchisee's failure to pay us accrued amounts due and violation of non-disparagement and non-competition covenants. The

parties dismissed the suit with prejudice on confidential terms pursuant to an August 30, 2024, Settlement and Release Agreement.

Other than routine collections actions and the action described above, no litigation is required to be disclosed in this Item 3.

ITEM 4

BANKRUPTCY

No bankruptcies are required to be disclosed in this Item 4.

ITEM 5

INITIAL FEES

When you sign a Franchise Agreement, you will pay us the Initial Franchise Fee, an initial training fee (the “**Initial Training Fee**”), and a marketing fee (the “**Marketing Fee**”).

Initial Franchise Fee

You will pay the Initial Franchise Fee of \$44,000.00 for your right to operate your TAB Business. Veterans of the United States military who will be actively participating in the operation of and own at least 10% of your TAB Business will receive a 10% discount on the Initial Franchise Fee. The Initial Franchise Fee is not refundable under any circumstances.

Initial Training Fee

You will pay the Initial Training Fee of \$24,500.00 for our initial training program (the “**Initial Training Program**”). Our Initial Training Program includes online training and up to eight days of training conducted at our headquarters or virtually. The Initial Training Program may be conducted in a singular period or otherwise in our discretion. The Initial Training Fee is not refundable under any circumstances.

Marketing Fee

You will pay the Marketing Fee of \$2,500.00 for our assistance and direct marketing costs for your TAB Business during the first three months of operation. The Marketing Fee is not refundable under any circumstances.

ITEM 6

OTHER FEES

(1) Type of Fee¹	(2) Amount	(3) Date Due	(4) Remarks
Royalty Fee	A percentage of the Amounts Collected on Your Behalf ² paid on a sliding scale. ³ Will not exceed \$60,000.00 in any given calendar year.	Monthly by the tenth business day following the end of each month.	The Amounts Collected on Your Behalf calculation is reset each calendar year.

(1) Type of Fee ¹	(2) Amount	(3) Date Due	(4) Remarks
Minimum Royalty Fee	Beginning on the tenth month after you begin offering TAB Services (the “ Start of Service Offering ”), you will pay the greater of (i) the Royalty Fee or (ii) the Minimum Royalty Fee. ⁴	Monthly by the tenth business day following the end of each month.	If you are a transferee or are already a Facilitator, you will begin paying the \$1,800.00 Minimum Royalty Fee beginning the first day of the first month of your Start of Service Offering.
Member Administration and Support Fee ⁵	\$10.00 for each of your TAB Members.	Monthly by the tenth business day following the end of each month.	Beginning on the first day of the month of your Start of Service Offering or as of the date you sign your Franchise Agreement if you are a transferee or are already a Facilitator.
Marketing Development Fee (defined below)	For the first twelve months from your Start of Service Offering, 2% of your Amounts Collected on Your Behalf. Beginning on the thirteenth month from your Start of Service Offering, the greater of (i) \$300.00, or (ii) 2% of your Amounts Collected on Your Behalf for the previous month.	Monthly by the tenth business day following the end of each month.	If you are a transferee or are already a Facilitator, you will pay the greater of (i) \$300.00, or (ii) 2% of your Amounts Collected on Your Behalf for the previous month beginning the first day of the first month of your Start of Service Offering. The Marketing Development Fee is deposited in the Franchise Marketing Account (defined below).
Business Assessment Fee	The then-current fee. The current Business Assessment Fee is \$100.00.	When the new TAB Member application is submitted.	
Credit Card and EFT Collection Fees	Our direct costs.	Monthly by the tenth business day following the end of each month.	We do not charge you any amount other than our direct costs.
International Conference Facilitator Registration Fee ⁶	The then-current international conference Facilitator registration fee. The current fee is \$1,500.00.	Annually in the month the fee becomes due, which is currently in July or August of each year.	You will be required to pay the international conference Facilitator registration fee even if you do not attend the international conference.

(1) Type of Fee ¹	(2) Amount	(3) Date Due	(4) Remarks
Technology Fee	The then-current fee. The current fee is \$60.00 per month.	Monthly.	The technology fee is charged for the provision and hosting of your Microsite, your CRM System's license fee, and your domain license fee. The technology fee is the aggregate of TAB's actual annual costs for the foregoing divided into twelve monthly payments. The technology fee may include other services in the future. The technology fee may change upon prior notice to you if we change vendors or functionality. We may charge some or all of the technology fee on an annual or other basis in our discretion.
Mentor Travel and Living Expenses	Travel, accommodation, and living expenses incurred while providing support training services.	Upon your receipt of our invoice.	If your mentor provides support training services in person, mentor travel and living expenses are estimated to range between \$1,200.00 and \$2,000.00 per four-day period. The cost may be more or less depending upon the expenses for airfare, food, and accommodations in your Territory. You will pay certain mentor travel and living expenses directly to airlines, restaurants, and hotel providers.
Interest	The lesser of (i) 18% per annum or (ii) the highest rate of interest allowed by law.	As incurred.	Interest begins to accrue from date of nonpayment or underpayment.
Facilitator Training Fee (defined below) and Expenses	The then-current fee. The current fee is \$3,000.00 plus travel and living expenses.	Two weeks prior to Facilitator Training (defined below).	Facilitator Training is required before a Facilitator may facilitate a TAB Board Meeting or provide coaching to TAB

(1) Type of Fee ¹	(2) Amount	(3) Date Due	(4) Remarks
			Members. The Facilitator Training Fee is TAB's actual salary and other training costs with a reduction made to encourage you to grow your TAB Business without being limited by your personal capacity to Facilitate. You may not be reimbursed for any amounts paid to us for Facilitator Training. You may require your Facilitator to pay for travel and living expenses directly to third parties.
Transfer Fee	\$7,500.00.	Upon transfer.	You will also be responsible for paying any applicable referral fees charged by a broker or other referral source and any sales commission that would have been paid to any TAB salesperson working with the party to whom you are transferring your TAB Business.
Renewal Fee	\$5,000.00.	At least 90 days before renewing your right to operate your TAB Business.	Payable when you sign a new Franchise Agreement.
Fee Upon Continuing After Expiration of the Franchise Agreement	The greater of the Minimum Royalty Fee or 50% of your Amounts Collected on Your Behalf.	Monthly by the tenth business day of each month.	You will only pay if you continue to operate the TAB Business after the expiration of your Franchise Agreement or any renewal terms.
TAB Audit of Your Financial Records	Cost of inspection or audit, plus amount of understatement (if any) due plus interest.	Within seven days of inspection or audit report.	Payable only if you fail to provide us with required reports and records or you understate the amounts due to us by more than 2% in any month.
Indemnification and Costs and Attorneys'	Variable.	As incurred.	You must reimburse us if we are held liable for

(1) Type of Fee ¹	(2) Amount	(3) Date Due	(4) Remarks
Fees			claims resulting from your TAB Business's operations. You must also pay our attorneys' fees if we take legal action to enforce your Franchise Agreement.
Management Fee for Providing a Certified Facilitator Because of Your Death or Disability	50% of your Amounts Collected on Your Behalf.	As incurred.	Payable only if you or your estate cannot provide an interim Facilitator.
Early Termination Fee	\$25,000.00.	On the date you elect to terminate your Franchise Agreement.	Due only if you elect to terminate your Franchise Agreement on or after the third anniversary of your Start of Service Offering. You will be required to sign our then-current Voluntary Termination and Release Agreement. You must give us written notice of your intent to terminate at least 120 days prior to the date you elect to terminate your Franchise Agreement.

Notes:

1. Fees Paid to Us. Except where otherwise noted, all fees and costs are payable to us or our designee and are not refundable. All fees are uniform unless otherwise noted. We may reasonably increase any fees due from you and any charges for products, materials, and services provided to you from time to time. Annual increases in the Minimum Royalty Fee will be limited to the percentage increase in the Consumer Price Index. The Royalty Fee percentage is not subject to any increases. Unless otherwise noted in Item 6, all franchisees pay any described fee.

2. Amounts Collected on Your Behalf. We invoice, charge, and collect TAB Revenue from your TAB Members (the "**Amounts Collected on Your Behalf**") through our billing and collection services. We send reminder notices to invoiced TAB Members who do not pay on time. We collect TAB Revenue one month in advance from TAB Members. Any additional expenses incurred that are necessary for collection from TAB Members, such as using personnel to make collection calls or payments to collections firms, will not be incurred without your approval. You will be charged for such expenses only after we receive your approval to engage in collection activities. If your TAB Members pay by credit card or EFT, you will pay the applicable percentage of fees charged by third parties based on your TAB Revenue. We will pay you the balance of Amounts Collected on Your Behalf on approximately the tenth business day of each month after deducting all fees owed to us. If the amount of the funds we receive is not sufficient to pay the applicable fees in any given month and you fail to pay the amounts when due, we

may deduct the amounts due, plus any applicable penalties or interest, from future Amounts Collected on Your Behalf in addition to any other rights or remedies we may have.

3. Amounts Collected on Your Behalf Sliding Scale. The sliding scale your Royalty Fee payments will be based on is as follows:

Amounts Collected on Your Behalf	Royalty Fee
\$0.00 to \$125,000.00	20%
\$125,000.01 to \$160,000.00	12%
\$160,000.01 to \$200,000.00	8%
\$200,000.01 or more	6%

The Minimum Royalty Fee will be reduced proportionately as you meet the annual Amounts Collected on Your Behalf thresholds for a reduced Minimum Royalty Fee.

4. Minimum Royalty Fee. The “**Minimum Royalty Fee**” is as follows:

Months From the Start of Service Offering	Minimum Royalty Fee
10 to 13	\$450.00
14 to 18	\$900.00
19 to 24	\$1,350.00
25 and remainder of the initial term period	\$1,800.00

5. Member Administration and Support Fee. The member administration and support fee is for certain services and administrative and tracking functions including, without limitation, billing and collection services that we provide (Item 11).

6. International Conference Facilitator Registration Fee. The international conference Facilitator registration fee includes attendance for up to two people.

ITEM 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT¹

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is Made
Initial Franchise Fee	\$44,000.00.	Cash or certified funds.	Upon signing Franchise Agreement.	Us.
Initial Training Fee	\$24,500.00.	Cash or certified funds.	Upon signing Franchise Agreement.	Us.
Marketing Fee	\$2,500.00.	Cash or certified funds.	Upon signing Franchise Agreement.	Us.
Initial Miscellaneous Marketing Campaign Expenses	\$4,000.00 to \$6,000.00.	As agreed.	As incurred.	Suppliers.

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is Made
Mentor's Travel and Living Expenses ²	\$0.00 to \$4,000.00.	As agreed.	As incurred.	Restaurants, hotels, airlines, etc.
Your Travel and Living Expenses During Initial Training Program ³	\$0.00 to \$5,000.00.	As agreed.	As incurred.	Restaurants, hotels, airlines, etc.
Equipment ⁴	\$0.00 to \$2,400.00.	As agreed.	Within 30 days of signing the Franchise Agreement.	Suppliers.
Supplies, Stationery, and Business Cards ⁵	\$250.00 to \$500.00.	As agreed.	As incurred.	Suppliers.
Deposits and Licenses ⁶	\$0.00 to \$600.00.	As agreed.	As incurred.	Third parties.
Website Fees for Three Months from the Start of Service Offering	\$180.00.	As agreed.	As incurred.	Suppliers.
Accounting and Professional Fees ⁷	\$0.00 to \$3,500.00.	As agreed.	As incurred.	Professionals.
Additional Funds for First Three Months After the Start of Service Offering ⁸	\$1,700.00 to \$2,225.00.	As agreed.	As incurred.	Suppliers, insurance carriers, restaurants, hotels, airlines, or other third parties.
Total Estimated Initial Investment⁹	\$77,130.00 to \$95,405.00.			

Notes:

1. General. These expenses assume that you will operate your TAB Business out of your home or existing office space without incurring additional rental expenses. You will pay all associated processing charges for any initial fees paid to us or our affiliates by credit card or EFT. All fees imposed by us or our affiliates are not refundable unless otherwise noted. Fees and expenses paid to vendors or other third parties may or may not be refundable depending on the arrangements you make with them.

2. Mentor's Travel and Living Expenses. If you receive in person support training services, you will pay the travel and living expenses during your initial required Mass Marketing Campaign. The travel and living expenses will vary by factors including, without limitation, the cost of air travel, restaurant expenses, and accommodations in your Territory. In rare circumstances, the estimate may be exceeded for particularly expensive markets.

3. Travel and Living Expenses. Travel and living expenses during the Initial Training Program and other training programs will vary for factors such as traveling distance, method of travel, and your choice of accommodations if the training is not conducted virtually. The low estimate assumes either virtual training or that you live near the site of the Initial Training Program and return home at night. The high estimate assumes travel by air and lodging in a quality hotel.

4. Equipment. This item includes the estimated cost to equip your TAB Business with computer hardware, software, and additional miscellaneous office equipment. The low estimate assumes

you already own equipment that you can use in your office and for your initial Marketing Events (defined below). The high estimate assumes you purchase new equipment.

5. Supplies, Stationery, and Business Cards. The low estimate assumes you need few additional supplies. The high estimate assumes you need a significant amount of additional supplies. Supplies do not include TAB promotional items or any other designated materials.

6. Deposits and Licenses. Starting your TAB Business may require you to pay for various deposits or licenses. Deposit and license fees and requirements will vary depending upon your location.

7. Accounting and Professional Fees. You may require various accounting, legal, or professional services to set up your TAB Business.

8. Additional Funds for Three Months After Your Start of Service Offering. Your Start of Service Offering will generally be the first day of the month after you complete your Initial Training Program (Item 11). This is an estimate of the additional funds necessary for the first three months after your Start of Service Offering. This item includes a variety of expenses and working capital items during your start-up phase including, without limitation, the cost of a meeting room and food and beverages for up to eight Marketing Events held during your required initial Mass Marketing Campaign, insurance, and other miscellaneous costs. These figures do not include rent, salaries, Royalty Fees, TAB Member administration and support fees, Marketing Development Fees, or debt service (Item 6).

9. Total Initial Investment. We have relied on our experience and the experiences of our franchisees to prepare these figures. Neither we nor any affiliate finances any part of your initial investment (Item 10).

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Approved Suppliers and Specifications

You will establish and operate your TAB Business in compliance with your Franchise Agreement and the Operations Manual we loan to you. You will purchase all goods, products, services, supplies, inventory, equipment, and materials required for the operation of your TAB Business from manufacturers, suppliers, or distributors we approve, or from other manufacturers, suppliers, or distributors that meet our specifications and standards of quality, appearance, and service and adequately demonstrate the ability to supply the needs of TAB Businesses in a timely and reliable manner. The items required to be purchased from us or our designated suppliers are listed below in this Item 8. Some of the approved manufacturers, suppliers, or distributors may be affiliated with us. We have imposed these requirements to ensure quality and uniformity.

Approved manufacturers, suppliers, distributors, goods, products, services, supplies, inventory, equipment, and materials may be designated in the Operations Manual. We may modify the list of approved manufacturers, suppliers, distributors, goods, products, services, supplies, inventory, equipment, and materials. You will notify us if you wish to purchase or lease any goods, products, services, supplies, inventory, equipment, and materials not approved by us or from non-designated manufacturers, suppliers, or distributors. These goods, products, services, supplies, inventory, equipment, and materials and non-designated manufacturers, suppliers, and distributors must meet our specifications. We may require you to submit sufficient information or samples to determine whether these goods, products, services, supplies, inventory, equipment, materials, non-designated manufacturers, suppliers, and distributors meet

our specifications. We do not currently charge a fee for this review, but we reserve the right to do so in the future. Our standards and specifications may impose minimum requirements for delivery, performance, design, and appearance. We will advise you within a reasonable time after your request whether you may purchase different goods, products, services, supplies, inventory, equipment, and materials or use different manufacturers, suppliers, or distributors based on our specifications. Our specifications will be made available to you upon your request. We may revoke our approval by providing you with notice. Neither we nor any of our officers own an interest in or are presently affiliated with any approved or designated manufacturers, suppliers, or distributors. We may change our standards and specifications, or manufacturers, suppliers, or distributors who have our authorization at any time.

Required Purchases

TAB Promotional Materials

You will purchase promotional materials (the “**TAB Promotional Materials**”) directly from us or Pro-Forma, our current designated supplier. We may change our designated supplier at any time. A “**New Member Kit**” includes new TAB Member information. We may change the contents of the New Member Kits at any time. TAB Promotional Materials may include New Member Kits, brochures, books, videos, slides, forms, and other materials used by you in your TAB Business. You will maintain TAB Promotional Materials at all times in the amounts stated in the Operations Manual. We provide the initial New Member Kits (through our designated supplier) at no cost to you except for shipping charges. You will pay for any additional New Member Kits you request.

CRM System

You will sublicense the customer relationship management system (the “**CRM System**”) from us. We currently license our CRM System from Pipedrive Inc., but we may change vendors in the future. You will sign a CRM System Use Agreement when you sign your Franchise Agreement (Exhibit C).

Microsite

You will license a microsite for your TAB Business (the “**Microsite**”) from us. You will sign a Microsite Service Authorization and pay the monthly fee to us or our designated suppliers (Exhibit J).

Computer Hardware

If you do not already have a suitable computer, you will purchase or lease a laptop computer with the specifications described in Item 11. You may purchase or lease this computer from any supplier you choose.

Insurance

You will maintain the following minimum insurance coverage during the term of your Franchise Agreement:

1. Comprehensive public/general liability and property damage insurance including personal and bodily injury liability, contractual liability, employer’s liability, and owner’s and contractor’s protective insurance coverage for the activities conducted by you, any employee, or any other person performing work for your TAB Business with a policy limit of at least \$1,000,000.00 per occurrence or other amounts as we specify in the Operations Manual;

2. Automobile and comprehensive liability insurance with limits of at least \$100,000.00 combined single limit of liability including hired and non-owned auto liability for bodily injury and property damage or other amounts as we specify in the Operations Manual for bodily and property injury or other amounts as we specify in the Operations Manual; and

3. Workers' compensation or similar insurance as required by law.

All insurance coverage will be maintained under one or more policies of insurance issued by insurance carriers with a performance rating acceptable to us. All insurance policies will (i) name us as an additional insured, (ii) contain a waiver by the insurance carrier of all subrogation rights against us, our affiliates, officers, directors, and employees, and (iii) provide us with 30 days' written notice before termination, cancellation, expiration, or modification. We may increase the minimum protection requirements as of the renewal date of any policy and may require different or additional kinds of insurance at any time, including excess liability (umbrella) insurance, upon 30 days' notice.

Payments

Purchases made by our franchisees from us for the 2025 fiscal year totaled \$130,822 and equaled 2% of our total revenue of \$6,303,933.00 for the fiscal year. We estimate that the costs of your purchases from designated or approved manufacturers, suppliers, or distributors according to our standards and specifications will range from 33% to 50% of the total cost of establishing your TAB Business and approximately 2% to 3% of the total cost of operating your TAB Business afterwards.

We may negotiate purchase programs through which you can purchase items that meet our specifications. We currently negotiate purchase arrangements with Pro-Forma including price terms. We may receive a commission on the sale of items sold under our purchase programs to franchisees by the manufacturer, supplier, or distributor, on the compilation of mailing lists by outside suppliers and on items sold by us (that may include, without limitation, our handling charge). Commissions based on purchases made by our franchisees from manufacturers, suppliers, or distributors for the 2025 fiscal year totaled \$14,193.00 and equaled 0.2% of our total revenue for the fiscal year. You may or may not receive any material benefits based on your use of designated or approved manufacturers, suppliers, or distributors. Except as described above, we did not derive income based on any required purchases or leases in 2025.

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 Franchise Disclosure Document.

Obligation	Section in Franchise Agreement	Franchise Disclosure Document Item
(a) Site selection and acquisition/lease	Section 2.1.	Item 11.
(b) Pre-opening purchases/leases	Sections 5.1, 7.1, and 8.3.	Items 5 and 7.
(c) Site development and other pre-opening requirements	Not applicable.	Not applicable.
(d) Initial and ongoing training	Sections 7.1 and 8.1.	Item 11.
(e) Opening	Section 8.	Item 11.

Obligation	Section in Franchise Agreement	Franchise Disclosure Document Item
(f) Fees	Section 5.	Items 5, 6, and 7.
(g) Compliance with standards and policies/Operations Manual	Sections 1.1, 6.4, 8.5, 8.8, 9, and 10.	Item 11.
(h) Trademarks and proprietary information	Section 13.	Items 13 and 14.
(i) Restrictions on products/services offered	Section 8.8.	Items 8 and 16.
(j) Warranty and customer service requirements	Section 8.6.	Item 16.
(k) Territorial development and sales quotas	Sections 2 and 9.5.	Item 12.
(l) Ongoing product/service purchases	Section 8.8.	Item 8.
(m) Maintenance, appearance, and remodeling requirements	Not applicable.	Not applicable.
(n) Insurance	Section 15.1.	Items 6 and 8.
(o) Advertising	Section 10.	Item 11.
(p) Indemnification	Section 15.2.	Item 6.
(q) Owner's participation/management/staffing	Sections 8.1, 8.9, 11, and 16.	Item 15.
(r) Records/reports	Section 12.	Item 6.
(s) Inspections/audits	Sections 12.3.	Item 6.
(t) Transfer	Section 16.	Item 17.
(u) Renewal	Section 4.	Item 17.
(v) Post-termination obligations	Section 17.6.	Item 17.
(w) Non-competition covenants	Section 14.2.	Item 17.
(x) Dispute resolution	Section 18.	Item 17.

ITEM 10

FINANCING

We do not offer direct or indirect financing. We do not guarantee your note, lease, 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.

Assistance Before Your Start of Service Offering

The Start of Service Offering is generally the first day of the first full calendar month following your completion of the Initial Training Program. Before the Start of Service Offering, we, our affiliates, or our designees will:

1. Grant you your Territory (Section 2.1 of the Franchise Agreement, Section 6.2(a) of the Franchise Agreement, and Item 12);

2. Provide the Initial Training Program at our headquarters or virtually. You will pay the Initial Training Fee (Section 6.2(b) of the Franchise Agreement, Section 7.1(a) of the Franchise Agreement, Item 5, and Item 7);
3. Provide you with online study materials prior to your Initial Training Program (Section 6.2(c) of the Franchise Agreement and Item 11);
4. Provide you with access to the Operations Manual (Section 6.2(d) of the Franchise Agreement);
5. Provide you with an initial set of marketing collateral materials and New Member Kits at no charge except shipping (Section 6.2(e) of the Franchise Agreement);
6. Provide you with a license to use the CRM System (Section 6.2(f) of the Franchise Agreement);
7. Provide you with the Microsite (Section 6.2(g) of the Franchise Agreement);
8. Provide access to the Facilitator Intranet (Section 6.2(h) of the Franchise Agreement and Item 7); and
9. Provide you with guidance, strategy, and advice for your TAB Business at your reasonable request during our regular business hours via telephone, email, or other means we determine (Section 6.2(i) of the Franchise Agreement).

Assistance After Your Start of Service Offering

After the Start of Service Offering and during the operation of your TAB Business, we, our affiliates, or our designees will:

1. Provide you with administrative services including invoicing and routine collection of the Membership Dues and Business Assessment Fees (Section 6.3(a)(i) of the Franchise Agreement);
2. Send payment reminder notices (Section 6.3(a)(ii) of the Franchise Agreement);
3. Developing, producing, and distributing the “Tips From the Top[®]” newsletter to Prospects, Prospect Exceptions (defined below), and your TAB Members in our discretion using distribution methods we determine (Section 6.3(a)(iii) of the Franchise Agreement);
4. Sending, reviewing, and evaluating periodic surveys or evaluations to your TAB Members in our discretion (Section 6.3(a)(iv) of the Franchise Agreement);
5. Providing access to a TAB Member Intranet (Section 6.3(a)(v) of the Franchise Agreement);
6. Providing periodic reports or newsletter for our franchisees with ideas and advice about your TAB Business (Section 6.3(a)(vi) of the Franchise Agreement);
7. Providing various membership administrative functions in our discretion (Section 6.3(a)(vii) of the Franchise Agreement);

8. Providing support training services and advanced business development training (Section 6.3(b) of the Franchise Agreement);
9. Producing an annual International Conference (Section 6.3(c) of the Franchise Agreement);
10. Providing you with public relations release formats, local marketing plans and materials, and other promotional and marketing materials in our discretion (Section 6.3(d) of the Franchise Agreement);
11. Providing you with Marketing Support (defined below) for your Mass Marketing Campaigns (Section 6.3(e) of the Franchise Agreement);
12. Providing the New TAB Franchisee Business Coaching (defined below) (Section 6.3(f) of the Franchise Agreement);
13. Providing you with any Continuing Advanced Training (defined below) we may determine from time to time (Section 6.3(g) of the Franchise Agreement);
14. Providing you with StratPro Process training and HI-MAP Program training (Section 6.3(f) of the Franchise Agreement);
15. Providing you with contract facilitator training for your contract facilitators subject to availability (Section 6.3(i) of the Franchise Agreement);
16. Making a representative reasonably available to speak with you via telephone, videoconference, email, or other means during our normal business hours as we determine is necessary to discuss your TAB Business and offer advice (Section 6.3(j) of the Franchise Agreement);
17. Developing improvements, new services, new tools, and new products for use in your TAB Business in our discretion including, without limitation, Supplemental Products and Services that will become part of the Licensed Methods (Section 6.3(k) of the Franchise Agreement);
18. Assign you a designated business coach to provide the New TAB Franchisee Business Coaching Services (defined below). We may assign a different business coach to you at any time (Section 7.1(d) of the Franchise Agreement, Item 6, and Item 7); and
19. Provide you with our then-current marketing support for your required Mass Marketing Campaign (Section 9.3(a) of the Franchise Agreement and Item 5).

Advertising and Marketing

You may create your own advertising materials and advertise locally within your Territory. All of your advertising will be in media of a type, format, and manner of communication that we approve and conform to the standards and requirements we specify in the Operations Manual. You will not use any advertising materials until you receive our written approval. We will approve or disapprove of your advertising materials within ten business days of the date we receive the advertising materials. You will not post any advertisements on the Internet or use any of our Trademarks as part of a domain name anywhere on the Internet or on any advertising materials without our approval.

You are not required to participate in any local or regional advertising cooperatives. We have a Marketing Advisory Board (the “**MAB**”) as described below.

We may use any aspect of your TAB Business as part of our marketing materials including, without limitation, seeking testimonials from your TAB Members.

First Year Local Marketing Requirement

You will engage in marketing activities for your TAB Business that will include, without limitation, conducting an initial Mass Marketing Campaign (defined below) during the first year following the Start of Service Offering. Upon completion of your initial Mass Marketing Campaign, you will conduct additional marketing, prospecting, and sales activities and programs for your TAB Business that may include, without limitation, additional Mass Marketing Campaigns per the guidelines set forth in the Operations Manual (“**Additional Marketing**”) for the balance of your first year of operation. You will pay for all marketing activities for your TAB Business.

Marketing Support

A mass marketing campaign is a marketing campaign to solicit prospects in your Territory to attend a Marketing Event (defined below) or a One-on-One Meeting (defined below) to become TAB Members (a “**Mass Marketing Campaign**”). You will conduct one or more Mass Marketing Campaigns during your first year of operation. We will provide marketing support to assist you with your Mass Marketing Campaigns as described in the Operations Manual. The provided marketing support for the initial Mass Marketing Campaign currently includes (i) acquiring a marketing list as defined in the Operations Manual, (ii) uploading the marketing list to your CRM System account, de-duping information, and creating a Mass Marketing Campaign target list, (iii) acquiring emails for your marketing list when available, (iv) an initial set of marketing collateral materials, (v) obtaining a URL for use in your TAB Business, and (vi) setting up your Microsite and providing you with access to the CRM (collectively, the “**Marketing Support**”). The Marketing Support will be provided as described in the Operations Manual. We have the right to change the Marketing Support at any time.

Marketing Events and One-on-One Meetings

“**Marketing Events**” are group events that potential TAB Members in your Territory are invited to attend to learn about the value of becoming a TAB Member. You are expected to provide meeting rooms and supply food and beverages. We recommend that you use a host such as a bank for your Marketing Events to assist with these costs. The high estimate assumes that you will pay all expenses for Marketing Events. The low estimate assumes that your host pays all expenses. “**One-on-One Meetings**” are typically short meetings to bond with a potential TAB Member, educate them on TAB membership, and schedule a subsequent meeting to formally recruit the potential TAB Member.

Conducting a Mass Marketing Campaign

Our Operations Manual describes the Mass Marketing Campaign process and tactics for your use in conducting the required Mass Marketing Campaign. You may be required to use telemarketing services at your expense. The cost of the telemarketing services ranges from \$3,800.00 to \$5,000.00 per Mass Marketing Campaign.

Additional Marketing

Beginning the month after you complete your required initial Mass Marketing Campaign (typically, between the fourth and fifth month after the Start of Service Offering), you will conduct Additional Marketing for the balance of the first year of operation.

Marketing Advisory Board

The MAB currently consists of up to ten franchisees and up to three of our representatives. The MAB advises on general marketing activities and the Marketing Development Fee (defined below). We and the MAB chairperson solicit franchisees to participate on the MAB with the participation of the Franchisee Advisory Board (the “FAB”). We select our representatives with input from the MAB members. The MAB may be dissolved upon the mutual approval of the FAB and us. Changes to the by-laws of the FAB (of which the MAB is an operating committee) require an affirmative vote of a majority of the FAB council members and us.

Marketing Development Fee

Beginning on the first month that you begin to pay our Royalty Fee, you will begin to pay us a monthly marketing development fee (the “**Marketing Development Fee**”). For the first twelve months after the Start of Service Offering, the amount of the Marketing Development Fee is 2% of your Amounts Collected on Your Behalf. Beginning on the thirteenth month after the Start of Service Offering, the Marketing Development Fee is the greater of (i) \$300.00, or (ii) 2% of your Amounts Collected on Your Behalf. We will deposit the Marketing Development Fee into a segregated commercial or savings bank account (the “**Franchise Marketing Account**”). The Marketing Development Fee will not be credited towards your marketing commitment.

The Franchise Marketing Account may be used for, without limitation, production and placement of media advertising, media relations salaries, administrative costs, and creating and testing direct response literature, social media, direct mailings, brochures, collateral material, advertising, surveys, or other public relations expenditures including agency costs, commissions, and other similar expenses. Advertising may be placed in local, regional, or national media of our choice including, without limitation, print, direct mail, radio, online media, email messaging, or television. The Franchise Marketing Account will not be used to solicit franchisees. We will send you an annual unaudited financial statement for the Franchise Marketing Account that indicates how the Franchise Marketing Account has been spent during the past fiscal year at your request. We do not have the Franchise Marketing Account audited and audited financial statements are not available. We assume no other direct or indirect liability or obligation to collect amounts due to the Franchise Marketing Account or to maintain, direct, or administer the Franchise Marketing Account.

We administer the Franchise Marketing Account. We may be reimbursed from the Franchise Marketing Account for reasonable administrative costs, salaries, and overhead expenses related to the administration and operation of the Franchise Marketing Account and its programs including, without limitation, conducting market research, preparing material, social media, and other programs and administering, collecting, and accounting for Franchise Marketing Account contributions. We have used in-house personnel in the past to create written press releases, audio and direct mail advertising, and social media and may continue this practice in the future. We may self-reimburse for certain expenses including, without limitation, salaries for our services.

During our 2025 fiscal year, the Franchise Marketing Account spent approximately 13% on administration, 28% on advertising, 3% on newsletters, 13% on public relations and social media, and

43% on search engine marketing and web development. In any fiscal year, an amount greater or less than the aggregate contribution of all TAB Businesses to the Franchise Marketing Account may be spent in that year.

The Franchise Marketing Account may borrow from us or other lenders to cover deficits or invest any surplus for future use on any terms we determine. We may reimburse such loans from the Franchise Marketing Account. Any amounts that remain in the Franchise Marketing Account at the end of each year accrue and we may apply them toward the next year's expenses. We may borrow excess funds from the Franchise Marketing Account to support other efforts to develop the Licensed Methods periodically in our discretion.

We do not guarantee that advertising expenditures from the Franchise Marketing Account will benefit you or any other franchisee directly or on a *pro rata* basis. We undertake no obligation to ensure that Franchise Marketing Account expenditures in or affecting any geographic area are proportionate or equivalent to the contributions of franchisees operating in that geographic area or that any franchisee will benefit directly or in proportion to its contribution to the Franchise Marketing Account from the development of advertising and marketing materials or the placement of advertising.

Computers and Other Electronic Systems

You will own or lease a laptop computer manufactured no more than five years from the date you sign the Franchise Agreement. The computer will have a DisplayPort, HDMI or USB-C to Display video output, a minimum of 8 GB of RAM, and a minimum of 256 GB HDD/SSD for use in your TAB Business. You are not currently required to obtain your computer from any specific vendor. You are not required to use any particular operating system. You are not required to use any particular operating system. You will have a current, supported version of the Microsoft Office software suite, broadband Internet access, an official and currently supported web browser, a printer, a mobile phone using a currently supported version of iOS or Android, and any other equipment as may be required by the Operations Manual. All operating systems, web browsers, mobile devices, and related software used with the System must be kept reasonably current, including applicable updates and security patches. The estimated cost for the required computer and other electronic equipment is \$2,000.00, excluding subscription and service costs.

You will use our designated CRM System. You will pay a CRM System fee and sign a CRM System Use Agreement (Exhibit C). The CRM System fee may change in the future in our discretion. Our approved CRM System supplier may provide normal system maintenance and updates for the CRM System from time to time. We or our approved supplier may upgrade the CRM System from time to time. We are under no obligation to provide you with any ongoing service related to the CRM System. We may require you to update, upgrade, or change your computer and the CRM System you use in your TAB Business to conform to new standards or specifications at your expense and on a schedule that we determine. You may be required to upgrade your computer or purchase a new computer as technology improves. No contractual limit exists on the frequency or cost of this obligation.

You will maintain current information about matters like the status and responses to your Mass Marketing Campaigns and other marketing, sales, and prospecting efforts in your CRM System. We do not require access to your records on your computer, but we may require you to give us information through your computer or authorize remote access. We have independent access to the information stored in the CRM System that includes, without limitation, potential TAB Member leads, status, TAB Member data, activity levels, and other relevant notes. The data generated or stored by the CRM System includes TAB Members' names, addresses, contact information, and payment methods. All personally identifiable

information is collected and stored in compliance with applicable privacy regulations. All financial information is collected and stored in compliance with PCI-DSS standards.

You will license a Microsite for your TAB Business from us and sign a Microsite Service Authorization (Exhibit J).

Office Location Assistance

You may locate the office for your TAB Business in your home or any place within your Territory. Although you may establish an office outside your home, you are not required to do so. If you decide to lease office space for your TAB Business, we recommend an executive suite with a shared receptionist and conference room. The office need not be located in a central business district. The office location will be equipped according to our standards and specifications.

Start of Service Offering

If you are a new franchisee purchasing a franchise directly from us, the Start of Service Offering is generally the first day of the first month after you successfully complete the Initial Training Program as set out in Exhibit I of your Franchise Agreement. If you are purchasing a franchise from another franchisee or if you are a Facilitator engaged by either a TAB franchisee or us in a geographic area that includes some part of your Territory or you are renewing your right to operate your TAB Business, the Start of Service Offering is the date specified in Exhibit I of your Franchise Agreement.

We estimate that the typical length of time between signing a Franchise Agreement and the day a TAB Business begins operating will be approximately ten to 75 days. The primary factor that affects this time is your availability and the scheduling of our Initial Training Program.

Training Information

The Initial Training Program consists of online training and up to eight days of training conducted at our headquarters in our discretion. You will pay the Initial Training Fee for you or your Managing Party to attend the Initial Training Program. In addition to the Initial Training Program, you will also receive additional training on TAB Member acquisition and TAB Services delivery, StratPro Process training, HI-MAP Program training, and additional online training.

After you sign your Franchise Agreement and before the Start of Service Offering, you or your Managing Party will attend and complete the Initial Training Program described below to our satisfaction. You will complete the Initial Training Program within six months after signing your Franchise Agreement. The Initial Training Program is offered in multiple phases that may be consecutive or separate. Initial Training Program sessions are planned bimonthly and subject to change depending on space availability and franchisee attendance level. You may be required to study materials for up to fifty additional hours before, during, and after your classroom training begins. You will receive our certification as a “Certified TAB Facilitator” upon satisfactorily completing the Initial Training Program.

You may have additional participants attend the portion of the Initial Training Program conducted at our headquarters if you pay our then-current fees for each additional participant and receive our prior approval. You will pay all travel, living expenses, and wages that you, your Managing Party, and all of your additional participants incur to complete the Initial Training Program (Items 5 and 7).

The instructional materials include, without limitation, the Operations Manual, slides, videos, online training programs, handouts, audio presentations, and video presentations. The subjects covered in

the portion of the Initial Training Program conducted at our headquarters and the approximate amount of time devoted to each subject is listed below. The Initial Training Program may be modified in our discretion. The exact number and distribution of hours of classroom training may vary in our discretion.

TRAINING SCHEDULE

Subject	Hours of Classroom Training	Hours of On-the-Job Training	Location
Introduction of Trainees and Trainers	0.5	N/A	Westminster, Colorado or virtually
Training Roadmap	0.5	N/A	Westminster, Colorado or virtually
DISC and Driving Forces for Facilitators	1.0	N/A	Westminster, Colorado or virtually
Business Owner Mindset	1.0	N/A	Westminster, Colorado or virtually
Takeaways and Homework (Phase 1 – Day 1)	0.25	N/A	Westminster, Colorado or virtually
Recap and Realignment	0.25	N/A	Westminster, Colorado or virtually
Becoming a Trusted Advisor	1.25	N/A	Westminster, Colorado or virtually
Foundations of Building a Strong Personal and TAB Brand	1.25	N/A	Westminster, Colorado or virtually
Preparing for Success	0.5	N/A	Westminster, Colorado or virtually
Takeaways and Homework (Phase 1 – Day 2)	0.25	N/A	Westminster, Colorado or virtually
Introduction to Marketing and Lead Generation	1.0		
Choosing the Right Marketing Mix	1.0	N/A	Westminster, Colorado or virtually
Planning for Success	0.75	N/A	Westminster, Colorado or virtually
Takeaways and Homework (Phase 1 – Day 3)	0.25	N/A	Westminster, Colorado or virtually
Getting Started on LinkedIn	1.0	N/A	Westminster, Colorado or virtually
CEO Message	0.5	N/A	Westminster, Colorado or virtually
TAB Offering and Value Proposition	1.0	N/A	Westminster, Colorado or virtually
The TAB Member Journey	0.5	N/A	Westminster, Colorado or virtually
Fundamentals of Being a Great Coach	1.5	N/A	Westminster, Colorado or virtually
Demonstrating Empathy and Accountability	0.75	N/A	Westminster, Colorado or virtually
Asking Great Questions	1.0	N/A	Westminster, Colorado or virtually

Subject	Hours of Classroom Training	Hours of On-the-Job Training	Location
Coaching Models in Practice	1.0	N/A	Westminster, Colorado or virtually
Overview to Coaching With the Blueprint	1.0	N/A	Westminster, Colorado or virtually
Takeaways and Homework (Phase 2 – Day 1)	0.25	N/A	Westminster, Colorado or virtually
Recap and Realignment (Phase 2 – Day 2)	0.5	N/A	Westminster, Colorado or virtually
Demonstrating Coaching With the Blueprint	1.0	N/A	Westminster, Colorado or virtually
DISC for Members	1.0	N/A	Westminster, Colorado or virtually
Maximizing Your TAB Membership Meeting Practice	0.75	N/A	Westminster, Colorado or virtually
MYTM Practice Debrief	0.5	N/A	Westminster, Colorado or virtually
Coaching Practice and Debrief	1.5	N/A	Westminster, Colorado or virtually
Fundamentals of Great Board Facilitation	1.0	N/A	Westminster, Colorado or virtually
Dealing With Common Board Challenges	0.75	N/A	Westminster, Colorado or virtually
Takeaways and Homework (Phase 2 – Day 2)	0.5	N/A	Westminster, Colorado or virtually
Recap and Realignment (Phase 2 – Day 3)	0.25	N/A	Westminster, Colorado or virtually
Introduction to Member Acquisition	1.0	N/A	Westminster, Colorado or virtually
Fundamentals of Consultative Selling	1.0	N/A	Westminster, Colorado or virtually
Confirming Your Price and Using the Guarantee	0.75	N/A	Westminster, Colorado or virtually
Building Rapport and Trust	0.75	N/A	Westminster, Colorado or virtually
Sample Board Meetings	0.75	N/A	Westminster, Colorado or virtually
Conversation Starters and Elevator Pitches	0.75	N/A	Westminster, Colorado or virtually
Questioning for Sales	1.0	N/A	Westminster, Colorado or virtually
Storyselling and Linking to TAB Value	1.0	N/A	Westminster, Colorado or virtually
Embracing Objections	1.5	N/A	Westminster, Colorado or virtually
Takeaways and Homework (Phase 2 – Day 3)	0.25	N/A	Westminster, Colorado or virtually

Subject	Hours of Classroom Training	Hours of On-the-Job Training	Location
Recap and Realignment (Phase 2 – Day 4)	0.25	N/A	Westminster, Colorado or virtually
TABNet: Networking Practice	0.75	N/A	Westminster, Colorado or virtually
Closing the Sale	0.75	N/A	Westminster, Colorado or virtually
Discovery Meeting Overview	0.5	N/A	Westminster, Colorado or virtually
Discovery Meeting Practice	2.25	N/A	Westminster, Colorado or virtually
Circle of Influence Events	0.75	N/A	Westminster, Colorado or virtually
Discovery Meeting Debrief	1.0	N/A	Westminster, Colorado or virtually
Alignment Meeting Overview	1.0	N/A	Westminster, Colorado or virtually
Takeaways and Homework (Phase 2 – Day 4)	0.25	N/A	Westminster, Colorado or virtually
Recap and Realignment (Phase 2 – Day 5)	0.25	N/A	Westminster, Colorado or virtually
Alignment Meeting Practice	2.0	N/A	Westminster, Colorado or virtually
Alignment Meeting Debrief	0.5	N/A	Westminster, Colorado or virtually
Final Review of Sales	0.5	N/A	Westminster, Colorado or virtually
Completing the Loop – How to Move From Sales to Coaching	0.5	N/A	Westminster, Colorado or virtually
How to Make the Most of Launch	0.5	N/A	Westminster, Colorado or virtually
Best Takeaways	0.5	N/A	Westminster, Colorado or virtually
TOTAL	47.0	0.00	

The Initial Training Program is conducted primarily by David Scarola, Kara Egizi, Shannon Renick, Steven Drury, and Phillip Schwolert. David Scarola conducts training relating to the initial operations of a TAB Business, the TAB brand, and personal coaching. He has worked and trained in these areas for over a decade. Kara Egizi conducts training related to coaching and facilitation role play and the DISC evaluation system. She has been part of the TAB system since 2016. Shannon Renick conducts training relating to marketing. She has been part of the TAB system since 2022. Steven Drury and Phillip Schwolert conduct training relating to TAB Member acquisition. Mr. Drury has been part of the TAB system since 2016 and Mr. Schwolert has been part of the TAB system since 2015. All instructors will have at least one year of experience in any subject they teach.

The support training services include (i) providing Marketing Event presentation training and TAB Member acquisition training including, without limitation, acting as the primary presenter for at least one Marketing Event, (ii) training you to conduct One-on-One Meetings with potential TAB

Members, (iii) helping you form TAB Boards in the manner we determine, and (iv) other support training matters we determine. You will receive support training services for up to four days at times we schedule. We may offer support training services in person, virtually, or by any other method we determine. You will pay any mentor's associated travel and living expenses. You may request additional support training services at your expense. Our current fee for additional support training services is \$3,500.00 for each four-business-day period.

You will participate in business coaching starting the month of your Start of Service Offering for the frequency and duration set out in the Operations Manual (the "**New TAB Franchisee Business Coaching Services**"). There is no additional fee for the New Tab Franchisee Business Coaching Services. We will designate a business coach who will coordinate the details of your New TAB Franchisee Business Coaching. You will pay any telephone, Internet, or other communication expenses you incur in connection with your business coaching. New TAB Franchisee Business Coaching Services may be provided in person, virtually, or by any other method we determine. If at any time you do not meet our marketing threshold, we may require you to participate in additional business coaching services. You will pay the then-current fees for additional business coaching.

You will participate in any continuing advanced training we choose to offer in the future (the "**Continuing Advanced Training**"). The Continuing Advanced Training may be provided in person, virtually, or by any other method we determine. You may be required to satisfactorily complete an exam after each Continuing Advanced Training session. We do not charge any fee for the Continuing Advanced Training. You will pay any telephone, Internet, or other communication charges you incur in connection with your Continuing Advanced Training.

If you use Facilitators to facilitate TAB Boards in your Territory, your Facilitators will not facilitate a TAB Board until they have satisfactorily completed the required training for Facilitators (the "**Facilitator Training**"). The Facilitator Training may, in TAB's judgment, be less than the entire Initial Training Program. Prior to any Facilitator attending Facilitator Training, you will pay us the then-current training fee for the Facilitator Training (the "**Facilitator Training Fee**") and submit a fully-executed Contract Facilitator Agreement (defined below) to us. The Facilitator Training Fee is currently \$3,000.00 for coaching and facilitation training. Your Facilitators can pay their travel and accommodation expenses incurred to attend the Facilitator Training directly to third party providers, but you must pay the Facilitator Training Fee. Facilitator Training is subject to class availability.

We will produce an international conference that you will attend on an annual basis in our discretion. The international conference fee is currently \$1,500.00 for two people to attend, but may change in the future in our discretion. We may require you to attend additional international conferences. You will not be required to attend more than two international conferences in a calendar year. We may also provide you with marketing best practices or assistance with your marketing plans and marketing budget upon your reasonable request.

Operations Manual

You will operate your TAB Business in compliance with the operational systems, procedures, policies, methods, and requirements in the Operations Manual and any revisions, modifications, or amendments to the Operations Manual. Any physical copies of the Operations Manual in your possession will be kept in a secure place within your TAB Business premises. The Operations Manual and all other manuals or written materials relating to your TAB Business will be returned to us upon termination or expiration of your Franchise Agreement. We may change the Operations Manual in our discretion, but the modifications will not substantially or materially alter your status and rights under the Franchise Agreement. The Operations Manual is confidential and remains our property. At present, the Operations

Manual is approximately 200 pages long. The Operations Manual Table of Contents is attached as Exhibit D to the Franchise Disclosure Document.

We may notify you of changes to the Operations Manual by any method including, without limitation, email, posting the modified Operations Manual on the Facilitator Intranet or on our website, or by facsimile transmission. You will check the Facilitator Intranet for changes to the Operations Manual. You will ensure that the Operations Manual is kept current at all times. You will abide by any modifications, changes, additions, deletions, and alterations to the Operations Manual and be responsible for all costs and expenses that you may incur to comply. You may need to purchase updated equipment, products, and supplies at your expense. If there is any dispute as to the contents of the Operations Manual, the master copy of the Operations Manual we maintain at our principal office will control.

Establishing Prices

We do not determine prices charged by our franchisees for goods and services.

Approved Suppliers

We provide assistance with the provision of equipment, signs, fixtures, opening inventory, and supplies as previously described in Item 8. This assistance may be provided directly by us or indirectly by our approved suppliers or suppliers who meet our specifications. We provide the names of approved suppliers in the Operations Manual. We do not provide written specifications for approval. We do not deliver or install any items.

ITEM 12

TERRITORY

The Territory

You will not receive an exclusive territory. You may face competition from other franchisees, from outlets we own, or from other channels of distribution or competitive brands we control. Your Territory will be Canada and the U.S.A. We will grant you a license to use the Licensed Methods under the Trademarks for the operation of your TAB Business anywhere within your Territory. Your Territory may differ significantly from the Legacy Territories (defined below) of certain pre-existing franchisees.

Your TAB Business may be located anywhere within your Territory. You do not need to obtain our approval for the specific location of your TAB Business as long as it is located within your Territory. There are no circumstances that allow us to modify your territorial rights.

Marketing Rights

There are no restrictions on marketing activities conducted by other franchisees who share your Territory. You may market anywhere within your Territory with the exception of the Territories of certain pre-existing franchisees (each, a “**Legacy Territory**”) in which you are prohibited from conducting marketing activities targeted primarily towards (i) a Legacy Territory or (ii) potential TAB Members located in a Legacy Territory that have a relationship with you that either existed before you began operating your TAB Business or developed out of an association that occurred naturally and was not solicited, have been referred to you by a TAB Member or other party who personally knows the referred potential TAB Member (as long as the referring party did not solicit the potential TAB Member on your behalf), attended a Marketing Event you presented before you began operating your TAB

Business, or for whom we may make an exception in our reasonable discretion based on the totality of the circumstances (a “**Prospect Exception**”). We may also deem a potential TAB Member who would otherwise qualify as a Prospect Exception to not be a Prospect Exception in our reasonable discretion.

Ancillary Business Services

You may provide Ancillary Business services or products to your TAB Members. You may advertise your Ancillary Business services (Item 16) in publications of general circulation anywhere if the advertisement does not refer to or contain any of the Trademarks or Licensed Methods. We may require you to submit advertising materials for your Ancillary Business services to us for prior approval. The advertising must be lawful and not violate any consumer protection laws.

No Options, Rights of First Refusal, or Right to Relocate

You have no option, right of first refusal, or similar contractual right to acquire additional TAB Business franchises and no rights to purchase additional TAB Businesses. You have no right to relocate your TAB Business outside of your Territory. We will not consider you eligible to purchase additional TAB Businesses unless (i) you are in full compliance of your Franchise Agreement and the Operations Manual at all times, (ii) you demonstrate to us that you meet the marketing threshold based on your tax returns for the previous year (Item 11), and (iii) you meet our then-current qualifications for new franchisees.

Reservation of Rights

To Us and Our Affiliates

The following rights are reserved to us, our affiliates, successors, and assigns:

1. To use and license the use of the Licensed Methods for the operation of TAB Businesses anywhere in the world;
2. To use and license the use of the Licensed Methods for the offering or provision of Supplemental Products and Services anywhere in the world;
3. To use the Licensed Methods and Trademarks to market and conduct on an international, nationwide, regional, or local basis, conventions, conferences, briefings, workshops, or seminars for TAB Members or non-TAB Members in person or through electronic media or other forms of communication anywhere in the world;
4. To have direct communications including, without limitation, conducting research surveys and testing programs with any party anywhere in the world. Such direct communications may include, without limitation, TAB or its designee contacting you, your TAB Members, and any potential TAB Members served by your TAB Business. You will participate in these direct communications as we reasonably require;
5. To offer, sell, and license, or franchise others to offer and sell products and services that may use the Licensed Methods but do not involve forming or facilitating TAB Boards and do not use the Trademarks or words that are confusingly similar to the Trademarks (“**Other Businesses**”). Other Businesses may be marketed and sold to anyone located anywhere in the world including to your TAB Members and may include, without limitation, business educational briefings, seminars, workshops, business coaching, and consulting services provided to business leaders;

6. To acquire businesses that are the same as or similar to your TAB Business and operate the businesses anywhere in the world and to be acquired by any third party that operates businesses that are the same as or similar to your TAB Business anywhere in the world;

7. To use alternative distribution channels like the Internet to offer and sell products or services that may use the Licensed Methods using the Trademarks or other trademarks anywhere in the world. We do not provide compensation to you if we provide products and services through alternative distribution channels; and

8. To solicit or accept orders within your Territory. We do not provide compensation to you if we solicit or accept orders within your Territory.

ITEM 13

TRADEMARKS

The Franchise Agreement grants you the nonexclusive right to use the Trademarks in your TAB Business. We own the Trademarks and have registered or applied for registration of the following principal Trademarks with the United States Patent and Trademark Office (the “USPTO”) on the Principal Register:

Trademark	Registration Number	Registration Date
BUSINESS BUILDER’S ADVANTAGE	99580176 (serial number)	January 6, 2026 (application date)
HI-MAP	8018875	November 11, 2025
STRATEGIC BUSINESS LEADERSHIP	2512533	November 27, 2001
STRATPRO	5885809	October 15, 2019
TAB	3161296	October 24, 2006
TAB BOARDS	2812223	February 10, 2004
THE ALTERNATIVE BOARD	2326459	March 7, 2000
THE ALTERNATIVE BOARD TAB	1669689	December 24, 1991
TIPS FROM THE TOP	2085944	August 5, 1997
	3201681	January 23, 2007

We have filed all required affidavits. There are no material determinations of the USPTO, the Trademark Trial and Appeal Board, or any state trademark administrator or court of any pending infringement, opposition, or cancellation proceeding. There is no pending material federal or state court litigation regarding our use or ownership of the Trademarks. There are no agreements that significantly limit our rights to use or license the Trademarks. We do not know of any prior rights or infringing uses that could materially affect your use of the Trademarks.

The Franchise Agreement grants you the nonexclusive right to use the Trademarks in your TAB Business. We own the Trademarks. You will follow our rules when you use the Trademarks. Guidelines regarding proper trademark use and notices are in the Operations Manual and will be updated periodically in our discretion. You will not use our Trademarks or trade names as part of a corporate name. You will

not use any of our trademarks or trade names that we have not licensed to you under your Franchise Agreement. You will not use the Trademarks or trade names that we license to you with any modifying words, designs, or symbols. You will not use the Trademarks to sell unauthorized products or services or in any manner we have not authorized. You will not use the Trademarks or our trade names in any business other than your TAB Business. You will not use the Trademarks or our trade names (or anything similar thereto) in any domain name that we have not licensed to you or on the Internet except for the Microsite that we license to you.

You will notify us immediately when you learn about an infringement of or challenge to your use of the Trademarks. We are not required to take affirmative action when notified of such infringement and we are not contractually obligated by your Franchise Agreement to protect you against claims of infringement or unfair competition involving the Trademarks, but it is our policy to do so when your rights require protection in the opinion of our counsel. We will pay costs associated with any litigation that we elect to bring or defend to protect your use of the licensed Trademarks including attorneys' fees and court costs. We do not indemnify you for expenses or damages you incur. You will fully cooperate with us in any litigation we bring or defend for your benefit. We will control any administrative proceeding or litigation involving the Trademarks.

If we determine it is necessary to modify or discontinue use of all or any part of the Trademarks or to develop additional or substitute marks in our discretion, you will take such actions at your sole expense as is necessary to comply with such modification, discontinuation, addition, or substitution within a reasonable time after receipt of our written notice.

ITEM 14

PATENTS, COPYRIGHTS, AND PROPRIETARY INFORMATION

Patents

We do not have any patents or pending patent applications that are material to the TAB Business.

Copyrights

Our Operations Manual and all other manuals, systems, binders, logos, designs, marketing materials, layouts of advertising materials, books, writings, recordings, videos, software, web content, electronic files, printed materials, Licensed Methods, and all revisions, modifications, changes, and derivatives of these materials that we provide to you for use in your TAB Business (collectively, the “**Copyrighted Materials**”) are protected by copyright and other laws. Although we have not filed an application for copyright registration for the Copyrighted Materials, we claim common law and federal copyrights and trade secret rights in the Copyrighted Materials. We grant you the right to use the Copyrighted Materials in your TAB Business, but the Copyrighted Materials remain our sole property. There are no currently effective material determinations of the United States Copyright Office or any court of competent jurisdiction regarding the Copyrighted Materials. There are no agreements that limit the use of the Copyrighted Materials. You will use copyright, confidentiality, or other proprietary notices on all the Copyrighted Materials.

Proprietary Information

The Operations Manual, electronic information and communications, marketing, advertising and related information and materials, data bases (whether in print, electronic, or other form), Membership Information (defined below), the Licensed Methods, and other written or oral information developed and

used in connection with the TAB Business are our confidential information and trade secrets (collectively, the “**Confidential Information and Trade Secrets**”).

“**Membership Information**” means all aspects of soliciting new TAB Members, written agreements with TAB Members, TAB Member lists, TAB Member information and records (including names, addresses, phone numbers, and email addresses), marketing lists, documents, correspondence, files, lists of renewal dates, literature of whatever form regarding TAB Boards, TAB Members, or potential TAB Members with whom you discussed or have had an appointment to discuss any part of the Licensed Methods at any time. Membership Information does not include your work product not involving or related to the TAB Business or matters related solely to an Ancillary Business.

The Licensed Methods include the TAB system, Copyrighted Materials, and Confidential Information and Trade Secrets. The TAB system includes the proprietary methods, processes, and system to operate a TAB Business including, without limitation, our know-how, trade secrets, materials, and methods for operating a TAB Business as they may be changed, improved, modified, and further developed by us or our affiliates from time to time.

We own the Confidential Information and Trade Secrets and all records relating to the Confidential Information and Trade Secrets. We may use or transfer the Confidential Information and Trade Secrets in any way we wish, both before and after any termination, expiration, repurchase, transfer, or otherwise. We may contact any of your TAB Members, suppliers, and other service providers for quality control, market research, and such other purposes as we deem appropriate in our discretion.

You will not use, publish, disclose, divulge, or in any manner communicate the Confidential Information and Trade Secrets to any person, firm, corporation, association, partnership, or any other entity in any manner other than for your TAB Business, and then only as we permit. You will not use, copy, or imitate, or allow any other person, firm, corporation, association, partnership, or other entity to use, copy, or imitate, any of the Confidential Information and Trade Secrets or any materials confusingly similar to the Confidential Information and Trade Secrets in any manner other than for your TAB Business, and then only as we permit. Your Managing Party and each of your officers, owners, directors, employees, other beneficial owners, Facilitators, your immediate family members, and your employees who become aware of the Confidential Information and Trade Secrets must execute a non-disclosure and non-competition agreement.

If you, your Managing Party, owners, directors, other beneficial owners, or Facilitators develop any new intellectual property, inventions, copyrights, trade secrets, concepts, processes, products, or improvements to the operation or promotion or otherwise in relation to your TAB Business (collectively, the “**Improvements**”), you will promptly notify us and give us all necessary information relating thereto at no charge. The Improvements will be our property and you, your Managing Party, owners, directors, other beneficial owners, or Facilitators will sign an assignment of such Improvements to us. We may allow other franchisees to use the Improvements. We may allow you to use Improvements derived from other franchisees.

We do not know of any copyright or patent infringement that could materially affect your use of the Copyrighted Materials or Confidential Information and Trade Secrets.

Challenges

You will notify us immediately when you learn about an infringement of or challenge to your use of the Copyrighted Materials or Confidential Information and Trade Secrets. We are not required to take affirmative action when notified of such infringement. We are not contractually obligated by your

Franchise Agreement to protect you against claims of infringement or unfair competition involving the Copyrighted Materials or Confidential Information and Trade Secrets, but it is our policy to do so when your rights require protection in the opinion of our counsel. We will pay costs associated with any litigation that we elect to bring or defend to protect your use of the Copyrighted Materials or Confidential Information and Trade Secrets including attorneys' fees and court costs. We do not indemnify you for expenses or damages you incur. You will fully cooperate with us in any litigation we bring or defend for your benefit. We will control any administrative proceeding or litigation involving the Copyrighted Materials or Confidential Information and Trade Secrets.

If we determine it is necessary to modify or discontinue use of any proprietary Copyrighted Materials or Confidential Information and Trade Secrets in our discretion, you will take such action at your sole expense as may be necessary to comply with such modification or discontinuation within a reasonable time after receipt of our written notice.

Any unauthorized use of any of the Copyrighted Materials or Confidential Information and Trade Secrets by you constitutes an infringement of our or our affiliates' rights.

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

If you are a partnership, corporation, limited liability company, or other legal entity, you will designate one owner, member, or officer (the “**Managing Party**”) who will have management responsibility for operating your TAB Business. You or your Managing Party will use your best efforts to develop your TAB Business and will be personally responsible for the management and supervision of your TAB Business on a day-to-day basis. Your Managing Party will own at least 51% of your TAB Business or you if you are a legal entity or partnership.

You may engage a single third party Facilitator when you begin operating your TAB Business. You must meet our requirements before you will be permitted to engage additional third party Facilitators. These requirements currently include that (i) for your second third party Facilitator, you are earning TAB Revenue of at least \$12,000.00 each month and \$6,000.00 for each month for each subsequent third party facilitator, (ii) you or your Managing Party facilitate at least one TAB Board per month, (iii) you notify us in writing that you desire to appoint an additional Facilitator, (iv) your additional Facilitators attend and satisfactorily complete the Facilitator Training (Item 11), (v) you provide us with a copy of a fully-executed contract facilitator agreement (a “**Contract Facilitator Agreement**”) in our then-current form, and (vi) your Facilitator is physically located in the state from which you operate your TAB Business. You will pay your Facilitator and follow our guidelines in the Operations Manual for Facilitators. You may engage Facilitators to offer only the HI-MAP Program or the StratPro Process in your discretion. You are expressly prohibited from granting a sub-franchise or business opportunity to a Facilitator.

You, your Managing Party, and each of your officers, owners, directors, employees, other beneficial owners, Facilitators, and immediate family members who become aware of our Confidential Information and Trade Secrets will enter into a non-disclosure and non-competition agreement with us. Each of your owners, beneficial owners, Managing Party, officers, and directors will sign an agreement in the form attached to your Franchise Agreement as Exhibit III to personally guarantee your obligations under your Franchise Agreement. Unless your spouse is one of your owners, beneficial owners, Managing Party, officers, or directors who is required to sign Exhibit III, your spouse will not be required to personally guarantee your obligations under your Franchise Agreement.

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

Standards, Specifications, and Restrictions

To ensure the highest degree of quality and service is maintained, you will operate your TAB Business in strict conformity with the methods, standards, and specifications in the Operations Manual and as we may otherwise direct in writing. The Operations Manual describes the TAB Services you will offer and sell in your TAB Business and our designated manufacturers, suppliers, and distributors (Item 8). We may change the authorized TAB Services and designated manufacturers, suppliers, and distributors. There are no limits to our right to do so.

You will not sell unauthorized services or products in connection with your TAB Business or by using our Trademarks or Licensed Methods. You will not deviate from our standards and specifications without our written consent. You will discontinue selling and offering for sale any TAB Services we disapprove in writing at any time in our discretion.

You may conduct Board Meetings and additional TAB-related coaching or consulting in person, via videoconference, or by any other technological means or methods in use now or developed in the future. You will conduct Board Meetings and additional TAB-related coaching or consulting in compliance with the Operations Manual including, without limitation, the Operations Manual's directives regarding Members who are recruited as Prospect Exceptions. We may revise or curtail the permitted methods by which you or your Facilitators may conduct Boards Meetings and additional TAB-related coaching or consulting in our discretion.

You will not reship, transship, or sell any products purchased from us to any of our current or former franchisees or distributors or any reseller of the products. You will not purchase products from any of our current or former franchisees without our prior consent. You will sell the products purchased through us only through your TAB Business. You will not sell the products for resale. You will use the TAB system and Licensed Methods only with your TAB Members.

You will offer the warranties and guarantees to your qualifying TAB Members and potential TAB Members that we require from time to time. You may offer other warranties or guarantees in your TAB Business. You will honor all proper claims under any authorized warranties and guarantees in accordance with the terms and conditions of any such warranties or guarantees.

Ancillary Business Services

You or your Facilitators may offer and advertise Ancillary Business services anywhere within or outside your Territory as long as (i) you do not use the Licensed Methods or Trademarks, (ii) the Ancillary Business services do not constitute a Competitive Activity (defined below), and (iii) the Ancillary Business services do not harm, or disparage the goodwill associated with your TAB Business, the Trademarks, or the Licensed Methods in our sole opinion.

A “**Competitive Activity**” means the following:

1. Offering services and products using methodology that is the same as, materially similar to, or competitive with the Licensed Methods;

2. Marketing or facilitating groups of business leaders if such group meetings are the same as, materially similar to, or competitive with TAB Boards;
3. Providing strategic planning services for business entities or their planning teams;
4. Providing regularly-scheduled private coaching sessions, mentoring, or strategic planning services for business owners, business leaders, business executives, or their planning teams that use processes, methods, or systems that are the same as or materially similar to those used by the TAB system;
5. Providing services of the type we or our affiliates provide where those services are provided in relation to businesses of the type described in (1) to (4) above;
6. Directly or indirectly owning any capital stock, partnership interest, membership interest, or any other interest in a business or entity that engages in the activities described in (1) to (5) above whether beneficially or of record;
7. Directly or indirectly participating in the management or operation of a business as a partner, investor, shareholder, owner, director, officer, employee, principal, agent, advisor, contractor, consultant, or in any other capacity of any entity, business, or person that engages in the activities described in (1) to (5) above;
8. Franchising, licensing, conducting, or connecting with or assisting any person, entity, or business to franchise, license, conduct, or be connected with the activities described in (1) to (5) above; or
9. Directly or indirectly diverting or attempting to divert any business related to or any customer or account of your TAB Business, us, our affiliates, any other business we operate, our franchisees or licensees, Other Businesses, or any other business then being offered or operated by us or our affiliates in your Territory, or directly or indirectly diverting or attempting to divert the employment of any of our employees or Facilitators or those of another TAB franchisee, licensee, or TAB affiliate to any entity to conduct activities described above.

Supplemental Products and Services

We may offer you the option to offer Supplemental Products and Services through your TAB Business. If you elect to offer Supplemental Products and Services, you may be required to attend training or make specified purchases of products or services offered in connection with the Supplemental Products and Services. There may be fees and minimums payable in addition to those in the Franchise Agreement for the right to offer Supplemental Products and Services. We do not currently collect any Royalty Fees on any Supplemental Products and Services, but may do so in the future.

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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 Franchise Disclosure Document.

Provision	Section in Franchise Agreement	Summary
(a) Length of Franchise Term	Section 3.1.	Five, seven, or ten years from your Start of Service Offering at your election.
(b) Renewal or Extension of the Term	Sections 3.2 and 4.1.	You may renew your right to operate a TAB Business for successive consecutive year terms equal to the initial term period you select (five, seven, or ten years).
(c) Requirements for Franchisee to Renew or Extend	Section 4.1.	Requirements include, without limitation, providing written notice, signing the then-current Franchise Agreement, paying a renewal fee, not being in default of any agreements, (including the Franchise Agreement) with us or our affiliates, completing any required refresher training, and executing a release. The then-current Franchise Agreement you may be required to sign may have materially different terms and conditions than your original Franchise Agreement.
(d) Termination by Franchisee	Sections 3.3 and 5.2.	You may terminate after three years of operation by giving us 120 days' written notice and paying an early termination fee of \$25,000.00 (subject to applicable state law).
(e) Termination by Franchisor Without Cause	None.	Not applicable.
(f) Termination by Franchisor with Cause	Sections 17.2 and 17.3.	Each of your obligations under the Franchise Agreement is a material and essential obligation, the breach of which may result in a termination.
(g) "Cause" Defined – Curable Defaults	Sections 17.2.	Curable defaults include, without limitation, your failure to pay any sums owed to us or our affiliates within seven days after notice, your failure to perform your obligations under the Franchise Agreement within 30 days (or such other period

Provision	Section in Franchise Agreement	Summary
		as may be provided under specific state law or the Franchise Agreement) after notice, your misrepresentation of information in connection with the Franchise Agreement and failure to cure within 30 days (or such other period as may be provided under specific state law or the Franchise Agreement) after notice, your misuse of the Trademarks or Licensed Methods and failure to cure within 30 days (or such other period as may be provided under specific state law or the Franchise Agreement) after notice, or your use of a Facilitator who has not signed an approved Contract Facilitator Agreement, not satisfactorily completed the Facilitator Training, is unqualified to serve as a Facilitator, or has made payments to you and failure to cure within 30 days (or such other period as may be provided under specific state law or the Franchise Agreement) after notice.
(h) "Cause" Defined – Non-Curable Defaults	Section 17.3.	Non-curable defaults include, without limitation, conviction of a felony or any other criminal misconduct that adversely affects your TAB Business, Licensed Methods, us, our affiliates, TAB franchisees or licensees, fraudulent activity, misrepresentation of information you are required to report, conduct that reflects unfavorably on your TAB Business, other franchisees, licensees, Licensed Methods, us or our affiliates, abandonment of your TAB Business, failure to pay sums when due if the failure is not cured within seven days, failure to pay any amounts due to us on their due date two or more times within a twelve-month period, three or more failures or refusals to comply with the provisions of the Franchise Agreement within a twelve-month period, you, your

Provision	Section in Franchise Agreement	Summary
		Managing Party or one or more guarantors become insolvent, subject to bankruptcy proceedings, or subject to a general assignment for benefit of creditors, diversion, concealment or failure to report any recruiting for TAB Members in violation of the Franchise Agreement, collecting directly from TAB Members any Membership Dues, Business Assessment Fees or other fees from TAB Members without our approval, you, your affiliates or persons identified in the Franchise Agreement engage in Competitive Activity, challenge or attempt to register a patent, trademark, or copyright of any of the Licensed Methods, Trademarks, or other proprietary information we provide to you, misusing the Licensed Methods, Trademarks, your Microsite, or other proprietary materials we provide to you, intentionally or negligently disclosing to unauthorized persons the Operations Manual, Licensed Methods or other proprietary information we provide to you, violation of the transfer provisions, using TAB franchisee, licensee, affiliate or TAB Member information in a manner prohibited by the Franchise Agreement, failure to satisfactorily complete the Initial Training Program or advanced business development training, misrepresentation or violation of Anti-Terrorism Laws, any unsatisfied, material judgment, creation of a sub-franchise, or commission of a default that by its nature is not curable.
(i) Franchisee's Obligations on Termination/Non-Renewal	Section 17.6.	Obligations include, without limitation, destroying or returning the TAB Promotional Materials, all materials bearing the Trademarks and all material constituting the Licensed Methods and the

Provision	Section in Franchise Agreement	Summary
		Operations Manual, de-identifying, cancelling fictitious names, complying with the confidentiality and non-compete requirements, and signing a release.
(j) Assignment of Contract by Franchisor	Section 16.1.	No restrictions.
(k) “Transfer” by Franchisee – Defined	Sections 16.2, 16.3, 16.4, and 16.5.	Includes transfer of interest in you, your merger, consolidation, or transfer in bankruptcy, any change of control or management of your TAB Business, transfer of your assets used in your TAB Business, or assignment of the Franchise Agreement.
(l) Franchisor’s Approval of Transfer by Franchisee	Section 16.3.	We must approve all transfers.
(m) Conditions for Franchisor’s Approval of Transfer	Section 16.3.	Conditions include, without limitation, your compliance with the Franchise Agreement, the transferee’s satisfactory completion of the Initial Training Program or other training program we determine, the transferee signing our then-current Franchise Agreement, payment of any transfer fee and any additional fees (such as broker commissions, resale fees, and internal sales commissions), your execution of a release, and the transferee meeting our then-current standards to operate a TAB Business.
(n) Franchisor’s Right of First Refusal to Acquire Franchisee’s Business	Section 16.8.	We can match any offer.
(o) Franchisor’s Option to Purchase Franchisee’s Business	None.	Not applicable.
(p) Death or Disability of Franchisee	Section 16.6.	Your TAB Business must be transferred to a third party we approve within 180 days. You must appoint an approved interim manager within 15 days.
(q) Non-Competition Covenants During the Term of the Franchise	Section 14.2.	You will not directly or indirectly engage in any Competitive Activity anywhere. You will not conduct marketing activities primarily targeted towards a Territory other than your Territory.

Provision	Section in Franchise Agreement	Summary
(r) Non-Competition Covenants After the Franchise is Terminated or Expires	Section 14.2.	Covenants include, without limitation, operating or having an ownership interest in a similar business that engages in a Competitive Activity within 25 miles of where a TAB Board meets for two years following termination or expiration.
(s) Modification of the Agreement	Section 21.13.	No modifications generally, but the Operations Manual may change.
(t) Integration/Merger Clause	Section 21.13.	Any representations made outside the Franchise Disclosure Document and Franchise Agreement may not be enforceable. Only the terms of the Franchise Agreement are binding (subject to applicable state law). Any representations or promises made outside the Disclosure Document and Franchise Agreement may not be enforceable.
(u) Dispute Resolution by Arbitration or Mediation	Sections 18.1(b) and(c).	Except for actions brought for injunctive or extraordinary relief, the following actions are subject to mediation: actions involving the Trademarks or other intellectual property, violations of the non-compete and confidentiality requirements, or actions solely limited to monetary obligations under the Franchise Agreement, other agreement relating to the TAB Business or relationship. If there is no resolution, then arbitration in Denver, Colorado, or the city nearest to TAB headquarters (subject to applicable state law).
(v) Choice of Forum	Sections 18.2, 18.3, and 18.10.	The venue for all proceedings related to or existing out of the Franchise Agreement is Denver, Colorado, or the city nearest to TAB headquarters (subject to applicable state law).
(w) Choice of Law	Section 18.5.	Colorado law applies (subject to applicable state law) (see the State Law Addenda and Rider, Exhibit H).

If a state regulator requires us to make additional disclosures related to the information contained in this Franchise Disclosure Document, these additional disclosures are contained in the State Law Addenda and Rider included in this Franchise Disclosure Document as Exhibit H.

ITEM 18

PUBLIC FIGURES

We do not use any public figures to promote our franchises.

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the Franchise Disclosure Document. Financial performance information that differs from that included in Item 19 may be given only if (1) a franchisor provides the actual records of an existing outlet you are considering buying, or (2) a franchisor supplements the information provided in Item 19, for example, by providing information about performance of a particular location or under particular circumstances.

Some franchisees have sold these amounts. Your individual results may differ. There is no assurance you will sell as much.

Written substantiation for this data is available for inspection at our corporate headquarters and will be provided upon reasonable request.

CHART ONE

AVERAGE AND MEDIAN MONTHLY MEMBERSHIP DUES FOR TAB MEMBERS – STANDARD MEMBERS IN 2025

Category	Range		Average Amount of Fees	Median Amount of Fees	Number of Members	Percentage
	High	Low				
Top Third	\$3,016.00	\$800.00	\$989.07	\$900.00	311	33.30%
Middle Third	\$800.00	\$590.00	\$694.85	\$599.00	311	33.30%
Bottom Third	\$586.00	\$105.00	\$407.39	\$315.00	312	33.40%
Total Group	\$3,016.00	\$105.00	\$696.80	\$700.00	934	

CHART TWO

AVERAGE AND MEDIAN MONTHLY MEMBERSHIP DUES FOR TAB BOARD MEMBERS – COACHING ONLY MEMBERS IN 2025

Category	Range		Average Amount of Fees	Median Amount of Fees	Number of Members	Percentage
	High	Low				
Top Third	\$1,320.00	\$700.00	\$849.66	\$800.00	32	33.00%
Middle Third	\$700.00	\$535.00	\$629.97	\$650.00	32	33.50%
Bottom Third	\$525.00	\$126.67	\$355.61	\$357.50	32	33.50%
Total Group	\$1,320.00	\$126.67	\$611.75	\$650.00	96	

CHART THREE

**AVERAGE AND MEDIAN BUSINESS ASSESSMENT FEES
FOR NEW TAB MEMBERS IN 2025**

Category	Range High		Average Amount of Fees	Median Amount of Fees	Number of Members	Percentage
	High	Low				
Top Third	\$2,500.00	\$600.00	\$796.19	\$749.00	402	33.36%
Middle Third	\$600.00	\$400.00	\$498.97	\$500.00	402	33.36%
Bottom Third	\$400.00	\$50.00	\$271.08	\$250.00	401	33.28%
Total Group	\$2,500.00	\$50.00	\$522.29	\$500.00	1,205	

CHART FOUR

**AVERAGE AND MEDIAN LENGTH OF MEMBERSHIP FOR TAB MEMBERS
AS OF DECEMBER 31, 2025**

Average Length of Membership	Median Length of Membership
5.6 Years	3.3 Years

CHART FIVE

**AVERAGE AND MEDIAN NUMBER OF TAB MEMBERS
FOR TAB BUSINESS FRANCHISEES AS OF DECEMBER 31, 2025**

Average Number of TAB Members	Median Number of TAB Members
18	14

CHART SIX

**AVERAGE AND MEDIAN MONTHLY ESTIMATED HOURS SPENT BY TAB BUSINESS
FRANCHISEES, FACILITATORS, AND INDEPENDENT CONTRACT FACILITATORS
PROVIDING TAB SERVICES TO ONE TAB BOARD WITH EIGHT TAB MEMBERS
FOR 2025 FOR TAB BUSINESS FRANCHISEES**

Average Estimated Hours Per Month	Median Estimated Hours Per Month
23.1	22

CHART SEVEN

**STRATPRO OFFERING DUES PER WORKSHOP
IN ADDITION TO MEMBERSHIP DUES FROM TAB MEMBERS**

Range of StratPro Dues Per Workshop	Average StratPro Dues Per Workshop	Average Revenue Per Hour
\$180.00 to \$5,000.00	\$2,446.00	\$376.00

CHART EIGHT

HI-MAP OFFERING DUES IN ADDITION TO MEMBERSHIP DUES FROM TAB MEMBERS

Average Dues Per HI-MAP Session	Average Dues Per HI-MAP Path	Average Dues Per HI-MAP Program	Revenue Per Hour
\$2,003.00	\$8,514.00	\$34,057.00	\$388.00

CHART NINE

ADDITIONAL REVENUE FROM THE TAB OPPORTUNITY IN 2025 FOR TAB BUSINESS FRANCHISEES IN ADDITION TO MEMBERSHIP DUES FROM TAB MEMBERS

Category	Additional Revenue From the TAB Opportunity			Number of Franchisees	Percentage
	Range	Average	Median		
Top Third	\$50,995.00 to \$1,200,000.00	\$238,203.28	\$112,681.00	10	31.3%
Middle Third	\$5,000.00 to \$37,000.00	\$17,238.27	\$15,346.00	11	34.4%
Bottom Third	\$0.00 to \$5,000.00	\$866.18	\$0.00	11	34.4%
Total Group	\$0.00 to \$1,200,000.00	\$86,039.39	\$15,398.00	32	

Notes:

1. The data is a representation of historic financial performance.
2. Chart One is based on a subset of domestic standard TAB Members as of December 31, 2025. A standard TAB Member is a TAB Member who receives both TAB Board membership and coaching services. The subset excludes standard TAB Members who are on scholarship (defined as standard TAB Members who pay monthly Membership Dues of \$100.00 or less or those standard TAB Members identified as scholarship TAB Members by the franchisee). The total number of standard TAB Members who met the subset is 934. The number of standard TAB Members that met or exceeded the average monthly Membership Dues is 479 or 51%.
3. Chart Two is based on a subset of domestic coaching-only TAB Members as of December 31, 2025. The subset excludes coaching-only TAB Members who are on scholarship (defined as coaching-only TAB Members who pay monthly Membership Dues of \$100.00 or less or those coaching-only TAB Members identified as scholarship TAB Members by the franchisee). The total number of coaching-only TAB Members who met the subset is 96. The number of coaching-only TAB Members that met or exceeded the average monthly Membership Dues is 52 or 54%.
4. Chart Three is compiled from a subset of the number of domestic TAB Members that joined during calendar years 2022, 2023, 2024, and 2025 (the “**Time Period**”). The total number of TAB Members that joined during the Time Period is 1,439. The subset excludes 234 TAB Members who did not pay a Business Assessment Fee. The total number of TAB Members that joined during the Time Period and paid a Business Assessment Fee is 1,205. The amounts of Business Assessment Fees paid are taken from their membership applications. The number of TAB Members that paid Business Assessment Fees in amounts equal to or greater than the average is 461 or 38%.
5. Chart Four includes all domestic TAB Members who have not resigned as of December 31, 2025. Of the total number of non-resigned TAB Members, 36% met or exceeded the average length of membership for the Total Group.
6. Chart Five is compiled from the same subset of domestic TAB Members used for Chart Four.
7. Chart Six is based on a survey of TAB Business franchisees, Facilitators, and Independent Facilitator Coaches taken in 2024. The estimated hours reported are not audited. Responses to the survey were provided on an anonymous basis. Not all of the respondents are still in our system. 57

respondents that received the survey provided their estimate of the number of hours it takes to provide TAB Services to a single TAB Board with eight TAB Members. For purposes of the survey, servicing one TAB Board of eight TAB Members includes the time to facilitate the TAB Board meeting, the time to conduct individual coaching sessions with a TAB Member, and preparation and commuting time.

8. Chart Seven is based on domestic TAB Members who were invoiced for StratPro Process workshops during 2025.

9. Chart Eight is based on domestic TAB Members who received HI-MAP Program services during 2025. The HI-MAP Training Program consists of 17 sessions delivered over four paths. Each session is a two-hour class.

10. Chart Nine is compiled from a subset of our domestic franchisees who reported their additional revenue from the TAB opportunity for calendar year 2025, have operated a TAB Business franchise for at least twelve months from their Start of Service Offering date, have a Start of Service Offering date that is no later than 2024, and have not relinquished their protected Territory or marketing rights prior to or during the 2025 calendar year. We request this information using an annual survey. These amounts reported by our franchisees are not audited. The total number of domestic franchisees as of December 31, 2025, that meet the subset described in this Note 10 is 31. Of the 31 franchisees, six (19%) attained or surpassed the average result.

11. All information used in the charts above reported by our domestic franchisees was reported voluntarily in response to our system-wide requests. Some franchisees elected to not report any information or report partial information that only relates to some of the charts above. We do not audit any of the information reported by our franchisees.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
System-Wide Outlet Summary
For Years 2023 to 2025

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	113	100	-13
	2024	100	96	-4
	2025	96	88	-8
Company-Owned	2023	13	11	-2
	2024	11	8	-3
	2025	8	10	+2
Total Outlets	2023	126	111	-15
	2024	111	104	-7
	2025	104	98	-6

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Table No. 2
Transfers of Outlets From Franchisees to New Owners (Other Than the Franchisor)
For Years 2023 to 2025

State	Year	Number of Transfers
North Carolina	2023	1
	2024	0
	2025	0
Ohio	2023	0
	2024	0
	2025	1
Pennsylvania	2023	1
	2024	0
	2025	0
Texas	2023	0
	2024	0
	2025	1
Total	2023	2
	2024	0
	2025	2

Table No. 3
Status of Franchised Outlets – TAB Businesses (United States)
For Years 2023 to 2025

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations – Other Reasons*	Outlets at End of the Year
Alabama	2023	1	0	0	0	0	1	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0
Arizona	2023	1	0	0	0	0	0	1
	2024	1	0	0	1	0	0	0
	2025	0	0	0	0	0	0	0
Arkansas	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
	2025	1	0	0	0	0	0	1
California	2023	5	0	0	0	0	2	3
	2024	3	1	1	0	0	0	3
	2025	3	1	0	1	0	0	3
Colorado	2023	9	0	0	0	0	1	8
	2024	8	0	0	1	0	0	7
	2025	7	1	0	0	0	0	8
Connecticut	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1

State	Year	Outlets at Start of Year	Outlets Opened	Termina -tions	Non- Renewals	Reacquired by Franchisor	Ceased Operations – Other Reasons*	Outlets at End of the Year
Delaware	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0
Florida	2023	4	2	0	0	0	0	6
	2024	6	1	0	0	0	2	5
	2025	5	2	0	0	0	1	6
Georgia	2023	5	1	0	0	0	1	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	1	0	0	4
Hawaii	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	1	0	0	0
Idaho	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	1	0
Illinois	2023	3	0	0	0	0	1	2
	2024	2	1	0	0	0	0	3
	2025	3	1	0	0	0	1	3
Indiana	2023	3	0	0	0	0	1	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	1	1
Iowa	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Kansas	2023	1	0	0	0	0	1	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0
Louisiana	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Maryland	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Massachusetts	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	1	0	0	0	0	4
Minnesota	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	1	1	1
	2025	1	0	0	0	0	0	1
Missouri	2023	2	0	0	0	0	1	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1

State	Year	Outlets at Start of Year	Outlets Opened	Termina- -tions	Non- Renewals	Reacquired by Franchisor	Ceased Operations – Other Reasons*	Outlets at End of the Year
Montana	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1
Nebraska	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Nevada	2023	3	0	0	0	0	1	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
New Jersey	2023	10	0	0	0	0	2	8
	2024	8	2	0	1	0	0	9
	2025	9	0	0	0	0	1	8
New Mexico	2023	1	0	0	0	0	1	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0
New York	2023	3	0	0	0	0	0	3
	2024	3	0	0	1	0	0	2
	2025	2	0	0	0	0	0	2
North Carolina	2023	2	1	0	0	0	1	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Ohio	2023	5	0	0	0	0	1	4
	2024	4	0	0	0	0	1	3
	2025	3	1	0	0	0	1	3
Oklahoma	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Pennsylvania	2023	7	1	0	0	0	1	7
	2024	7	0	0	0	0	0	7
	2025	7	1	0	0	0	1	7
South Carolina	2023	5	0	0	0	0	1	4
	2024	4	1	0	0	0	0	5
	2025	5	0	0	1	0	0	4
Tennessee	2023	1	1	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Texas	2023	9	0	1	0	0	1	7
	2024	7	0	0	0	0	0	7
	2025	7	2	0	0	0	2	7
Virginia	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations – Other Reasons*	Outlets at End of the Year
Washington	2023	1	1	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	1	1
Wisconsin	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Total for the United States	2023	101	7	1	0	0	18	89
	2024	89	7	1	4	1	4	86
	2025	86	11	0	4	0	10	83

**Status of Franchised Outlets – TAB Businesses (International)
For Years 2023 to 2025**

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations – Other Reasons*	Outlets at End of the Year
Alberta, Canada	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
British Columbia, Canada	2023	1	0	0	0	0	1	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0
Ontario, Canada	2023	9	1	0	0	0	0	10
	2024	10	0	0	1	0	0	9
	2025	9	0	0	1	2	2	4
Caracas, Venezuela	2023	1	0	0	0	0	1	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0
Total International	2023	12	1	0	0	0	2	11
	2024	11	0	0	1	0	0	10
	2025	10	0	0	1	2	2	5
Total United States and International	2023	113	8	1	0	0	20	100
	2024	100	7	1	5	1	4	96
	2025	96	11	0	5	2	12	88

* Franchisees in this column signed voluntary termination agreements, abandoned their TAB Businesses, transferred their TAB Businesses, are deceased, or failed to communicate with us within ten weeks prior to December 31, 2025.

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Table No. 4
Status of Company-Owned Outlets
For Years 2023 to 2025

State	Year	Outlets at Start of the Year	Outlets Opened	Outlets Reacquired From Franchisee	Outlets Closed	Outlets Sold to Franchisee	Outlets at End of the Year
California	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	0	1
Colorado	2023	2	0	0	1	0	1
	2024	1	0	0	1	0	0
	2025	0	0	0	0	0	0
Florida	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	0	1
Minnesota	2023	1	0	0	0	0	1
	2024	1	1	0	1	0	1
	2025	1	0	0	0	0	1
Pennsylvania	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	0	1
Texas	2023	6	0	0	1	0	5
	2024	5	0	0	2	0	3
	2025	3	0	0	0	0	3
Wisconsin	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	0	1
Ontario, Canada	2023	0	0	0	0	0	0
	2024	0	0	0	0	0	0
	2025	0	2	0	0	0	2
Total	2023	13	0	0	2	0	11
	2024	11	1	0	4	0	8
	2025	8	2	0	0	0	10

Table No. 5
Projected Openings as of December 31, 2025

State	Franchise Agreements Signed, But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company-Owned Outlets in the Next Fiscal Year
Connecticut	0	1	0
Iowa	0	1	0
New York	0	1	0
Pennsylvania	0	1	0
Wyoming	0	1	0
Total	0	5	0

A list of the names of all franchisees and the addresses and telephone numbers of their TAB Businesses as of the date of this Franchise Disclosure Document are listed in Exhibit E to this Franchise Disclosure Document. A list of the names, cities, states, and current business telephone numbers or last-known home telephone numbers of all franchisees who have had a TAB Business terminated, cancelled, not renewed, or otherwise voluntarily or involuntarily ceased to do business as of the date of this Franchise Disclosure Document or who have not communicated with us within ten weeks of the date of this Franchise Disclosure Document are listed in Exhibit F to this Franchise Disclosure Document.

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

Franchisees have signed confidentiality clauses during the last three fiscal years. In some instances, such as in voluntary termination agreements, current and former franchisees sign provisions restricting their ability to speak openly about their experience with TAB Businesses. You may wish to speak with current and former franchisees but be aware that not all such franchisees will be able to communicate with you.

We do not know of any trademark-specific franchisee organization associated with the TAB system.

ITEM 21

FINANCIAL STATEMENTS

Attached to the Franchise Disclosure Document as Exhibit G are our audited financial statements as of December 31, 2023, 2024, and 2025. Our fiscal year end is December 31.

ITEM 22

CONTRACTS

Attached to this Franchise Disclosure Document are the following contracts:

- B. TAB Boards International, Inc. Franchise Agreement
 - B-I. Addendum to TAB Boards International, Inc. Franchise Agreement
 - B-II. Statement of Ownership
 - B-III. TAB Boards International, Inc. Guarantee and Assumption of Franchisee's Obligations
 - B-IV. TAB Boards International, Inc. Conditional Assignment of Telephone and Directory Listings, Etc.
 - B-V. Closing Acknowledgment
 - B-VI. State Law Rider
 - B-VII. TAB Boards International, Inc. Trademarks
- C. TAB Boards International, Inc. CRM System Use Agreement
- D. TAB Boards International, Inc. Microsite Service Authorization
- I. State Law Addenda and Riders

ITEM 23

RECEIPT

On the last two pages of this Franchise Disclosure Document (Exhibit J), you will find two copies of the Receipt page. You must sign, date, and deliver the copy of the Receipt page labeled “To be returned to TAB Boards International, Inc.” to us for our records.

EXHIBIT A

**LIST OF STATE ADMINISTRATORS AND
AGENTS FOR SERVICE OF PROCESS**

STATE	STATE ADMINISTRATOR	AGENT FOR SERVICE OF PROCESS
CALIFORNIA	California Department of Financial Protection and Innovation One Sansome Street Suite 600 San Francisco, CA 94104-4428 (415) 972-856 651 Bannan Street Suite 300 Sacramento, CA 95811 (916) 445-2705 1350 Front Street Room 2034 San Diego, CA 92101 (619) 525-4233 320 West Fourth Street Suite 750 Los Angeles, CA 90013-2344 (213) 576-7500 Toll-free Telephone Number: (866) 275-2677 Email Address: ask.dfpi@dfpi.ca.gov	Commissioner of Financial Protection and Innovation 320 West Fourth Street Suite 750 Los Angeles, CA 90013-2344 (213) 576-7500
FLORIDA	Department of Agriculture and Consumer Services Division of Consumer Services Mayo Building Second Floor Tallahassee, FL 32399-0800 (904) 922-2770	Department of Agriculture and Consumer Services Division of Consumer Services Mayo Building Second Floor Tallahassee, FL 32399-0800 (904) 922-2770
HAWAII	State of Hawaii Business Registration Division Securities Compliance Branch Department of Commerce and Consumer Affairs 335 Merchant Street, Room 203 Honolulu, HI 96813 (808) 586-2722	Hawaii Commissioner of Securities 335 Merchant Street, Room 203 Honolulu, HI 96813 (808) 586-2722
ILLINOIS	Franchise Division Office of the Attorney General 500 South Second Street Springfield, IL 62706 (217) 782-4465	Illinois Attorney General 500 South Second Street Springfield, IL 62706 (217) 782-4465
INDIANA	Securities Commissioner Indiana Securities Division 302 West Washington Street, Room E-111 Indianapolis, IN 46204 (317) 232-6681	Indiana Secretary of State 201 State House 200 West Washington Street Indianapolis, IN 46204

STATE	STATE ADMINISTRATOR	AGENT FOR SERVICE OF PROCESS
KENTUCKY	Kentucky Attorney General's Office Consumer Protection Division 1024 Capitol Center Drive Frankfort, KY 40602 (502) 573-2200	Kentucky Attorney General's Office Consumer Protection Division 1024 Capitol Center Drive Frankfort, KY 40602 (502) 573-2200
MARYLAND	Office of the Attorney General Securities Division 200 St. Paul Place Baltimore, MD 21202 (410) 576-7044	Maryland Securities Commissioner 200 St. Paul Place Baltimore, MD 21202 (410) 576-7044
MICHIGAN	Michigan Department of Attorney General Corporate Oversight Division Franchise Section P.O. Box 30736 Lansing, MI 48909 (517) 373-7117	Michigan Department of Attorney General Corporate Oversight Division Franchise Section P.O. Box 30736 Lansing, MI 48909 (517) 373-7117
MINNESOTA	Minnesota Department of Commerce 85 Seventh Place East Suite 280 St. Paul, MN 55101 (651) 296-4026	Minnesota Commissioner of Commerce 85 Seventh Place East Suite 280 St. Paul, MN 55101 (651) 296-4026
NEW YORK	New York State Department of Law Investor Protection Bureau 28 Liberty Street 21st Floor New York, NY 10005 (212) 416-8222	New York Secretary of State 99 Washington Avenue Albany, NY 12231 (518) 473-2492
NORTH DAKOTA	North Dakota Insurance and Securities Department 600 East Boulevard Avenue Department 401 Bismarck, ND 58505 (701) 328-2910	North Dakota Securities Commissioner North Dakota Insurance and Securities Department 600 East Boulevard Avenue Department 401 Bismarck, ND 58505
RHODE ISLAND	Rhode Island Division of Securities 233 Richmond Street Suite 232 Providence, RI 02903-4232 (401) 277-3048	Director of the Rhode Island Department of Business Regulation Rhode Island Attorney General 233 Richmond Street Providence, RI 02903-4232
SOUTH DAKOTA	South Dakota Department of Labor and Regulation Division of Insurance 124 South Euclid Suite 104 Pierre, SD 57501 (605) 773-3563	Director of South Dakota Division of Insurance 124 South Euclid Suite 104 Pierre, SD 57501 (605) 773-3563
TEXAS	Texas Secretary of State Statutory Documents Section P.O. Box 12887 Austin, TX 78711-2887 (512) 475-1769	Texas Secretary of State Statutory Documents Section P.O. Box 12887 Austin, TX 78711-2887 (512) 475-1769
UTAH	Utah Department of Commerce Consumer Protection Division 160 East 300 South P.O. Box 45804 Salt Lake City, UT 84145-0804 (801) 530-6601	Utah Department of Commerce Consumer Protection Division 160 East 300 South P.O. Box 45804 Salt Lake City, UT 84145-0804 (801) 530-6601

STATE	STATE ADMINISTRATOR	AGENT FOR SERVICE OF PROCESS
VIRGINIA	Virginia State Corporation Commission Division of Securities and Retail Franchising 1300 East Main Street Ninth Floor Richmond, VA 23219 (804) 371-9051	Clerk of the State Corporation Commission Virginia State Corporation Commission 1300 East Main Street Richmond, VA 23219
WASHINGTON	Director of Department of Financial Institutions Washington Securities Division 150 Israel Road SW Tumwater, WA 98501 (360) 902-8762	Department of Financial Institutions 150 Israel Road SW Tumwater, WA 98501
WISCONSIN	Wisconsin Department of Financial Institutions Division of Securities 345 West Washington Avenue Fourth Floor Madison, WI 53703 (608) 266-8557	Wisconsin Commissioner of Securities 345 West Washington Avenue Fourth Floor Madison, WI 53703 (608) 266-8557

EXHIBIT B

**TAB BOARDS INTERNATIONAL, INC.
FRANCHISE AGREEMENT**



TAB BOARDS INTERNATIONAL, INC.
FRANCHISE AGREEMENT

Franchisee: _____.

Date: _____.

TAB BOARDS INTERNATIONAL, INC.
FRANCHISE AGREEMENT

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Exhibits

Exhibit I	Addendum to TAB Boards International, Inc. Franchise Agreement
Exhibit II	Statement of Ownership
Exhibit III	TAB Boards International, Inc. Guarantee and Assumption of Franchisee's Obligations
Exhibit IV	TAB Boards International, Inc. Conditional Assignment of Telephone and Directory Listings, Etc.
Exhibit V	Closing Acknowledgment
Exhibit VI	State Law Rider
Exhibit VII	Trademarks
Exhibit VIII	Credit Card Authorization

**TAB BOARDS INTERNATIONAL, INC.
FRANCHISE AGREEMENT**

This TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT (the “**Agreement**”) is effective as of _____ (the “**Effective Date**”), and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation located at 11031 Sheridan Boulevard, Westminster, Colorado 80020 (“**TAB**”), and _____, [a _____ corporation/limited liability company] located at _____ (“**Franchisee**”).] TAB and Franchisee will sometimes be referred to individually as a “**Party**” and collectively as the “**Parties**.”

RECITALS

WHEREAS, TAB has developed and owns or licenses the Licensed Methods for use in operating a Business;

WHEREAS, TAB grants to qualified third parties the right to use the Licensed Methods to operate a Business;

WHEREAS, Franchisee or Franchisee’s Managing Party (if Franchisee is an entity) is an experienced businessperson desiring the right to establish and operate a Business using the Licensed Methods in the Territory under the terms and conditions of the Agreement; and

WHEREAS, TAB desires to grant Franchisee the right to establish and operate a Business using the Licensed Methods in the Territory under the terms and conditions of the Agreement.

AGREEMENT

NOW, THEREFORE, for and in consideration of the mutual promises and covenants contained in the Agreement, the Parties agree as follows:

DEFINITIONS

“**Additional Marketing**” means certain required marketing, advertising, and promotional activities for Franchisee’s Business.

“**Additional Revenue From the TAB Opportunity**” means revenue through tools introduced or promoted by TAB and revenue through Supplemental Products and Services provided to Members.

“**Advanced Business Development Training**” means certain business development training provided by TAB.

“**Affiliate**” means individually or collectively any entities or individuals controlling, controlled by, or under common ownership with TAB including, without limitation, 6350 AEF, LLC, Allen Training Centers, Inc., StratPro, Inc., Sun Development Company, and TAB Boards International (Canada) Corporation.

“**Agreement**” means this instrument and any exhibits, addenda, riders, or attachments as they may be amended, modified, or supplemented from time to time.

“Ancillary Business” means consulting or other business services if the services are not the same as, materially similar to, or competitive with the services that form a part of Franchisee’s Business or Licensed Methods or qualify as Competitive Activity.

“Annex” means the Annex to Executive Order 13224 that can be accessed at <https://www.treasury.gov/resource-center/sanctions/Programs/Documents/terror.pdf>.

“Anti-Terrorism Laws” means Executive Order 13224 issued by the President of the United States, the Terrorism Sanctions Regulations (Title 31, Part 595 of the U.S. Code of Federal Regulations), the Foreign Terrorist Organizations Sanctions Regulations (Title 31, Part 597 of the U.S. Code of Federal Regulations), the Cuban Assets Control Regulations (Title 31, Part 515 of the U.S. Code of Federal Regulations), the USA PATRIOT Act, and all other applicable present and future national, federal, state, provincial, and local laws, ordinances, regulations, policies, lists, and any other requirements of any governmental authority of any nation (including, without limitation, the United States Department of Treasury’s Office of Foreign Assets Control) addressing or in any way relating to terrorist acts or acts of war.

“Associate” means (i) Managing Party, (ii) if Franchisee is a business entity, any of Franchisee’s managers, officers, members, directors, partners, shareholders, non-managing parties, owners, or any of the foregoing’s immediate family members who have access to the Confidential Information or Trade Secrets, (iii) any of Franchisee’s Contract Facilitators, (iv) if Franchisee is an individual, any of Franchisee’s family members who have access to the Confidential Information or Trade Secrets, (v) any of Franchisee’s employees, agents, or contractors who has access to the Confidential Information or Trade Secrets, or (vi) any Guarantor who signs the TAB Boards International, Inc. Guarantee and Assumption of Franchisee’s Obligations attached as Exhibit III.

“Board” means a group of business leaders who become Members and participate in Board Meetings.

“Board Meeting” means the meeting of a Board Meeting Facilitated by a TAB franchisee, TAB employee, Business’s managing party, or Contract Facilitator.

“Business” means the operation of a business using the Licensed Methods, TAB System, and Trademarks to (i) form advisory Boards composed of business leaders Members and Facilitate monthly Board Meetings, (ii) provide business coaching sessions and advice, and (iii) offer TAB’s proprietary tools and programs.

“Business Assessment Fee” means a fee paid by Members for registration as a new Member.

“Calendar Quarter” means a consecutive three-month period beginning on the first days of January, April, July, or October.

“Calendar Year” means a consecutive twelve-month period beginning on January 1 and ending on December 31.

“Change of Membership Status Reports” means the reports provided to TAB that provide Member status change information or any other information TAB prescribes.

“Coaching Services” means the business coaching services conducted by a business coach designated by TAB.

“Collected TAB Revenue” means the TAB Revenue collected by TAB from the operation of Franchisee’s Business excepting Business Assessment Fees.

“Competitive Activity” means marketing services and products using methodology that is the same as, materially similar to, or competitive with the methodology of the Licensed Methods, marketing or facilitating groups of business leaders that are the same as, materially similar, or competitive with Boards, providing regularly-scheduled private coaching sessions using methodology that is the same as, materially similar to, or competitive with the methodology of the Licensed Methods, mentoring or providing strategic planning services for business owners or their planning teams, directly or indirectly providing services of the type provided by TAB or Affiliates where those services are provided in relation to businesses of the type described above, directly or indirectly owning, whether beneficially or of record of any capital stock, partnership interest, membership interest, or any other interest in a business or entity that engages in the activities described above, directly or indirectly participating in the management or operation of a business as a partner, investor, shareholder, owner, director, officer, employee, principal, agent, advisor, contractor, or consultant, or in any other capacity of any entity, business, or person that engages in the activities described above, franchising, licensing, conducting, or being connected with or assisting any person, entity, or business to franchise, license, conduct, or be connected with the activities described above, or directly or indirectly diverting or attempting to divert any business related to, or any customer or account of, Franchisee’s Business, TAB, Affiliates, any other Business operated by TAB, TAB’s franchisees, licensees or Affiliates, Other Businesses, or any other business then being offered or operated by TAB or Affiliates in the Territory, or directly or indirectly diverting or attempting to divert the employment of any employee or Contract Facilitators of TAB or another TAB franchisee, licensee, or Affiliate to any entity to conduct activities described above.

“Confidential Information” means the operations, marketing, materials and databases, advertising, business development, and related information that are developed and utilized in connection with the operation of Franchisee’s Business and the Operations Manual, all aspects of the Licensed Methods, Membership Information, the terms of the Agreement, and all TAB’s or Affiliates’ proprietary information (whether in print, electronic, oral, or another form). Confidential Information does not include information that is publicly known at the time of disclosure, that subsequently becomes publicly known through no fault of Franchisee, or that is disclosed by Franchisee with TAB’s prior written approval.

“Consumer Price Index” means the Consumer Price Index published by the Bureau of Labor Statistics of the United States Department of Labor, U.S. City Average, All Items, and Major Group Figures for all Urban Consumers (CPI U 1982 – 84 = 100).

“Continuing Advanced Training” means the advanced training Franchisee or Managing Party and Franchisee’s Contract Facilitators must attend if TAB offers such training.

“Contract Facilitator” means an individual that has satisfactorily completed TAB’s training and is engaged by a TAB franchisee in the TAB franchisee’s Business to provide Services.

“Contract Facilitator Agreement” means the form of contract facilitator agreement (including all attached exhibits, ancillary documents, and guarantees) to be entered into by Franchisee and Franchisee’s Contract Facilitators.

“Contract Facilitator Training” means the required training a Contract Facilitator must satisfactorily complete to become a certified Facilitator and coaching provider.

“Contract Facilitator Training Fee” means the then-current fee TAB charges for Contract Facilitator Training.

“Copyrighted Materials” means all manuals, the Operations Manual, Licensed Methods, systems, logos, designs, marketing materials, layouts of advertising materials, copyrights, writings, recordings, binders, videos, Microsite content, other web content, electronic files, agreements, forms, books, software, and printed materials, and the like including all revisions, changes, modifications, and derivatives of or to any of the foregoing related to Franchisee’s Business or provided to Franchisee by TAB, its designees, or Affiliates including all additions, modifications, derivatives, alterations, and improvements.

“CRM System” means the designated customer relationship management system required to be used in Franchisee’s Business.

“Default” means Franchisee’s failure to comply with Franchisee’s obligations under the Agreement or the Operations Manual, or Franchisee meeting the conditions described in Sections 17.2 or 17.3.

“Dispute” means any disputes, controversies, or claims between TAB, Affiliates, shareholders, owners, officers, directors, agents, employees, and attorneys (in their respective capacities), and Franchisee and Managing Party, Franchisee’s owners, Guarantors, owners, affiliates, officers, directors, agents, and employees arising out of or related to the Agreement or any other agreement between the Parties relating to Franchisee’s Business or the relationship of the Parties hereto, arising out of the relationship of the Parties hereto, or arising out of the scope or validity of the Agreement or any other agreement between the Parties relating to Franchisee’s Business or the relationship of the Parties.

“Early Termination Fee” means \$25,000.00 plus any outstanding amounts accrued and proportionate shares of amounts prepaid on Franchisee’s behalf by TAB on or before the time of termination.

“Effective Date” means the date the Agreement is executed by TAB.

“Facilitate” means the act of promoting, organizing, and conducting Board Meetings in full compliance with TAB’s requirements.

“Facilitator” means an individual who promotes, organizes, and conducts Board Meetings in full compliance with TAB’s requirements.

“Facilitator Intranet” means the Intranet available to Facilitators.

“Franchise Marketing Account” means the segregated commercial or savings bank account set up by TAB as a marketing fund.

“Franchisee” means all persons, corporations, limited liability companies, partnerships, and other related entities. Franchisee, Franchisee’s owners, Franchisee’s assignees, and Franchisee’s transferees that in the context are applicable to an individual or individuals will mean the owner or owners of an equity or voting interest of Franchisee’s Business or any assignee or transferee if Franchisee or the assignee or transferee is an entity.

“Guarantors” means those individuals identified on Exhibit III.

“HI-MAP Training” means training for HI-MAP, TAB’s business management methodology training program for executives and managers, conducted at TAB’s headquarters or virtually on a periodic basis.

“Improvements” means any new intellectual property, inventions, copyrights, trade secrets, concepts, processes, products, or improvements to the operation or promotion or otherwise in relation to Franchisee’s Business, the Licensed Methods, or any derivatives.

“Initial Franchise Fee” means the fee Franchisee will pay TAB to purchase the right to operate a Business.

“Initial Term” means the period of years set out in Exhibit I commencing from the Start of Service Offering.

“Initial Training Fee” means the fee franchisees pay TAB for the Initial Training Program.

“Initial Training Program” means certain online training and the up to eight day training program conducted at TAB’s headquarters or virtually on a periodic basis.

“Interim Period” means the month-to-month period that Franchisee continues to operate Franchisee’s Business beyond the Initial Term of the Agreement or any subsequent Successor Terms.

“International Conference” means the annual conference produced by TAB for the TAB community at the location designated by TAB.

“International Conference Facilitator Registration Fee” means the registration fee Franchisee must pay for the International Conference.

“Legacy Territory” means a geographic area belonging to certain franchisees in which Franchisee may neither conduct marketing activities primarily targeted towards the Legacy Territory nor market to Prospects except for Prospect Exceptions.

“Licensed Methods” means individually and collectively the TAB System, Confidential Information, Trade Secrets, Copyrighted Materials, Trademarks, Operations Manual, and all other related TAB proprietary materials and methodology.

“Managing Party” means, if Franchisee is an entity, the individual owner or partner of the entity whom Franchisee designates to have management responsibility for operating Franchisee’s Business.

“Marketing Collateral Materials” means the item Franchisee delivers to a person that signs up to attend a Marketing Event. Marketing Collateral Materials may be created, revised, or discontinued in TAB’s discretion.

“Marketing Development Fee” means the monthly fee Franchisee pays to TAB that is deposited in the Franchise Marketing Account.

“Marketing Event” means a marketing event that prospective Members are invited to attend to learn about the value of TAB membership.

“Marketing Fee” means the amount Franchisee pays TAB to provide Marketing Support for the first required Mass Marketing Campaign and any other initial marketing efforts not conducted by third parties.

“Marketing Lists” means lists of Prospects.

“Mass Marketing Campaign” means a marketing campaign Franchisee conducts as part of Franchisee’s Business to solicit Prospects to attend a Marketing Event or a one-on-one meeting to become Members.

“Marketing Support” means the marketing support provided by TAB or Affiliates or designees to assist Franchisee in conducting a Mass Marketing Campaign.

“Member” means a business leader who participates in Boards or receives coaching or other services using the Licensed Methods.

“Member Administration and Support Fee” means the monthly fee Franchisee pays TAB for TAB’s administrative services.

“Membership Dues” means the dues Franchisee will charge Members for participating in Boards and the fees Franchisee will charge Members for receiving coaching.

“Membership Information” means all aspects of soliciting new Members, written agreements with Members, Member lists, Member information, and records (including names, addresses, phone numbers, and email addresses), Marketing Lists, documents, correspondence, files, lists of renewal dates, rates, and literature of whatever form regarding Boards, Members, or prospective Members with whom Franchisee discusses or has an appointment to discuss any of the Licensed Methods or Franchisee’s Business in the past, present, or future. The term “Membership Information” does not include Franchisee’s work product or matters related solely to an Ancillary Business.

“Mentor” means an individual who provides Support Training Services to Franchisee.

“Mentor Travel and Living Expenses” means the travel, accommodation, and living expenses incurred by a Mentor when the Mentor provides Support Training Services.

“Microsite” means the website TAB licenses to Franchisee for use in Franchisee’s Business.

“Minimum Royalty Fee” means the minimum monthly fee Franchisee pays TAB beginning on the tenth month after the Start of Service Offering.

“New Member Kits” means a kit containing general membership information for Franchisee’s new Members.

“Operations Manual” includes, without limitation, collectively, all directives, books, pamphlets, bulletins, memoranda, roll out guides, order forms, packing slips, invoices, letters, email, Internet or Intranet data, manuals, electronic materials, written materials, audio materials, websites, training materials, other publications, documents, software programs, videotapes, transmittances or communications in whatever form (including electronic form) prepared by or on behalf of TAB for use by TAB franchisees generally or for Franchisee in particular setting forth information, advice, standards, requirements, marketing information and procedures, operating procedures, instructions, or policies relating to the operation of the Business, use of the Trademarks, or the Licensed Methods as they may be added to, deleted, or otherwise amended by TAB from time to time.

“Other Businesses” means businesses that may use the Licensed Methods but do not involve forming or facilitating a Board and do not use any of the Trademarks or words that are confusingly similar to the Trademarks. Such Other Businesses may include, without limitation, business educational briefings,

seminars/workshops, training, sales, groups of single discipline business professionals, and business coaching/consulting services.

“Party” means either Franchisee or TAB.

“Parties” means Franchisee and TAB collectively.

“Promotional Materials” means brochures, books, videos, DVDs, CD-ROMs, slides, forms, and other promotional materials TAB requires Franchisee to have for use in Franchisee’s Business including New Member Kits or any additional or replacement items that TAB determines.

“Prospect” means a prospective Member with offices in the Territory that operates a business that meets certain Member specifications.

“Prospect Exception” is a prospective Member that (i) has a relationship with Franchisee that existed before the Effective Date or that developed out of an association that occurred naturally and was not solicited, (ii) has been referred to Franchisee by a Member or other party who personally knows the referred prospective Member (as long as the referring party did not solicit the prospective Member on Franchisee’s behalf), or (iii) the prospective Member has at least one office outside of the Legacy Territory at issue. TAB may also deem a prospective Member who would otherwise qualify as a Prospect Exception to not be a Prospect Exception in TAB’s reasonable discretion.

“Renewal Fee” means the fee Franchisee pays to TAB to renew Franchisee’s right to operate Franchisee’s Business for a Successor Term.

“Royalty Fee” means the monthly fee Franchisee pays TAB based on a percentage of annual Collected TAB Revenue after the Start of Service Offering.

“Services” means the formation and facilitation of Boards, the provision of business coaching sessions, and the use of TAB’s proprietary tools and programs.

“Start of Service Offering” means the date Franchisee begins marketing and offering services to the public.

“StratPro Training” means the training program for StratPro, TAB’s proprietary strategic business plan implementation process, conducted at TAB’s headquarters or virtually on a periodic basis.

“Successor Term” means additional consecutive periods following the Initial Term equal to the period of the Initial Term set out in Exhibit I (five, seven, or ten years), or any other period set out in the Franchise Agreement then in effect between TAB and Franchisee.

“Supplemental Products and Services” mean any books, audiotapes, videotapes, CD-ROMs, DVDs, Internet-based assessments, newsletters, and other products and services developed by TAB or Affiliates for use in Franchisee’s Business.

“Support Training Services” means the support and training provided to Franchisee in person or virtually by a Mentor as scheduled by TAB or otherwise.

“Support Training Services Fee” means the then-current fee Franchisee pays TAB for additional Support Training Services Franchisee may receive after Franchisee’s Initial Training Program.

“TAB Indemnified Parties” means TAB, its subsidiaries and Affiliates, and their respective shareholders, directors, officers, employees, attorneys, agents, successors, and assigns.

“TAB Membership Revenue” means the Membership Dues and Business Assessment Fees collected on a monthly basis.

“TAB Revenue” means the amount of gross revenue derived from Franchisee’s Business including, without limitation, Membership Dues, Business Assessment Fees, and Additional Revenue From the TAB Opportunity regardless of the actual amounts received by TAB or Franchisee.

“TAB System” means the proprietary methods, processes, and systems to operate a Business including, without limitation, know-how, Confidential Information, the Operations Manual, Trade Secrets, and the Licensed Methods as they may be changed, improved, modified, and further developed by TAB and Affiliates from time to time.

“Technology Fee” means the then-current monthly fee Franchisee pays to TAB for the right to use the Microsite, the CRM System, and any other technology-related services provided or facilitated by TAB.

“Trademarks” means any service marks, trademarks, trade dress, and trade names as may presently exist or that may be modified, changed, or acquired by TAB or Affiliates that they license in connection with the operation of the TAB System. The current Trademarks are shown on Exhibit VII that may be amended, revised, or deleted by TAB at any time.

“Term” means the Initial Term, any Successor Term, and any Interim Period collectively.

“Territory” means the U.S.A. and Canada.

“Trade Secrets” means information including systems, patterns, compilations, programs, methods, techniques, or processes that both derive actual or potential independent economic value from not being generally known to, and not being readily ascertainable by proper means by other persons who can obtain economic value from, its disclosure or use and is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

“Transfer” means and include any voluntary, involuntary, direct, or indirect assignment, sale, gift conveyance, transfer, or other disposition of an interest including, without limitation, of any capital stock, partnership interest, membership interest or other ownership interest in Franchisee, the merger or consolidation of Franchisee in bankruptcy or otherwise by operation of law or by court order, any change of control or management of Franchisee’s Business, or any change of control or management of any assets used in Franchisee’s Business.

“Transfer Fee” means the fee Franchisee pays TAB for a Transfer.

1. GRANT OF LICENSE

1.1 LICENSE TO OPERATE A BUSINESS.

(a) **Grant.** Subject to all the terms and conditions of the Agreement, TAB grants Franchisee, and Franchisee accepts, a license to use the Licensed Methods, TAB System and Trademarks solely for the purpose of operating a Business to form Boards, Facilitate monthly meetings of Boards, provide business coaching sessions and advice, offer existing proprietary tools and programs, and offer future proprietary tools and programs during the period of years set out in the Initial Term described in Exhibit I within the

Territory. The rights granted to Franchisee by the Agreement are limited to the Territory and subject to the reservations of rights described in Section 1.2.

(b) Additional Businesses. Franchisee has no right of first refusal, options, right to acquire additional Businesses. Franchisee may qualify for an additional Business if:

(i) Franchisee is in full compliance with the Agreement, the Operations Manual, and any other directives from TAB; and

(ii) Franchisee and Guarantors meet TAB's then-current qualifications for new TAB franchisees.

Even if Franchisee meets the above qualifications, it is within TAB's sole discretion whether to offer or grant Franchisee any rights to acquire additional Businesses.

1.2 **RESERVATION OF RIGHTS.** The license granted by the Agreement is nonexclusive and certain rights are retained and reserved as described below notwithstanding anything contained in the Agreement to the contrary. Franchisee will not be entitled to any compensation from TAB or Affiliates if any of the rights reserved below are exercised. Except as limited by Section 2.1(b), the following rights are reserved to TAB, Affiliates, and their successors and assigns:

(a) To use or license the use of the Licensed Methods or any components for the operation of Businesses anywhere in the world;

(b) To use or license the use of the Licensed Methods or any components for the offering or providing of Supplemental Products and Services anywhere in the world;

(c) To use or license the use of the Licensed Methods or any components to market or conduct on an international, nationwide, regional or local basis, conventions, conferences, briefings, workshops, or seminars for Members or non-Members in person or through electronic media or other forms of communication anywhere in the world;

(d) To have direct communications including, without limitation, conducting research surveys or testing programs with any party anywhere in the world. The direct communications may include, without limitation, TAB or its designee contacting Franchisee, Franchisee's Members, or Franchisee's prospective Members. Franchisee will participate in the direct communications as TAB reasonably requests;

(e) To offer and sell, or license or franchise others to offer and sell, products and services for Other Businesses, and market Other Businesses to anyone including prospective and existing TAB franchisees and Members anywhere in the world. TAB may obtain prospect lists from any sources or through any methods of developing prospects for Other Businesses;

(f) To acquire businesses that are the same as or similar to Franchisee's Business and operate the businesses anywhere in the world, and to be acquired by any third party that operates businesses that are the same as or similar to Franchisee's Business anywhere in the world; and

(g) To use alternative distribution channels including, without limitation, the Internet, to offer and sell products and services that may use the Licensed Methods using the Trademarks or other trademarks anywhere in the world.

2. TERRITORY

2.1 TERRITORY. The Territory is the U.S.A. and Canada.

3. INITIAL TERM

3.1 TERM.

(a) Operation During the Term. Franchisee will operate Franchisee's Business for the entirety of the Term.

(b) Initial Term. The Initial Term of the Agreement will be for a period of years as set out in Exhibit I, commencing on the Start of Service Offering, unless terminated sooner in accordance with the Agreement.

3.2 INTERIM PERIOD.

(a) Holding Over. If Franchisee does not sign the then-current Franchise Agreement prior to the expiration of the Initial Term or any Successor Term as set out in Section 4.1(b), and Franchisee continues to accept the benefits of the Agreement after it expires, then, at TAB's option, the Agreement may be treated as either (i) expired as of the date of expiration with Franchisee then operating without a license to do so and in violation of TAB's rights, or (ii) continued for an Interim Period until one Party provides the other with written notice of the Party's intent to terminate the Interim Period, in which case the Interim Period will terminate 30 days after receipt of the notice. In the latter case, all of Franchisee's and TAB's obligations will remain in full force and effect during the Interim Period (except as provided for in Section 3.2(b)) as if the Agreement had not expired, and all obligations and restrictions imposed on Franchisee upon expiration of the Agreement will be deemed to take effect upon termination of the Interim Period.

(b) Fees During Interim Period. If Franchisee continues to operate Franchisee's Business during an Interim Period, Franchisee will pay TAB a monthly fee as set out in Section 5.2(p).

3.3 EARLY TERMINATION. On or after the third anniversary of the Start of Service Offering, Franchisee may terminate the Agreement by providing TAB with 120 days' prior written notice of Franchisee's intent to terminate the Agreement pursuant to this Section 3.3. To terminate the Agreement, Franchisee will be required to sign TAB's then-current Voluntary Termination and Release Agreement, pay the Early Termination Fee and any other outstanding financial obligations accrued on or before the date Franchisee terminates the Agreement, and reasonably cooperate with TAB with respect to the termination process. All post-termination provisions of the Agreement will apply.

4. SUCCESSOR TERM

4.1 SUCCESSOR TERM. Upon the expiration of the Initial Term of the Agreement, Franchisee may renew Franchisee's right to operate Franchisee's Business for additional Successor Terms if Franchisee meets the following conditions. If Franchisee fails to meet the following conditions, TAB may refuse to renew Franchisee's right to operate Franchisee's Business:

(a) Franchisee will deliver written notice to TAB of Franchisee's intent to renew. The notice must be received no earlier than twelve months and no later than six months prior to the expiration date of the Initial Term or Successor Term under which Franchisee is then operating;

(b) No later than 90 days before the expiration date of the Initial Term or Successor Term (as applicable), Franchisee will execute the then-current form of TAB Boards International, Inc. Franchise Agreement. The new TAB Boards International, Inc. Franchise Agreement will supersede the Agreement and may contain materially different terms and fees from those contained in the Agreement. There will not be another Initial Franchise Fee charged in connection with the extension of Franchisee's right to operate Franchisee's Business. IN TAB'S SOLE DETERMINATION, FRANCHISEE MAY BE DEEMED TO HAVE IRREVOCABLY DECLINED TO EXTEND FRANCHISEE'S RIGHTS TO OPERATE FRANCHISEE'S BUSINESS (AND FRANCHISEE'S OPTION TO RENEW WILL THEREUPON TERMINATE) IF FRANCHISEE FAILS TO EXECUTE AND RETURN TO TAB THE THEN-CURRENT FORM OF TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT AND OTHER DOCUMENTS REQUIRED BY TAB WITHIN 30 DAYS AFTER DELIVERY TO FRANCHISEE OR FRANCHISEE FAILS TO COMPLY IN ANY OTHER WAY WITH THE PROVISIONS OF THIS SECTION 4;

(c) No later than 90 days before the date of expiration of the Agreement, Franchisee will pay TAB the Renewal Fee in the amount set out in Section 5.2(q);

(d) Franchisee, Managing Party, and Franchisee's owners will execute and deliver to TAB a general release in a form prescribed by TAB of all claims against TAB and Affiliates;

(e) Prior to expiration of the Initial Term or any Successor Terms, Franchisee will attend and satisfactorily complete any refresher training TAB requires as a condition of renewal in TAB's sole discretion and pay TAB the then-current fees for the refresher training;

(f) Franchisee must have cured any curable Defaults under the Agreement and any other agreement between Franchisee and TAB or Affiliates. Franchisee's failure to cure the Defaults or the existence of the Defaults that by their nature are not curable by the date that is 90 days before the expiration of the applicable Initial Term or Successor Term will invalidate and nullify any right Franchisee may have to renew Franchisee's right to operate Franchisee's Business;

(g) Franchisee must not have committed and received notice of two or more Defaults of the Agreement in the 24 months prior to the end of the applicable Initial Term or Successor Term, even if the Defaults were timely remedied;

(h) Franchisee, Managing Party, Franchisee's owners, and Guarantors will meet TAB's then-current qualifications and standards; and

(i) Franchisee will have all licenses, insurance, registrations, and approvals required by TAB or any applicable governing authority to operate Franchisee's Business.

5. PAYMENTS TO TAB OR THIRD PARTIES

5.1 PAYMENTS DUE AT TIME OF AGREEMENT EXECUTION. Franchisee must pay the following amounts to TAB when Franchisee signs the Agreement. These fees are not refundable under any circumstances:

- (a) Initial Franchise Fee. The Initial Franchise Fee of \$44,000.00;
- (b) Initial Training Fee. The Initial Training Fee of \$24,500.00; and
- (c) Marketing Fee. The Marketing Fee of \$2,500.00.

5.2 PAYMENTS DUE AFTER AGREEMENT EXECUTION. In addition to other fees and charges as may be described elsewhere in the Agreement, Franchisee will pay the following fees and charges to TAB, Affiliates, or third parties, as designated by TAB. The fees and charges are not refundable under any circumstances:

(a) Royalty Fee. After the Effective Date and for the first nine months following the Start of Service Offering, Franchisee will pay TAB the Royalty Fee in an amount as follows:

Amount of Annual Collected TAB Revenue	Royalty Fee
\$0.00 to \$125,000.00	20%
\$125,000.01 to \$160,000.00	12%
\$160,000.01 to \$200,000.00	8%
\$200,000.01 or more	6%

Beginning on the tenth month after the Start of Service Offering, in any given Calendar Year, Franchisee will pay TAB a monthly Royalty Fee in an amount equal to the greater of the Royalty Fee above or the Minimum Royalty Fee, as follows:

Months From the Start of Service Offering	Minimum Royalty Fee
10 to 13	\$450.00
14 to 18	\$900.00
19 to 24	\$1,350.00
25 and remainder of the Initial Term	\$1,800.00

The Minimum Royalty Fee will be reduced proportionately as Franchisee meets the annual Collected TAB Revenue thresholds for a reduced Royalty Fee. Franchisee will not pay the Royalty Fee on revenue generated from providing business consulting services to Members or non-Members if the business consulting services do not include tools and programs introduced, developed, or promoted by TAB. If Franchisee purchases an ongoing Business from a TAB franchisee or executes the Agreement in order to renew Franchisee's right to operate Franchisee's Business, beginning on the Start of Service Offering, Franchisee will pay TAB a monthly fee in an amount equal to the greater of the Royalty Fee above or Franchisee's then-current Minimum Royalty Fee if Franchisee is a renewing Franchisee. The maximum amount of aggregate Royalty Fees paid by Franchisee will not exceed \$60,000.00 in any given Calendar Year. Notwithstanding anything in the Agreement to the contrary, Franchisee will not pay a percentage royalty on Business Assessment Fees in addition to the amount required by Section 5.2(s);

(b) Support Training Services Fee for Additional Support Training Services. If TAB provides Franchisee with Support Training Services after the completion of Franchisee's Initial Training Program, Franchisee will pay the then-current Support Training Services Fee. The Support Training Services Fee is due upon receipt of invoice or may be deducted from the Collected TAB Revenue in TAB's discretion;

(c) Mentor Travel and Living Expenses. Franchisee will pay Mentor Travel and Living Expenses incurred by any Mentor during the period the Mentor provides Support Training Services. Franchisee will pay certain Mentor Travel and Living Expenses directly to third party travel and restaurant suppliers. Payment for any Mentor Travel and Living Expenses paid directly by TAB will be due upon Franchisee's receipt of invoice;

(d) Promotional Materials. Franchisee will receive an initial set of New Member Kits included as part of the Marketing Fee except for shipping in the amounts TAB determines. Franchisee will purchase additional New Member Kits at TAB's then-current rate plus shipping;

(e) Supplemental Products and Services. If required by TAB, Franchisee will pay TAB the then-current costs for any Supplemental Products and Services that Franchisee offers through Franchisee's Business. Prices may include a reasonable mark-up;

(f) Other Products and Services. Franchisee will pay TAB the then-current fees for any additional products and services it may offer to Franchisee from time to time. Prices may include a reasonable mark-up;

(g) Member Administration and Support Fee. Franchisee will pay the Member Administration and Support Fee at the then-current rate for each of Franchisee's Members beginning on the earlier of the first month after the Start of Service Offering or the date specified in Exhibit I;

(h) International Conference Facilitator Registration Fees. Franchisee will pay the then-current International Conference Facilitator Registration Fee for Franchisee or Managing Party and one additional attendee to attend the International Conference regardless of attendance (although attendance is mandatory). The International Conference Facilitator Registration Fee is for programming dedicated solely to the portion of the International Conference intended for a Facilitator and does not include any Member conference expense. If Franchisee elects to have more attendees at the International Conference in addition to the two attendees included in the then-current International Conference Facilitator Registration Fee, Franchisee will pay TAB the then-current fee for such additional attendees. Franchisee will also pay for all travel and living expenses for Franchisee, Managing Party, and any additional participants who attend the International Conference;

(i) Marketing Collateral Materials. Franchisee will receive Marketing Collateral Materials included as part of the Marketing Fee except for shipping in the amounts specified by TAB. Franchisee will purchase additional Marketing Collateral Materials at TAB's then-current rate, plus shipping;

(j) Coaching Services Fees and Expenses. Franchisee will pay TAB the then-current coaching service fees and expenses for any Coaching Services Franchisee requests after the six-month period following the Start of Service Offering including, without limitation, all applicable telephone or other communication expenses incidental to the provision of Coaching Services;

(k) Contract Facilitator Training Fee. If Franchisee elects to engage a Contract Facilitator, Franchisee will pay the then-current Contract Facilitator Training Fee for each of Franchisee's Contract Facilitators attending the required Contract Facilitator Training. Payment of the Contract Facilitator Training Fee is due no later than ten days from the date of invoice;

(l) Marketing Development Fee. If Franchisee purchases a new Business, for each month from the Effective Date through the first twelve months following the Start of Service Offering, Franchisee will pay TAB the Marketing Development Fee in an amount of 2% of the Collected TAB Revenue for any applicable month. Beginning the thirteenth month after the Start of Service Offering, the Marketing Development Fee will be the greater of:

(i) \$300.00; or

(ii) 2% of the Collected TAB Revenue for the applicable month.

If Franchisee purchases an ongoing Business from a TAB franchisee, beginning on the Start of Service Offering, Franchisee will pay TAB the Marketing Development Fee in an amount of the greater of:

- (i) \$300.00; or
- (ii) 2% of the Collected TAB Revenue for the applicable month.

Franchisee's Marketing Development Fee will be deposited by TAB into the Franchise Marketing Account as further described in Section 10.1;

(m) Technology Fee. Franchisee will pay the then-current Technology Fee to TAB for the right to use the Microsite, the CRM System, and any other technology-related services provided or facilitated by TAB each month. The current Technology Fee is \$60.00;

(n) Additional Marketing Support Fee. Franchisee will pay the then-current fee for any additional Marketing Support that Franchisee requests after Franchisee completes Franchisee's required initial Mass Marketing Campaign;

(o) Collection Costs. Franchisee will pay TAB, Affiliates, or a designated third party for all collection costs incurred to collect past-due sums from Franchisee's Members provided that the expenses will not be incurred without Franchisee's prior approval;

(p) Holdover Fee. Franchisee will pay a fee to TAB if Franchisee continues to operate Franchisee's Business during an Interim Period that is the greater of:

(i) The Minimum Royalty Fee Franchisee was paying to TAB when the Initial Term or any subsequent Successor Term expired; or

(ii) 50% of the Collected TAB Revenue collected from Franchisee's Members during each month that Franchisee continues to operate Franchisee's Business pursuant to Section 3.2(a);

(q) Renewal Fee. Franchisee will pay a Renewal Fee of \$5,000.00;

(r) Transfer Fee. Franchisee will pay a Transfer Fee of \$7,500.00;

(s) Business Assessment Fee. For each new Member that Franchisee registers with TAB, Franchisee will pay TAB \$100.00 or the then-current fee. The payment will be incurred upon Franchisee's submission of the new Member's application to become a Member without regard to any Facilitation or Coaching Services Franchisee may or may not ultimately provide to the new Member;

(t) LinkedIn Prospecting Service Fee. Franchisee will pay the-then current rate each month if Franchisee uses LinkedIn prospecting services; and

(u) Early Termination Fee. Franchisee will pay the Early Termination Fee if Franchisee elects to terminate the Agreement on or after the third anniversary of the Start of Service Offering.

5.3 PAYMENT TERMS.

(a) Method of Payment. TAB will use reasonable efforts each month to collect the TAB Revenue from Franchisee's Members to obtain the Collected TAB Revenue. After deducting the fees or amounts Franchisee owes TAB or Affiliates, TAB will pay Franchisee the balance of the Collected TAB

Revenue on or about the tenth business day of each month. TAB will have no responsibility to Franchisee for Franchisee's share of the Collected TAB Revenue if a Member fails to pay TAB any sums owed. Franchisee bears the risk of non-collection from Franchisee's Members. Franchisee owns Franchisee's accounts receivables during the Term. At TAB's determination, certain fees may be payable in accordance with the terms and conditions of the invoice sent to Franchisee, provided that nothing in the Agreement is intended to prevent TAB from deducting any fees and sums owed by Franchisee to TAB or Affiliates from the Collected TAB Revenue. Franchisee is prohibited from directly billing Franchisee's Members for Franchisee's TAB Revenue without TAB's prior written approval. All billing will be provided by TAB as part of the Member Administration and Support Fee unless otherwise determined by TAB. Franchisee is responsible for Franchisee's billing for Franchisee's consulting or other services that do not include tools and programs introduced, developed, or promoted by TAB.

(b) Shipping. Franchisee will pay all shipping costs according to the terms of the invoices from TAB, Affiliates, or third parties.

(c) Credit Card Payments and Electronic Funds Transfers. Franchisee will pay TAB's direct costs incurred in connection with any credit card payment processing and electronic funds transfers processing including, without limitation, any transactions between Franchisee and TAB. Franchisee is prohibited from arranging Franchisee's own separate credit card payment processing or electronic funds transfer processing for Franchisee's Business.

(d) Credit Card Authorization. Franchisee will provide TAB with a credit card and authorize TAB to collect any amounts due and owing from Franchisee to TAB pursuant to the Credit Card Authorization attached as Exhibit VIII.

(e) Interest on Late Payments and Late Fees. All amounts, fees, and charges that Franchisee owes to TAB, Affiliates, or service providers will bear interest from the date due until fully paid at the lesser of 18% per annum or the maximum rate allowable by applicable law. TAB may also assess its then-current late charge for any late or non-submittals of reports, tips, or the like.

(f) Application of Payments and Right to Offset. If the Collected TAB Revenue is not sufficient to pay the applicable fees and amounts owed to TAB or Affiliates in any given month, TAB will bill Franchisee for the difference, and Franchisee must pay this amount directly to TAB within seven days of the date of notice from TAB of the deficiency. If Franchisee fails to pay any amounts when due, in addition to any other rights and remedies that TAB may have, TAB may deduct and offset the amounts due, plus any applicable penalties, late fees or interest, from future Collected TAB Revenue, any amounts owed by TAB to Franchisee, or any other amounts received from Franchisee or Franchisee's affiliates. TAB will have sole discretion to apply any payments received from Franchisee or any indebtedness of TAB to Franchisee against any past due indebtedness of Franchisee, Managing Party, or Franchisee's affiliates to TAB or Affiliates of whatever nature without regard to when the indebtedness arose or to interest.

(g) Payment of Taxes. Franchisee is solely responsible for paying any withholding, federal and state income taxes, social security taxes, sales taxes, and any other taxes incurred on behalf of Franchisee, Managing Party, Franchisee's owners, contractors, employees, or Franchisee's Business. Franchisee will reimburse TAB, Affiliates, and designees, promptly and when due, the amount of all sales taxes, use taxes, personal property taxes, and similar taxes imposed upon, required to be collected by, or paid by TAB, Affiliates, or designees, on account of services or goods furnished to Franchisee by TAB, Affiliates, or designees, through sale, lease, or otherwise or on account of collection by TAB, Affiliates, or designees, on any payments or fees made by Franchisee to TAB, Affiliates, or designees required under the terms of the Agreement.

(h) Increases for Fees, Products, and Services. TAB may increase any fees due from Franchisee and charges for any products, materials, and services provided to Franchisee (whether referred to in this Section 5 or elsewhere in the Agreement), based on TAB's reasonable business judgment, from time to time. TAB will notify Franchisee of the increases at least 30 days before they go into effect. Annual increases in the Minimum Royalty Fee are limited to the percentage increase in the Consumer Price Index calculated on the same date each year that the annual increases in the Minimum Royalty Fee, products and services are determined. Any annual adjustment to the Minimum Royalty Fee will be applied beginning the first January following Franchisee's first full twelve months after the Start of Service Offering and each January thereafter, based on the previous Calendar Year's Consumer Price Index. Notwithstanding anything in the Agreement to the contrary, the prices will never decrease below the prices for the same items in the previous year. The percentage upon which the Royalty Fee is calculated will not change during the Initial Term.

(i) Refunds. If TAB refunds any Collected TAB Revenue, Franchisee will return to TAB any funds TAB distributed to Franchisee that are the subject of the refund within ten days of the date of invoice sent by TAB.

6. SERVICES AND ASSISTANCE PROVIDED BY TAB

6.1 TAB'S SERVICES. TAB will offer Franchisee such initial and continuing services prior to the Start of Service Offering that TAB deems necessary or advisable to develop Franchisee's Business. TAB's failure to provide any particular service will not excuse Franchisee from any of Franchisee's obligations under the Agreement.

6.2 INITIAL SERVICES. The initial services provided by TAB, Affiliates, or designees prior to the Start of Service Offering are as follows:

- (a) Designating the Territory as described in Section 2.1;
- (b) Providing the Initial Training Program at TAB's headquarters or virtually as described in Section 7.1(a);
- (c) Providing Franchisee with online study materials prior to Franchisee's Initial Training Program;
- (d) Providing Franchisee with access to the Operations Manual;
- (e) Providing Franchisee with an initial set of Marketing Collateral Materials and New Member Kits at no charge except shipping. Additional Marketing Collateral Materials and New Member Kits may be provided to Franchisee at Franchisee's request. TAB will charge Franchisee its then-current reproduction fees and shipping;
- (f) Providing Franchisee with a license to use the CRM System;
- (g) Providing Franchisee with access to the Microsite;
- (h) Providing Franchisee with access to the Facilitator Intranet; and
- (i) Providing Franchisee with guidance, strategy, and advice for Franchisee's Business at Franchisee's reasonable request during TAB's regular business hours via telephone, videoconference, email, or other means determined by TAB.

6.3 CONTINUING SERVICES. The continuing services provided by TAB, Affiliates, or TAB's designees after the Start of Service Offering currently include:

(a) For the Member Administration and Support Fee, providing Franchisee with administrative services including:

(i) Invoicing and routine collection of the Membership Dues and Business Assessment Fees. TAB collects Membership Dues one month in advance from Franchisee's Members. TAB reserves the right to cease billing a Member that has resigned for future Membership Dues;

(ii) Sending payment reminder notices;

(iii) Developing, producing, and distributing the "Tips From the Top[®]" newsletter to Prospects, Prospect Exceptions, and Franchisee's Members in our discretion. The newsletter will be distributed through methods determined by TAB;

(iv) Sending, reviewing, and evaluating periodic surveys or evaluations to Franchisee's Members in our discretion;

(v) Providing access to a Member Intranet;

(vi) Providing periodic reports or newsletter for TAB franchisees with ideas and advice about Franchisee's Business; and

(vii) Providing various membership administrative functions in TAB's discretion;

(b) Providing the Support Training Services and Advanced Business Development Training;

(c) Producing an annual International Conference;

(d) Providing Franchisee with public relations release formats, local marketing plans and materials, and other promotional and marketing materials in TAB's discretion. Franchisee will pay any duplication costs for the materials;

(e) Providing Franchisee with Marketing Support for Franchisee's Mass Marketing Campaigns;

(f) Providing the New TAB Franchisee Business Coaching. TAB may change Franchisee's designated business coach at any time;

(g) Providing Franchisee with any Continuing Advanced Training TAB may determine from time to time. Franchisee will pay Franchisee's communication costs to participate in the Continuing Advanced Training;

(h) Providing Franchisee with the StratPro Training and HI-MAP Training if Franchisee does not receive this training during the Initial Training Program;

(i) Providing Franchisee with Contract Facilitator Training for Franchisee's Contract Facilitators subject to availability;

(j) Making a representative reasonably available to speak with Franchisee via telephone, videoconference, email, or other means during TAB's normal business hours as TAB determines is necessary to discuss Franchisee's Business and offer advice. TAB may charge Franchisee for any additional assistance or resources that Franchisee requests; and

(k) Developing improvements, new services, and products for use in Franchisee's Business in our discretion including, without limitation, Supplemental Products and Services that will become part of the Licensed Methods.

6.4 OPERATIONS MANUAL.

(a) General Provisions. To protect TAB and maintain the standards of operation associated with the Licensed Methods, the Operations Manual may contain mandatory and suggested specifications, standards, and procedures for the operation of Franchisee's Business and information relating to Franchisee's other obligations hereunder. All specifications, standards, and operating procedures will be reasonable in TAB's business judgment and will not fundamentally alter Franchisee's status and rights under the Agreement. Specifications, standards, and procedures prescribed from time to time by TAB in the Operations Manual, or otherwise communicated to Franchisee in writing, will constitute provisions of the Agreement as if fully set forth in the Agreement. The official current version of the Operations Manual is available online on the Facilitator Intranet.

(b) Changes to Operations Manual and Licensed Methods. The Licensed Methods may change to best serve the interests of TAB, Franchisee, other TAB franchisees and licensees, and the TAB System. TAB may (i) change the components of the Licensed Methods, (ii) delete, add to, or otherwise modify the products and services that Franchisee's Business is authorized to offer, (iii) change, improve, or modify the Trademarks, or (iv) delete, amend, or otherwise modify the Operations Manual. Franchisee may be notified of the changes by any method including, without limitation, email, posting the changes to the Facilitator Intranet, mail, teleconference, videoconference, or facsimile. Franchisee is responsible for checking the Facilitator Intranet for changes to the Operations Manual and for implementing any updates and changes set out in the Operations Manual at Franchisee's cost regardless of whether Franchisee receives notice from TAB.

(c) Ownership of Operations Manual. The Operations Manual is loaned to Franchisee and will at all times remain the sole and exclusive property of TAB. Franchisee is prohibited from making copies of or otherwise disseminating all or any part of the Operations Manual. Franchisee will keep the Operations Manual in a secure place within Franchisee's Business's premises. Upon transfer, expiration, or termination of the Agreement, Franchisee will immediately destroy or return to TAB all copies of the Operations Manual that Franchisee may have at TAB's direction.

6.5 PERFORMANCE OF SERVICES.

(a) Notice. If Franchisee believes TAB has failed to adequately provide pre-opening and opening services to Franchisee as provided in the Agreement, Franchisee will notify TAB in writing within 30 days following TAB's provision of the services. Without the timely provision of the notice to TAB, Franchisee will be deemed to conclusively acknowledge that all pre-opening and opening services required to be provided by TAB were sufficient and satisfactory in Franchisee's judgment.

(b) Level of Service. TAB is not obligated to perform services set forth in the Agreement to Franchisee's particular level of satisfaction, but as a function of TAB's experience, knowledge, and business judgment. TAB does not represent or warrant that any other services will be provided to Franchisee other than as set forth in the Agreement. To the extent any other services, or any specific level

or quality of service is expected, Franchisee must obtain a commitment to provide the service or level of service in writing signed by an authorized officer of TAB, without which TAB will not be obligated to provide any other services or specific level or quality of services.

7. TRAINING

7.1 TRAINING PROGRAMS.

(a) Initial Training Program. Prior to the Start of Service Offering, TAB or its designees will provide Franchisee with an Initial Training Program consisting of online study materials and an up to eight day training program at TAB's corporate training and support location, at any other location TAB designates, or virtually. The Initial Training Program may be conducted over consecutive days or in separate sessions in TAB's discretion. Franchisee or Managing Party must attend and satisfactorily complete the Training Program within six months of signing the Agreement. The dates of Franchisee's scheduled Training Program are set forth in Exhibit I. Franchisee will complete any home study requirements prior to participating in the Training Program. The Initial Training Program curriculum will be determined by TAB. Upon satisfactorily completing the Initial Training Program, Franchisee will receive TAB's certification as a "Certified TAB Facilitator;"

(b) Support Training Services. TAB will provide Franchisee with Support Training Services for up to four days at a time designated by TAB. Franchisee is responsible for any Mentor Travel and Living Expenses as described in Section 5.2(c);

(c) Advanced Business Development Training. At a time designated by TAB, TAB will provide Advanced Business Development Training for up to two days at TAB's headquarters, at any other location TAB designates, or virtually. Franchisee must attend and satisfactorily complete the Advanced Business Development Training at the time designated by TAB. Franchisee will complete any home study requirements prior to attending the Advanced Business Development Training;

(d) New TAB Franchisee Business Coaching. After Franchisee completes the Initial Training Program described in Section 7.1(a), TAB or its designated business coach will provide Franchisee with, and Franchisee will participate in, New TAB Franchisee Business Coaching. There is no additional fee for the initial period of New TAB Franchisee Business Coaching;

(e) StratPro Training and HI-MAP Training. TAB will provide StratPro Training and HI-MAP Training as TAB may determine from time to time;

(f) Number of Attendees. In addition to Franchisee or Managing Party attending the Initial Training Program described in Section 7.1(a), Franchisee may, upon TAB's prior approval and available capacity, elect to have additional people attend the Initial Training Program. The Initial Training Fee will cover the costs for Franchisee or Managing Party to attend the Training Program described in Section 7.1(a). If Franchisee elects to have additional participants attend the Initial Training Program described in Section 7.1(a), Franchisee will pay TAB the then-current fees for additional participants in accordance with TAB's invoice. Franchisee will also pay any travel, living expenses, and wages that Franchisee, Managing Party, or any additional attendees incur to attend.

(g) Coaching Services. Subject to business coach availability, Franchisee may be required to participate in additional Coaching Services. Coaching Services may be provided in any manner that TAB or its designated business coach determine including, without limitation, by telephone, in person, or virtually. Franchisee will pay TAB its then-current fees and expenses for Coaching Services.

(h) Continuing Advanced Training. Franchisee or Managing Party and Franchisee's Contract Facilitators may be required to participate in any Continuing Advanced Training. Continuing Advanced Training may be provided via various methods including, without limitation, via telephone, in person, or virtually. TAB may require Franchisee or Managing Party and Franchisee's Contract Facilitators who participate in the Continuing Advanced Training to complete and satisfactorily pass exams after each Continuing Advanced Training session. TAB does not currently charge a fee for Continuing Advanced Training but may do so in the future. Franchisee will pay Franchisee's communication expenses to participate.

(i) Support Training Services. Subject to Mentor availability, Franchisee may, but is not required to, request additional Support Training Services. If Franchisee requests additional Support Training Services, Franchisee will pay the then-current Support Training Services Fee and any Mentor Travel and Living Expenses as described in Sections 5.2(b) and (c).

7.2 CONFERENCES.

(a) International Conference. TAB will produce an annual International Conference at a time and place designated by TAB in TAB's discretion. Franchisee will attend the International Conference each year absent extenuating circumstances acceptable to TAB. An International Conference may consist of any combination of conferences for Franchisee, Managing Party, Contract Facilitators, or Members.

(b) Periodic Conferences and Seminars. TAB may, but is not required to, hold additional mandatory or voluntary conferences for Franchisee, Managing Party, Members, or Contract Facilitators. TAB will not require Franchisee, Managing Party, or Contract Facilitators to attend more than two mandatory conferences in any Calendar Year. The International Conference Registration Fee does not include costs to attend a Member conference.

7.3 CONTRACT FACILITATOR TRAINING.

(a) Scheduling. Specific class dates for the Contract Facilitator Training will be scheduled by TAB in its sole judgment and will be subject to availability and other training schedules. TAB may cancel scheduled Contract Facilitator Training if attendance criteria are not met. Any costs incurred by Franchisee or Franchisee's Contract Facilitator resulting from any cancellation including, without limitation, any cost of rebooking flights or accommodations, will be Franchisee's sole responsibility.

(b) Conditions for Attending. Franchisee will submit to TAB a fully-executed Contract Facilitator Agreement and the then-current Contract Facilitator Training Fee in accordance with Section 5.2(k) prior to any Contract Facilitator attending Contract Facilitator Training.

8. FRANCHISEE'S DUTIES, OBLIGATIONS, AND OPERATING STANDARDS

8.1 TRAINING.

(a) Training Programs. Franchisee or Managing Party will attend and successfully complete the Initial Training Program, Advanced Business Development Training, StratPro Training, HI-MAP Training, and any required Continuing Advanced Training at TAB's direction. If Franchisee or Managing Party fails to satisfactorily complete the Initial Training Program, Advanced Business Development Training, StratPro Training, HI-MAP Training, or any required Continuing Advanced Training, TAB may require Franchisee or Managing Party to re-take any all or any portion of the Initial Training Program, Advanced Business Development Training, StratPro Training, HI-MAP Training, or required Continuing Advanced Training and pay the then-current applicable fees;

(b) Training Program for New Managing Party. If Franchisee replaces a Managing Party, the new Managing Party will attend and satisfactorily complete the Initial Training Program within 30 days of becoming a Managing Party, and attend and satisfactorily complete the Advanced Business Development Training, StratPro Training, HI-MAP Training, and any other training as directed by TAB. Franchisee will pay TAB the then-current applicable fees;

(c) Training Program for Additional Owners. If Franchisee has any minority owners involved in Facilitation, Member coaching or the marketing of Franchisee's Business, the minority owner will attend and satisfactorily complete the Initial Training Program, Advanced Business Development Training, StratPro Training, HI-MAP Training, and any other required training as TAB directs prior to engaging in any Facilitation, Member coaching or marketing of Franchisee's Business. Franchisee will pay TAB the then-current applicable fees; and

(d) Training Program for Contract Facilitators. Franchisee's Contract Facilitators will successfully complete the Contract Facilitator Training prior to Facilitating any of Franchisee's Boards or providing coaching to Franchisee's Members.

8.2 MANDATORY CONFERENCES. Franchisee or Managing Party must attend up to two mandatory conferences or International Conferences in any Calendar Year. Franchisee will use Franchisee's best efforts to encourage Franchisee's Members to attend all Member conferences that TAB produces for Members. Franchisee's Contract Facilitators may be required to attend up to two mandatory International Conferences in any Calendar Year.

8.3 OFFICE EQUIPMENT AND LOCATION.

(a) Required Equipment. Franchisee will own or lease and keep in good working order the computer hardware and software, quality projector, phone lines, Internet connection, and other office equipment necessary to operate Franchisee's Business. Franchisee will have a designated telephone line that is answered with identification of "The Alternative Board." All costs for acquiring and maintaining Franchisee's office equipment and communication lines are Franchisee's sole responsibility.

(b) Office Location. Franchisee's office may be located anywhere in the world.

(c) Email Account. Franchisee will maintain an active email account and check the account regularly.

(d) CRM System. Franchisee will use the CRM System designated by TAB in the Operations Manual. Franchisee will sign a CRM License Agreement when Franchisee executes the Agreement. Franchisee is prohibited from using the CRM System for Ancillary Business services or products that are provided to non-Members or any other product or service not authorized by TAB. Franchisee is required to update the information in the CRM System weekly. TAB will have access to the CRM System at all times. TAB reserves the right to change the designated CRM System upon prior notice to Franchisee and require Franchisee to sign a new or revised CRM License Agreement in TAB's reasonable discretion.

8.4 START OF SERVICE OFFERING. The Start of Service Offering date is specified in Exhibit I.

8.5 COMPLIANCE.

(a) Compliance with TAB's System Standards and Operations Manual. Franchisee will operate Franchisee's Business in strict accordance with the terms of the Agreement, the Licensed Methods,

Operations Manual, and all present and future TAB standards, specifications, formats, and procedures. Failure to comply with mandatory standards, specifications, formats, processes, requirements, instructions, and procedures constitutes a breach of the Agreement. All mandatory standards, specifications, formats, processes, requirements, instructions, and procedures prescribed from time to time by TAB in the Operations Manual, or otherwise communicated to Franchisee, will constitute provisions of the Agreement.

(b) Modifications. Franchisee will abide by any modifications, changes, additions, deletions, and alterations TAB makes to the Licensed Methods, Operations Manual and TAB's standards, specifications, formats, processes, requirements, instructions, and procedures. Franchisee will execute any documents necessary to effectuate the changes at Franchisee's expense. Franchisee will monitor the Facilitator Intranet to stay abreast of new developments to the Operations Manual. Modifications, changes, deletions, and alterations may require Franchisee to make additional expenditures borne by Franchisee.

(c) Required Licenses, Permits, Certificates, and Compliance with Law. Franchisee warrants and represents that Franchisee is familiar with the laws, ordinances, regulations, and licensing requirements that will govern the operation of Franchisee's Business. Franchisee will operate Franchisee's Business in full compliance with all applicable laws, ordinances, and regulations including, without limitation, government regulations relating to data protection, personal information, privacy, workers' compensation insurance, and unemployment insurance. Franchisee will obtain any approvals required by law and comply with all laws applicable to Franchisee's marketing efforts including, without limitation, permission to communicate via facsimile, telephone, videoconference, text message, or email transmission with Prospects or Prospect Exceptions. Franchisee will obtain and maintain in force all required licenses, permits, and certificates applicable to the operation of Franchisee's Business. Franchisee will comply with all applicable privacy laws relating to the collection, use, retention, or disclosure of personal information concerning Members, Contract Facilitators, Boards, or any other individuals associated with Franchisee's Business. Franchisee will obtain all necessary consents for the collection, use, retention, or disclosure of the personal information.

(d) Payments. Franchisee will pay TAB all fees due TAB under the Agreement within the time periods set out in any invoice, the Agreement, or the Operations Manual.

8.6 FRANCHISEE'S BUSINESS OPERATIONS.

(a) Conduct and Operational Methods of Franchisee's Business. Franchisee or Franchisee's Contract Facilitators will Facilitate Franchisee's Boards each month. Franchisee may conduct Board Meetings and additional TAB-related coaching or consulting in person, via videoconference, or by any other technological means or methods in use now or developed during the Term. Franchisee will conduct Board Meetings and additional TAB-related coaching or consulting in compliance with the Operations Manual including, without limitation, the Operations Manual's directives regarding Members who are recruited as Prospect Exceptions. Franchisee is affirmatively advised and explicitly acknowledges that TAB may revise or curtail the permitted methods by which Franchisee or Franchisee's Contract Facilitators may conduct Boards Meetings and additional TAB-related coaching or consulting in the future in TAB's discretion.

(b) TAB System. Franchisee will use the TAB System to form and Facilitate Boards and to provide Member coaching using the Trademarks. Franchisee will introduce the TAB System's proprietary tools to all of Franchisee's Members and will use Franchisee's best efforts to utilize the proprietary tools with them.

(c) Board Presentations. Franchisee will make presentations at Franchisee's Board Meetings and attend the training for the presentations as described in the Operations Manual.

(d) Best Efforts. Franchisee will faithfully, honestly, and diligently perform Franchisee's obligations under the Agreement including, without limitation, the promotion and development of Franchisee's Business.

(e) Conduct. Franchisee will give prompt, courteous, friendly, and efficient service to all current and prospective Members. Franchisee will adhere to the highest standards of honesty, integrity, fair dealing, and ethical conduct when dealing with current and prospective Members, suppliers, TAB, Affiliates, and the public.

(f) Presentation of Uniform Image. Franchisee's Business will offer only the types and classes of services and products including, without limitation, Supplemental Products and Services, that TAB authorizes from time to time for use by Franchisee's Business as described in the Operations Manual or the Agreement.

(g) Cooperation. Franchisee will cooperate with TAB, existing and prospective TAB franchisees, Members, and Affiliates to accomplish the purposes of the Agreement. Franchisee will assist TAB's efforts to directly communicate with Franchisee's existing and prospective Members including, without limitation, to conduct the research and testing programs as set forth in Section 1.2(a)(iv).

(h) Contact Information. Franchisee will notify TAB of any change of Franchisee's Business or personal address, telephone number, facsimile number, or email address within ten days of any change.

(i) Testing. TAB may require Franchisee to provide personality or behavioral testing or assessments for all of Franchisee's new Members using a specific type of personality or behavioral testing or assessment method or program provided by a specific vendor in accordance with Sections 8.8(a) and (b). TAB may waive the requirement to use a specific type of test or assessment or vendor if Franchisee demonstrates to TAB that Franchisee's use of TAB's test or vendor would violate an agreement Franchisee has with another vendor or test provider that predates the Effective Date.

(j) Warranties and Guarantees. TAB has developed, or may develop, certain product and service warranties and guarantees that it deems to be essential to the successful operation of a Business. Franchisee will furnish all authorized warranties and guarantees to any qualified Members or prospective Members of Franchisee's Business. Franchisee will fully, accurately, and clearly inform Members and other customers of Franchisee's Business about the warranties and guarantees in accordance with the policies and procedures from time to time prescribed by TAB. Franchisee will honor all proper claims under the authorized warranties and guarantees issued by Franchisee and otherwise fully comply with the obligations of the warranties and guarantees.

(k) Promotions. Franchisee will fully participate in all national, regional, or local promotional campaigns, prize contests, special offers, and other programs including, without limitation, the introduction of new services, products, and Supplemental Products and Services, or other marketing programs directed or approved by TAB, that may be prescribed from time to time by TAB. Franchisee will be responsible for the costs of participation. Franchisee will honor any coupons, gift certificates, or other authorized promotional offers of TAB at Franchisee's sole expense unless otherwise specified in writing by TAB.

(l) Marketing and Advertising. Franchisee will comply with the marketing requirements set out in Sections 9 and 10 of the Agreement. Franchisee will maintain an adequate supply of Promotional Materials and other marketing brochures, pamphlets, and promotional materials as may be required by TAB. Franchisee will only market to qualified Prospects and Prospect Exceptions.

(m) New Member Kits and Proprietary Tool Access. Franchisee will provide each of Franchisee's new Members and rejoining Members with a New Member Kit and access to TAB's proprietary tools.

(n) Contract Facilitators. Franchisee will comply with the Contract Facilitator requirements set out in Section 11 of the Agreement.

(o) Microsite. Franchisee will use the Microsite in Franchisee's Business. Franchisee is prohibited from using the Microsite for Ancillary Businesses or any other product or service not authorized by TAB.

(p) Other Agreements. Franchisee will comply with and perform all obligations under all other agreements between Franchisee, Franchisee's owners, Managing Party, or Franchisee's affiliates, and TAB or Affiliates.

8.7 **THIRD PARTY AGREEMENTS.** Franchisee will comply with all agreements and obligations with third parties concerning Franchisee's Business including, without limitation, all supplier agreements and the terms of any Member agreements. Franchisee will pay all obligations incurred by Franchisee's Business on a timely basis.

8.8 **APPROVED SUPPLIERS AND USE OF PRODUCTS.**

(a) Approved Products, Services, Supplies, Equipment, and Materials. Franchisee will use the required products, services, supplies, equipment, and materials approved by TAB including, without limitation, the Promotional Materials. Franchisee will obtain TAB's prior written consent before Franchisee uses or distributes other products, services, supplies, equipment, and materials or offer any other type of products or services using the Licensed Methods.

(b) Approved Suppliers. Franchisee will purchase all products, services, supplies, equipment, and materials required for the operation of Franchisee's Business from any manufacturers, suppliers, or distributors designated or previously approved by TAB. TAB or Affiliates may be the sole designated supplier, manufacturer, or distributor of certain required or non-required products, services, supplies, equipment, and materials. Franchisee will purchase the items directly from TAB as specified by TAB from time to time.

(c) Rebates. TAB or Affiliates may receive rebates, discounts, commissions, allowances, advantages, concessions, and other benefits from approved or recommended suppliers, manufacturers, or distributors for products, services, supplies, equipment, and materials purchased by Franchisee. TAB is under no obligation to account for the rebates to Franchisee or to share the rebates with Franchisee.

(d) Promotional Materials. Franchisee will purchase the Promotional Materials including books and other publications that TAB reasonably specifies and believes, in its sole discretion, will benefit Franchisee's Business.

(e) Franchisee's Suppliers. If Franchisee desires to use any product, service, supply, equipment, or material not supplied by TAB or an approved supplier, manufacturer, or distributor that contains or bears any Licensed Methods, the product, service, supply, equipment, material, supplier, manufacturer, or distributor must first be approved by TAB in writing. TAB may withhold its approval for any reason. TAB may require the supplier, manufacturer, or distributor to pay a fee to TAB, as determined by TAB in its sole discretion, for use of the Licensed Methods.

(f) Revocation of Approvals. TAB will have the right to impose reasonable limits on the number of approved suppliers, manufacturers, or distributors of any product, service, supply, equipment, or materials. TAB will be entitled to revoke its approval of any product, service, supply, equipment, materials, supplier, manufacturer, or distributor if any (i) such product, service, supply, equipment, or materials fails to continue to meet TAB's standards and specifications, (ii) supplier, manufacturer, or distributor fails to continue to meet TAB's standards and specifications, or (iii) supplier, manufacturer, or distributor breaches any agreement it may have with TAB or Affiliates.

(g) Resales. Franchisee may only provide the products, services, supplies, equipment, or materials bearing or containing the Licensed Methods to Members in the manner authorized by TAB and to no other persons or entities. This prohibition includes, without limitation, former TAB franchisees, distributors, or resellers of the products, services, supplies, equipment, or materials. Franchisee cannot purchase products, services, supplies, equipment, or materials bearing or containing the Licensed Methods from any of TAB's current or former TAB franchisees without TAB's prior consent except as required by law.

8.9 OWNERSHIP AND CONTROL OF FRANCHISEE'S BUSINESS.

(a) Ownership. Franchisee (if Franchisee is an individual), or Managing Party (if Franchisee is a partnership, corporation, company, or other legal entity), will, at all times, own at least 51% of the equity interest and control of Franchisee's Business. At the time of execution of the Agreement and at any later time at TAB's request, Franchisee or Managing Party will promptly provide TAB with satisfactory proof of Franchisee's ownership. Franchisee will allow no changes in the ownership structure of Franchisee's Business without TAB's prior written consent.

(b) Responsibility for Operation of Franchisee's Business.

(i) Franchisee or Managing Party will be responsible for directly supervising Franchisee's Business. Franchisee has the sole right and responsibility for determining the manner and means that the day-to-day operations of Franchisee's Business are conducted and for achieving Franchisee's business objectives. Subject to any approval, inspection, and enforcement rights reserved to TAB, this right and responsibility includes, without limitation, the employment, supervision, and conditions of employment and discharge for Franchisee's employees, Contract Facilitators, and independent contractors, safety concerns, regulatory compliance, and conformity with the Licensed Methods.

(ii) TAB's retention and exercise of the right to approve certain matters, to inspect Franchisee's Business and its operations, and to enforce its rights exists only to the extent necessary to protect TAB's interest in the Licensed Methods for the benefit of the TAB System. Neither the retention nor the exercise of this right is intended to establish any control, or the duty to take control, of Franchisee's Business.

(c) Independent Entity. In all dealings with third parties including, without limitation, employees, suppliers, manufacturers, distributors, other TAB franchisees, Contract Facilitators, Members, and customers, Franchisee will disclose that Franchisee is an independent entity licensed by TAB in a manner acceptable to TAB. If Franchisee, Managing Party, Franchisee's Contract Facilitators, or employees uses a formal title (e.g., "President"), the person will explicitly indicate that the position is held with Franchisee and not with TAB.

(d) Management. Franchisee will not transfer, delegate, assign, or subcontract Franchisee's obligations under the Agreement or the operation of Franchisee's Business to any third party or entity without TAB's prior approval.

(e) Guarantee. If Franchisee is a corporation, partnership, limited liability company, or other entity, or becomes a corporation, partnership, limited liability company, or other entity, Franchisee's officers, directors, shareholders, partners, members, managers, and owners will execute the TAB Boards International, Inc. Guarantee and Assumption of Franchisee's Obligations attached as Exhibit III.

8.10 NON-DISCLOSURE AND NON-COMPETITION AGREEMENTS FOR ASSOCIATES. If Franchisee has an Associate, the Associate will execute a non-disclosure and non-competition agreement in a form satisfactory to TAB and deliver the same to TAB within ten days after the agreement is executed.

8.11 ENFORCEMENT. TAB may require Franchisee's compliance with the provisions of this Section 8 even if it does not require compliance by all TAB franchisees.

9. MARKETING

9.1 MASS MARKETING CAMPAIGNS.

(a) Requirement. Franchisee will conduct Mass Marketing Campaigns in accordance with the Operations Manual.

(b) Timing. Mass Marketing Campaigns will be conducted during periods determined by TAB and may be subject to Franchisee's satisfactory completion of the Initial Training Program or Mentor availability. Franchisee will be required to conduct one Mass Marketing Campaigns during the first year of the Initial Term if Franchisee purchases a new Business and one Mass Marketing Campaign during the first six months of the Initial Term if Franchisee purchases an ongoing Business. If Franchisee does not satisfactorily complete the Initial Training Program, TAB may reschedule the initial required Mass Marketing Campaigns. Franchisee will be responsible for any additional costs incurred for rescheduling the initial required Mass Marketing Campaigns.

(c) Prospects. The initial required Mass Marketing Campaigns will be targeted towards Prospects and Prospect Exceptions. Franchisee will only market to qualified Prospects and Prospect Exceptions.

(d) Additional Expenses. In addition to the Marketing Fee, Franchisee will pay all additional expenses necessary to conduct the required Mass Marketing Campaigns including, without limitation, telemarketing expenses, postage, printing, LinkedIn prospecting service fees, LinkedIn Sales Navigator License, Costs for Connect and Sell Calling platform and costs for meeting rooms, food, and equipment that meet TAB's specifications.

9.2 ADDITIONAL MARKETING REQUIREMENTS.

(a) First Year Local Marketing Requirement. In addition to the required Mass Marketing Campaigns, beginning the month Franchisee completes the initial required Mass Marketing Campaign (as determined by TAB) and continuing throughout the balance of the first year from the Start of Service Offering, Franchisee must conduct the Additional Marketing including 9 months of Connect and Sell and twelve months of LinkedIn outbound marketing performed by a TAB approved vendor. A secondary Mass Marketing Campaign is recommended but not required. If the Franchisee opts to only have one Mass Marketing Campaign, they will be required to supplement this with nine months of Connect and Sell calling.

(b) Marketing List. The Marketing List will contain contact information for Prospects.

(c) Equipment for Marketing Events. Franchisee will confirm to TAB that Franchisee has the required equipment including Pipedrive CRM to present Franchisee's Marketing Events prior to the first Marketing Event of the required Mass Marketing Campaigns. If Franchisee fails to provide the confirmation, TAB may, but is not required to, lease the equipment on Franchisee's behalf and recover the lease payments from Franchisee.

9.3 MARKETING SUPPORT.

(a) Marketing Support for Mass Marketing Campaigns. TAB will provide Franchisee with TAB's then-current Marketing Support for Franchisee's required Mass Marketing Campaigns. Marketing Support for Franchisee's initial required Mass Marketing Campaign currently includes:

- (i) Acquiring a Marketing List;
- (ii) Uploading the Marketing List to Franchisee's CRM System account, de-duping information and creating a Mass Marketing Campaign target list;
- (iii) Acquiring emails for the Marketing List when available;
- (iv) Acquiring LinkedIn profiles when available;
- (v) Providing an initial set of Marketing Collateral Materials; and
- (vi) Obtaining a URL for use in Franchisee's Business, setting up the Microsite, and providing Franchisee with access to the CRM System.

(b) Scope of Additional Marketing Support. For additional Mass Marketing Campaigns conducted after the required initial Mass Marketing Campaign, additional Marketing Support may or may not include, without limitation, the services described in Section 9.3(a). TAB may change, delete, modify, or otherwise alter the Marketing Support at any time.

9.4 OTHER REQUIREMENTS.

(a) Marketing Reports. Franchisee will submit a marketing report to TAB on an ongoing basis that details the marketing activities done to market the business.

(b) Copies to TAB. Franchisee will include TAB as a recipient for any Mass Marketing Campaign communications or other activities that are part of Franchisee's Additional Marketing that Franchisee conducts without using TAB's corporate marketing department.

9.5 USE OF TAB'S METHODS. Mass Marketing Campaigns and marketing, prospecting, sales activities, and programs for Franchisee's Business will use TAB's designated methods. There is no guarantee that Mass Marketing Campaigns or any other marketing, prospecting, sales activities, or programs required or recommended by TAB will achieve any minimum results.

9.6 MARKETING TO CERTAIN PROSPECTS. Franchisee may only advertise, market, or otherwise solicit for prospective Members located in a Legacy Territory if the prospective Member is a Prospect Exception.

9.7 **MARKETING USING FRANCHISEE’S BUSINESS.** TAB may use any aspect of Franchisee’s Business for marketing purposes including, without limitation, obtaining testimonials from Franchisee’s Members.

10. ADVERTISING

10.1 **FRANCHISE MARKETING ACCOUNT.**

(a) Purpose. Franchisee understands and acknowledges that the Marketing Development Fee and Franchise Marketing Account are intended to maximize general public recognition and patronage of the Licensed Methods and the products and services offered by Businesses for the benefit of all of TAB’s franchisees and licensees. TAB does not guarantee that advertising expenditures from the Franchise Marketing Account will benefit Franchisee or any other TAB franchisee or licensee directly or on a *pro rata* basis. TAB undertakes no obligation to ensure that the Franchise Marketing Account expenditures in or affecting any geographic area are proportionate or equivalent to the contributions of TAB franchisees or licensees operating in that geographic area.

(b) Use of Franchise Marketing Account. The Franchise Marketing Account may be used for any activities that TAB believes, in its sole judgment, will help market the TAB System including, without limitation, production and placement of media advertising, media relations, salaries and administrative costs, creating and testing direct response literature, social media, website development and management, direct mailings, brochures, collateral material, advertising, surveys, or other public relations expenditures including agency costs and commissions and for other similar expenses. In any fiscal year, an amount greater or less than the aggregate contribution of all TAB franchisees and licensees to the Franchise Marketing Account in that year may be spent. The Franchise Marketing Account may borrow from TAB or other lenders to cover deficits or invest any surplus for future use. Any amounts that remain in the Franchise Marketing Account at the end of each year will accrue and may be applied toward the next year’s expenses.

(c) Administration. The Franchise Marketing Account will be administered by TAB. Upon Franchisee’s written request, TAB will send Franchisee an annual unaudited financial statement for the Franchise Marketing Account that indicates how the funds in the Franchise Marketing Account have been spent during the previous Calendar Year. The Franchise Marketing Account is not audited and audited financial statements are not available.

(d) Overhead. TAB may use reasonable amounts from the Franchise Marketing Account to pay for TAB’s or Affiliates’ administrative and overhead costs, expenses, and salaries related to the administration and operation of the Franchise Marketing Account and its programs including, without limitation, conducting market research, social media, website development and management, preparing materials and other programs, and administration, collecting, and accounting for Franchise Marketing Account contributions.

(e) Liability. TAB assumes no direct or indirect liability or obligation to Franchisee for collecting amounts due to any advertising account. TAB will not be liable for any act or omission with respect to the Franchise Marketing Account including, without limitation, maintaining, directing, or administering the Franchise Marketing Account or any other advertising account. No action taken by TAB will diminish Franchisee’s obligation to pay the Marketing Development Fee. The Parties’ rights and obligations with respect to the Franchise Marketing Account and all related matters are governed solely by the Agreement, and neither the Agreement nor the Franchise Marketing Account creates a trust, fiduciary relationship, or similar arrangement.

(f) Termination of Franchise Marketing Account. The Franchise Marketing Account may be terminated at any time by TAB in its sole discretion. If the Franchise Marketing Account is terminated, any remaining balance in the Franchise Marketing Account will be expended as provided for in Section 10.1(b) or returned to Franchisee on a *pro rata* basis in TAB's sole determination.

10.2 LISTINGS, DOMAIN NAMES, AND WEBSITES.

(a) Directory Listings. Franchisee will list Franchisee's Business under the name "The Alternative Board[®]" or any other name TAB designates in the online and physical directories TAB designates. Franchisee will list Franchisee's Business in directory categories specified by TAB and use TAB's standard forms of listing.

(b) Domain Names. Franchisee and Franchisee's Contract Facilitators are prohibited from using or registering any URL, email address, or website address that includes the Trademarks or any portion of the Trademarks including, without limitation, "TAB" or "The Alignment Factor," without TAB's prior written approval. Franchisee will prohibit Franchisee's Contract Facilitators from registering the URLs, email addresses, or website addresses without prior approval. If TAB grants approval, TAB will register the requested URL, email address, or website address and license the same to Franchisee for Franchisee's or Franchisee's Contract Facilitators' use during the Term or Contract Facilitator Agreement term as applicable. Franchisee will pay TAB for the cost to acquire the URL, email address, or website address and any renewals. TAB owns all right, title, and interest in and to any URL, email address, or website address that includes the Licensed Methods or any portion of the Licensed Methods used by Franchisee or any of Franchisee's Contract Facilitators.

(c) Websites. Franchisee will use the Microsite for Franchisee's Business. Neither Franchisee nor Franchisee's Contract Facilitators are permitted to use any part of the Licensed Methods in any other website unless preapproved by TAB in its sole discretion. Franchisee will prohibit Franchisee's Contract Facilitators from using any Licensed Methods in any website without prior approval. All such websites must comply with TAB's specific corporate brand identity guidelines.

(d) Assignment. Franchisee will execute the Conditional Assignment of Telephone and Directory Listings, Etc. attached as Exhibit IV upon executing the Agreement.

10.3 OTHER ADVERTISING AND PUBLIC RELATIONS.

(a) Franchisee's Advertising Materials. Subject to Section 10.3(b), Franchisee may create advertising materials that meet TAB's standards and requirements. All Franchisee's advertising must be conducted in a dignified manner and the marketing medium (i.e., radio, television, print media, email, yellow pages, newsprint, and the like) must be preapproved by TAB.

(b) Approvals. Franchisee may only market to Prospects or advertise Franchisee's Business using marketing and advertising materials and methods approved by TAB in the Operations Manual or otherwise in writing. Franchisee will submit all proposed marketing and advertising materials to TAB for its approval and may not use any marketing and advertising materials without TAB's written approval. TAB will approve or disapprove of proposed marketing and advertising materials within 15 days of the date TAB receives them. If TAB does not respond during the 15-day period, the marketing and advertising materials are deemed disapproved. If TAB approves the marketing and advertising materials prepared by Franchisee, TAB may use the marketing and advertising materials and make them available to other TAB franchisees, licensees, or Affiliates.

11. CONTRACT FACILITATORS

11.1 CONDITIONS AND APPROVALS.

(a) Conditions. To engage a Contract Facilitator, Franchisee must meet the following conditions:

(i) Franchisee is in compliance with the terms of the Agreement and the Operations Manual;

(ii) Franchisee or Managing Party is Facilitating at least one Board per month and providing Member coaching;

(iii) Franchisee provides TAB with written notice that Franchisee requests to engage a Contract Facilitator;

(iv) Franchisee's Contract Facilitator is approved by TAB, which approval will not be unreasonably withheld;

(v) Franchisee provides TAB with a fully-executed copy of a Contract Facilitator Agreement prior to the Contract Facilitator attending the Contract Facilitator Training;

(vi) Franchisee pays TAB the then-current Contract Facilitator Training Fee;

(vii) Franchisee's Contract Facilitator satisfactorily completes the Contract Facilitator Training described in Section 7.3;

(viii) Franchisee pays any broker commission, referral fee, or sales commission if the Contract Facilitator was introduced to Franchisee by TAB or through TAB's franchise sales process;

(ix) Franchisee meets the then-current revenue performance and any other requirements for the engagement of a Contract Facilitator. The current revenue performance requirements are that the Franchisee may engage one Contract Facilitator regardless of revenue performance, a second Contract Facilitator after Franchisee achieves \$12,000.00 per month of revenue performance, and a single additional Contract Facilitator per each monthly \$6,000.00 revenue performance increase. Franchisee's Contract Facilitator engagement limit will not decrease if Franchisee no longer meets the otherwise applicable engagement requirements; and

(x) The Contract Facilitator is physically located in the same state or province as Franchisee.

(b) Approvals. TAB's approval of any Contract Facilitator is not an endorsement or warranty of the Contract Facilitator. Franchisee assumes responsibility for recruiting, investigating, and qualifying Franchisee's Contract Facilitators. TAB is not responsible for the actions or conduct of Franchisee's Contract Facilitators.

11.2 CONTRACT FACILITATOR REQUIREMENTS.

(a) Guidelines. Franchisee's creation of a sub-franchise relationship or business opportunity between Franchisee and Franchisee's Contract Facilitators is strictly prohibited. Franchisee's use of

Contract Facilitators will follow TAB's guidelines to avoid any sub-franchise relationship or a business opportunity. These guidelines include, without limitation, the following:

(i) Franchisee will use TAB's then-current form of Contract Facilitator Agreement subject to review by Franchisee's attorney as provided in Section 11.3 of the Agreement;

(ii) Franchisee and Franchisee's affiliates will not receive any payments or reimbursements including, without limitation, the Contract Facilitator Training Fee, from Franchisee's Contract Facilitators; and

(iii) Franchisee will pay for the Contract Facilitator Training Fee and any products or services required for the operation of Franchisee's Business that are only available from TAB, Affiliates, or a third party that provides TAB with a rebate or incentive.

(b) Payments by Contract Facilitators. Franchisee's Contract Facilitators may pay for the following:

(i) Payments to TAB, Affiliates, or third parties from whom TAB receives a rebate or incentive for purchases of optional, non-essential, or recommended products or services for Franchisee's Business; and

(ii) Payments made directly to non-affiliated third parties for expenses relating to Franchisee's Business including, without limitation, travel expenses and regular business expenses, that Franchisee or TAB does not receive a rebate for.

(c) Failure to Provide TAB with Contract Facilitator Agreement or Attend Contract Facilitator Training. Franchisee will be in Default if Franchisee permits any independent contractor to Facilitate a Board or provide Member coaching without a fully-executed Contract Facilitator Agreement delivered to TAB or without satisfactory completion of the Contract Facilitator Training,

11.3 CONTRACT FACILITATOR AGREEMENT.

(a) Termination. Franchisee will notify TAB in writing no later than ten days after termination of any Contract Facilitator Agreement.

(b) Compliance. Franchisee will ensure that Franchisee's Contract Facilitators comply with the Contract Facilitator Agreement, Facilitate Franchisee's Boards, and provide Member coaching in accordance with the Operations Manual.

(c) Local Review. TAB makes no express or implied representations or guarantees that the Contract Facilitator Agreement is legal or enforceable in any particular state. It is Franchisee's sole responsibility and expense to verify that the Contract Facilitator Agreement meets the requirements of all applicable laws or regulations with a licensed attorney.

(d) Payments. Franchisee is solely responsible for compensating Franchisee's Contract Facilitators.

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12. RECORDS AND REPORTS

12.1 RECORD KEEPING.

(a) Bookkeeping System. Franchisee will use a uniform bookkeeping system, accounting system, reporting forms, and chart of accounts for Franchisee's Business that conform to good business practices and that may be prescribed by TAB in the Operations Manual. Required financial information will be presented in accordance with tax basis accounting, consistently applied, and will be materially accurate and complete.

(b) Record Retention. Franchisee will retain all books and records, invoices, order forms, time cards, payroll records, check stubs, bank deposit receipts, sales tax records and returns, cash disbursements journals, and general ledgers used in the operation of or relating to Franchisee's Business during the Term and for at least three years after the fiscal year that they relate to (or any longer period as may be required by law) at Franchisee's office or at a location that TAB will be kept advised of. Franchisee will retain all other pertinent information pertaining to Franchisee's Business including, without limitation, Member Information, Change of Membership Status Reports, Ancillary Business records, and Franchisee's Members' contact information. Franchisee will provide to TAB copies or originals of the records described in this Section 12.1 upon request.

12.2 REPORTS.

(a) Tax Returns. Franchisee will deliver copies of Franchisee's Business and Franchisee's sales tax returns and federal and state income tax returns within 15 days of filing the tax returns. If these tax returns show an underpayment of any amounts owed to TAB, Franchisee will pay any amounts due to TAB plus interest as provided for in Section 5.3(d) within seven days of TAB's notice to Franchisee.

(b) Membership Reports. Franchisee will submit Member reports and completed Change of Membership Status Reports to TAB in the form prescribed by the Operations Manual no later than the tenth day of each month.

(c) Additional Revenue From the TAB Opportunity. Franchisee will submit an accurate report of all Additional Revenue From the TAB Opportunity for the Calendar Year to TAB in a format prescribed by the Operations Manual on December 31 of each Calendar Year or at any other time TAB requests.

(d) TAB Revenue. Franchisee will submit an accurate report of all TAB Revenue for the Calendar Year to TAB in a format prescribed by the Operations Manual on December 31 of each Calendar Year or at any other time TAB requests.

(e) Supplemental Products and Services Reports. Franchisee will submit an accurate report of the sales of Supplemental Products and Services to TAB in a format and at the frequency prescribed by the Operations Manual.

(f) Marketing Reports. Franchisee will submit the marketing reports described in Section 9.4(a) to TAB.

(g) Use of Reports. TAB may use information provided to TAB (recognizing that the information may be personal information for the purposes of applicable privacy legislation) to disclose income amounts to prospective TAB franchisees and others including through TAB's Franchise Disclosure Document, without identifying Franchisee. Franchisee will provide TAB with and authorize TAB to use any financial information that TAB reasonably requests for TAB's financial performance representations.

(h) Privacy. Franchisee expressly permits TAB to disclose personal information in its Franchise Disclosure Document relating to Franchisee or Franchisee's Business including, without limitation, Franchisee's name, address, telephone number, facsimile number, sales information, revenue figures, expenses, costs, results of operations or similar information, and any information regarding the non-renewal, closure, expiration, or termination of the Agreement or Franchisee's Business. Any disclosure will be for the purposes of soliciting prospective franchisees or complying with applicable law.

(i) Ownership of Records. TAB owns all right, title, interest, and control in and to the Member Information and records, prospective Member information and records, and any other records of Franchisee's Business relating to the TAB System, all of which are Confidential Information.

12.3 INSPECTIONS AND AUDITS.

(a) Right to Inspect and Audit Books and Records. TAB may enter Franchisee's place of business during normal business hours without prior notice to examine, inspect, and audit Franchisee's Business's bookkeeping and accounting records, sales and income tax records, tax returns and other books and records including, without limitation, materials relating to any Additional Revenue From the TAB Opportunity.

(b) Right to Inspect and Audit Franchisee's Business's Operations. TAB may inspect and audit Franchisee's Business operations without prior notice by any means determined by TAB. TAB or its designee may attend and observe any activities that are part of Franchisee's Business including, without limitation, Franchisee's Board Meetings or private coaching sessions. TAB may review the operation and administration of Franchisee's Business through quality control testing, periodic field reviews, or any other tests, reviews, inspections, or other reasonable actions deemed desirable by TAB. Franchisee will only be required to pay for the reasonable travel and accommodation expenses of any TAB designee conducting a review once every 36 months except in the circumstances described in Section 12.3(d)(i)-(iv).

(c) Franchisee's Cooperation. Franchisee or Managing Party will be available upon reasonable notice by TAB during any inspections or audits described in this Section 12.3. Franchisee will fully cooperate with TAB, its designees, or independent accountants hired by TAB to conduct any inspection or audit. Franchisee represents and warrants that all information provided to TAB or its designees and auditors during the inspections and audits will be complete and accurate in all material respects. The rights in this Section 12.3 will survive expiration or termination of the Agreement.

(d) Audit and Inspection Results. If any examination, inspection, or audit discloses monies owed by Franchisee to TAB, Franchisee will pay the amount due of the understatement plus interest to TAB within seven days of receipt of the inspection or audit report. TAB may deduct this amount from the Collected TAB Revenue. Franchisee will pay the reasonable costs incurred by TAB to conduct the examination, operational inspection, other inspection, or audit if the examination, inspection, or audit is made necessary by:

(i) Franchisee's failure within 30 days following written notice to furnish reports, supporting records, financial statements, other documents, or information as required by the Agreement or the Operations Manual;

(ii) Franchisee's failure more than two times in any Calendar Year to furnish the reports, records, financial statements, other documents, or information as required by the Agreement or the Operations Manual;

(iii) Disclosure that amounts due TAB have been understated by more than 2% in any consecutive period of three or more months; or

(iv) Franchisee's under- or over-reporting Franchisee's TAB Revenue or any other revenue generated from Franchisee's Business by more than 2%.

Reimbursable costs will include, without limitation, the costs, expenses, and charges of any independent accountants and the travel expenses, room and board, and compensation of parties employed by TAB to conduct an examination, inspection, or audit.

(e) Collecting TAB Revenue. Franchisee will not directly bill or collect any TAB Revenue. If Franchisee directly bills and collects any TAB Revenue, in addition to TAB's other remedies, the Royalty Fee set out in Section 5.2(a) will automatically increase to 50% and the applicable Minimum Royalty Fee will automatically increase by 50%.

13. PROPRIETARY MATERIALS AND TRADEMARKS

13.1 OWNERSHIP.

(a) Title. TAB owns all right, title, interest, and goodwill in and to the TAB System, Operations Manual, Members, Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates. Franchisee acknowledges and agrees that they have significant value;

(b) Franchisee's Right to Use. Franchisee's right to use the Licensed Methods, Operations Manual, Confidential Information, Trade Secrets, Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB derives solely from the Agreement and TAB has the right to control Franchisee's use of same. Franchisee only has the right to use the Licensed Methods, Operations Manual, Confidential Information, Trade Secrets, Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB in the operation of Franchisee's Business during the Term in accordance with the Agreement;

(c) Benefits of Use Inure to TAB. All goodwill from the use of the TAB System, Operations Manual, Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates inures to the benefit of TAB. Franchisee acknowledges and agrees that Franchisee has not acquired any right, title, interest, right to use or goodwill of the TAB System, Operations Manual, Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates. If Franchisee acquires any such rights, title, or interest, Franchisee will assign all the rights, title, or interest to TAB;

(d) Works Made for Hire. Any part of the Copyrighted Materials or Improvements created by Franchisee or any other person or entity retained or employed by Franchisee are "works made for hire" within the meaning of the United States Copyright Act and are the property of TAB. TAB may use and license others to use the Copyrighted Materials or Improvements unencumbered by moral rights. To the extent the Copyrighted Materials or Improvements are not "works made for hire" or rights in the Copyrighted Materials or Improvements do not automatically accrue to TAB, Franchisee irrevocably assigns the entire right, title, and interest in perpetuity throughout the world in and to any rights, including all copyrights, in the Copyrighted Materials or Improvements to TAB. Franchisee and the author of the Copyrighted Materials or Improvements will warrant and represent that the Copyrighted Materials or

Improvements are created by and wholly original with the author. Where applicable, Franchisee will obtain any other assignments of rights in the Copyrighted Materials or Improvements from another person or entity necessary to ensure TAB's right in the Copyrighted Materials or Improvements as required by this Section 13.1(d);

(e) Ownership of Non-TAB Materials. Any rights or ownership of material not related to TAB, the TAB System, Operations Manual, Microsite, URLs containing the Trademarks or any portion of the Trademarks, or other proprietary information provided to Franchisee will remain the property of the original owners and will not contain any designations, words, logos, designs or references to TAB, the TAB System, Operations Manual, Microsite, URLs containing the Trademarks or any portion of the Trademarks, or other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates;

(f) Contest Ownership. Franchisee will never directly or indirectly dispute, contest, or challenge anywhere in the world the validity, enforceability, registration, or application for registration of any part of the TAB System, URLs containing the Trademarks and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates, or TAB's ownership in the foregoing, nor counsel, procure, or assist any other party to do the same. Franchisee will never take any action that is inconsistent with TAB's ownership of the same nor represent that Franchisee has any right, title, or interest in the same other than as expressly granted by the Agreement;

(g) Cooperation. Upon TAB's request, Franchisee will cooperate fully, both before and after termination or expiration of the Agreement, in confirming, perfecting, preserving, and enforcing TAB's rights in any part of the TAB System, the Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates. This includes executing and delivering to TAB any documents TAB reasonably requests for any purpose including, without limitation, assignments, powers of attorney, and copies of commercial documents showing sale and advertising of services and products. Franchisee hereby irrevocably appoints TAB as Franchisee's attorney-in-fact for the purpose of executing the documents; and

(h) Members. Members remain the property of TAB. Franchisee will not be permitted to assign or transfer Franchisee's right to provide Facilitation services or Member coaching granted under the Agreement without TAB's prior approval.

13.2 PERMITTED USE.

(a) Limitation of Use. Franchisee will only use the Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates in the identification, marketing, promotion, or operation of Franchisee's Business during the Term and only in compliance with the Agreement, TAB's rules, and guidelines set out in the Operations Manual. Franchisee will obtain TAB's prior approval before using the Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, Microsite, URLs containing the Trademarks or any portion of the Trademarks, or other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates for purposes outside of TAB's typical marketing purposes;

(b) Business Identification. Except as provided in Section 13.3(b) or otherwise in the Agreement, Franchisee will use the trademark "THE ALTERNATIVE BOARD" or "TAB" as the primary identification of Franchisee's Business. Franchisee will identify Franchisee as the independent owner and operator of Franchisee's Business in the manner prescribed by TAB. Franchisee will not identify Franchisee in a manner that may mislead a party to believe that Franchisee is an employee or agent of TAB.

Franchisee will prominently display the Trademarks in the manner prescribed by TAB on Franchisee's Business' letterhead, marketing materials, advertising, forms, and packaging. Franchisee will more prominently display the Trademarks over any secondary name or designation in identifying Franchisee's Business and related products and services;

(c) Use of Trademarks with Other Trade Names. Franchisee will obtain TAB's approval, which approval may be withheld in TAB's sole discretion, before using Franchisee's existing trade name or business name in conjunction with the use of the Trademarks. Franchisee will obtain TAB's prior approval before using the Trademarks to co-sponsor an event that involves the use of the Trademarks, corporate name, other name, logo, or symbol of a third party;

(d) Use of Other Trademarks. If the Trademarks may not be used by Franchisee in all or part of the Territory, Franchisee will only use a different name that TAB approves in writing; and

(e) Notices. Franchisee will use all proper copyright and trademark notices when using the Copyrighted Material and Trademarks as set forth in the Operations Manual.

13.3 PROHIBITED USES.

(a) Unauthorized Use. Franchisee is prohibited from any unauthorized use of the Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates. Any prohibited use by Franchisee will constitute an infringement of TAB's rights including use in connection with the sale of an unauthorized service or product or in a manner not authorized in writing by TAB. Any infringement will cause substantial harm to TAB, Affiliates, other TAB franchisees, licensees, and other Businesses;

(b) Prohibited Use in Trade Names, Corporate Names, and URLs. Franchisee will not use the Trademarks or anything confusingly similar to the Trademarks or any portion of the Trademarks as part of a corporate name, trade name, or as a URL (unless provided to Franchisee by TAB), or with any prefix, suffix, or other modifying words, terms, designs, or symbols, or in any modified form;

(c) Harm Image or Goodwill. Franchisee will safeguard and maintain the reputation and prestige of the Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, Microsite, URLs containing the Trademarks or any portion of the Trademarks, and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates. Franchisee will not do anything that tarnishes the image of the TAB System or adversely affects or dilutes the value, reputation, or goodwill associated therewith, nor counsel, procure, or assist anyone else to do the same; and

(d) Prohibited Replication. Except as expressly authorized under the Agreement, Franchisee will never use, copy, or imitate or cause or permit any other party to directly or indirectly use, copy, or imitate (i) any of the Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, Microsite and other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates for any unauthorized purpose, (ii) any confusingly similar method, format, procedure, technique, system, trade dress, symbol, emblem, tagline, insignia, term, designation, design, diagram, promotional material, or course material of TAB or Affiliates, or (iii) any facility or program of TAB or Affiliates for any unauthorized purpose.

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13.4 REGISTRATIONS.

(a) TAB's Right to Register. TAB may decide, in its sole and absolute discretion, to apply to register or to register, anywhere in the world, for trademark, copyright, trade name, or patent protection for any part of the Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, Microsite content, URLs containing the Trademarks or any portion of the Trademarks, or other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates. Failure of TAB to obtain or maintain in effect any such application or registration is not a breach of the Agreement; and

(b) Franchisee's Prohibition on Registration. Before or after termination or expiration of the Agreement, Franchisee will not register or apply to register any part of the TAB System, Microsite content, URLs containing all or any portion of the Trademarks, or other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates or any trademark, name, service mark, or logo confusingly similar to the foregoing anywhere in the world.

13.5 **INFRINGEMENT.** Franchisee will notify TAB in writing of any possible infringement or illegal use by others of any part of the TAB System, Microsite content, URLs containing all or any portion of the Trademarks, or other proprietary information or anything confusingly similar to the foregoing provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates that may come to Franchisee's attention. TAB will have the right in its sole discretion to determine whether any action will be taken for any possible infringement or illegal use. TAB may commence or prosecute the action in its own name and may join Franchisee as a party if TAB determines it to be reasonably necessary for the continued protection and quality control of any part of the TAB System, Microsite content, URLs containing the Trademarks or any portion of the Trademarks, or other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates. TAB will bear the reasonable cost of any such action including attorneys' fees. Franchisee will fully cooperate with TAB in any litigation.

13.6 **CHANGE OF TRADEMARKS.** If TAB or an Affiliate, in their sole discretion, determine it is necessary to modify or discontinue use of the Trademarks or any portion of the Trademarks, or to develop additional or substitute marks or trade names, Franchisee will take any action directed by TAB, at Franchisee's sole expense, as may be necessary to comply with the modification, discontinuation, addition, or substitution within 90 days or any other period of time set out in TAB's written notice.

13.7 **IMPROVEMENTS.** Franchisee will promptly disclose any Improvements to TAB and create a written record of the same. Any Improvements made by Franchisee or any of Franchisee's owners, officers, employees, affiliates, agents, Contract Facilitators or contractors or as the result of suggestions or other input from Franchisee or any of Franchisee's owners, officers, employees, affiliates, agents, Contract Facilitators, or contractors including, without limitation, all copyrightable works, will become part of the TAB System and TAB's proprietary information owned by TAB without any rights of ownership accruing to Franchisee. Franchisee hereby assigns all proprietary rights described in this Section 13.7 to TAB without additional consideration. Franchisee will execute any additional assignments or documentation to effectuate the assignment of these rights or as TAB deems necessary to enable it, at its expense, to apply for, prosecute, and obtain copyrights, trademarks, patents, or other proprietary rights in the United States and in other countries. Franchisee hereby irrevocably appoints TAB as Franchisee's attorney-in-fact for the purpose of executing the documents. TAB will have the right to make Improvements available for use by all TAB franchisees. The expression "any changes, improvements, or enhancement" includes, without limitation, any methods or materials for marketing or providing the Services.

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14. ANCILLARY BUSINESS, NON-COMPETITION, AND CONFIDENTIALITY

14.1 PERMITTED ANCILLARY BUSINESS.

(a) By Franchisee or Managing Party. Franchisee or Managing Party may offer and advertise Ancillary Businesses anywhere in the world as long as:

(i) The Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, Microsite, URLs containing any portion of the Trademarks, or anything confusingly similar to any portion of the Trademarks and TAB or Affiliates' proprietary materials are not used in connection with the Ancillary Businesses;

(ii) The Ancillary Businesses do not compete with Franchisee's Business or any other Business operated by TAB, TAB's franchisees, licensees, or Affiliates, Other Businesses, or any other business then being offered or operated by TAB or Affiliates in the Territory in TAB's sole opinion; and

(iii) The Ancillary Businesses do not likely harm, disparage the goodwill of or be inconsistent with the image associated with Franchisee's Business, TAB, the TAB System, Businesses operated by TAB, TAB's franchisees, licensees, or Affiliates, any Other Businesses, or any other business then being offered or operated by TAB or Affiliates in the Territory or the Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, and TAB's or Affiliate's proprietary materials.

14.2 PROHIBITED COMPETITIVE ACTIVITY.

(a) Activities Excluded From Competitive Activity. In certain circumstances as TAB may determine, TAB will specifically agree that certain business consulting projects that Franchisee has been engaging in the last twelve months prior to executing the Agreement will not be considered a Competitive Activity as noted in Exhibit I;

(b) No Competitive Activity During the Term. Franchisee acknowledges that TAB will be unable to protect the TAB System, TAB's proprietary materials, or other confidential and proprietary elements of Franchisee's Business and achieve an exchange of ideas with Franchisee if Franchisee or those persons referred to in Section 14.5 are permitted to hold competitive interests or engage in Competitive Activities. During the Term, Franchisee and those persons referred to in Section 14.5 will not directly or indirectly engage in any Competitive Activity other than as expressly authorized by the Agreement. Franchisee acknowledges that a violation of this Section 14.2(b) will constitute an unfair method of competition and hinder Franchisee's ability to devote sufficient time to Franchisee's Business; and

(c) Competitive Activity After the Term. For a period of two years following the latest of (i) the termination, transfer, assignment, or expiration of the Agreement, (ii) the last date that Franchisee or any person identified in Section 14.5 provides Services, or (iii) the entry of a final order by an arbitrator or a court of competent jurisdiction enforcing this covenant, Franchisee and those persons identified in Section 14.5 will not engage in any Competitive Activity within 25 miles of Franchisee's physical location or the physical location of TAB, TAB's franchisees, licensees, or Affiliates, any Other Businesses, or any other business then being offered or operated by TAB or Affiliates.

14.3 CONFIDENTIAL INFORMATION AND TRADE SECRETS.

(a) Ownership of the Confidential Information and Trade Secrets. Franchisee acknowledges that the Confidential Information and Trade Secrets are the unique and exclusive property and trade secrets of TAB or Affiliates. TAB or Affiliates have expended a great amount of effort and money in obtaining

and developing the Confidential Information and Trade Secrets, TAB or Affiliates have taken numerous precautions to guard the secrecy of the Confidential Information and Trade Secrets, and it would be very costly for competitors to acquire or duplicate the Confidential Information or Trade Secrets.

(b) Wrongful Use. Any unauthorized disclosure or use of the Confidential Information or Trade Secrets will cause irreparable injury and harm to TAB or Affiliates. Franchisee, Managing Party, and those individuals identified in Section 14.5 will not directly or indirectly communicate, publish, disclose, divulge, copy, imitate, cause, or permit any other party to communicate, publish, disclose, divulge, copy, or imitate in any manner the Confidential Information or Trade Secrets to any person, firm, corporation, association, partnership, or any other entity whatsoever or use, directly or indirectly, for its own benefit or for the benefit of any person, firm, corporation, association, partnership, or other entity other than TAB or Affiliates, or in the operation of Franchisee's Business as permitted by the Agreement or the Operations Manual. Franchisee is subject to any statutory protections afforded by the federal Defend Trade Secrets Act or any other applicable "whistleblower" law.

(c) Member Information. Franchisee, Managing Party, and those individuals identified in Section 14.5 will keep confidential and not disclose information about Franchisee's Members or personal or business matters of a confidential nature that Franchisee, Managing Party, and those individuals identified in Section 14.5 learn from TAB, Affiliates, another TAB franchisee, licensee, or Member at a Board Meeting, any private consulting or private coaching session, or otherwise. Franchisee, Managing Party, and those individuals identified in Section 14.5 may disclose the information only pursuant to a valid court order, or with the permission of TAB, Affiliates, another TAB franchisee, licensee, or Member to whom the information pertains. Franchisee will use all Member Information solely to operate Franchisee's Business.

(d) Required Action. Franchisee and Managing Party will adopt and implement all reasonable procedures prescribed by TAB from time to time to prevent unauthorized use or disclosure of the Confidential Information or Trade Secrets.

14.4 ACKNOWLEDGMENTS. Franchisee and Managing Party acknowledge the following:

(a) Franchisee and Franchisee's Business will, during the franchise relationship, become identified with the goodwill associated with the Trademarks;

(b) Franchisee and those individuals subject to this covenant as set out in Section 14.5 will be able to earn a livelihood without violating the foregoing restrictions;

(c) Franchisee's and those individuals' subject to this covenant as set out in Section 14.5 entire knowledge of the operation of Franchisee's Business, the Licensed Methods, and the concepts and methods of promotion franchised hereunder that Franchisee now or will obtain is derived from TAB's or Affiliates' Confidential Information or Trade Secrets; and

(d) Communication among Franchisee, Managing Party, TAB, Affiliates, or TAB's other franchisees or licensees will be chilled if it is perceived that Franchisee, Managing Party, or those persons defined in Section 14.5 are violating this Section 14.

14.5 PARTIES TO WHOM RESTRICTIONS APPLY. The restrictions set forth in this Section 14 will apply to (i) Franchisee and Managing Party, (ii) if Franchisee is a corporation, partnership, limited liability company, or other form of entity, each manager, officer, member, director, partner, shareholder, non-managing party, owner and any of the foregoing's immediate family members who have access to the Confidential Information or Trade Secrets, (iii) Franchisee's Contract Facilitators, (iv) if Franchisee is an

individual, immediate family members who have access to the Confidential Information or Trade Secrets, (v) employees, agents, or contractors who have access to the Confidential Information or Trade Secrets, and (vi) Guarantors who sign the TAB Boards International, Inc. Guarantee and Assumption of Franchisee's Obligations attached as Exhibit III. TAB may require the persons described in this Section 14.5 to sign a non-disclosure and non-competition agreement in TAB's sole discretion.

14.6 **INJUNCTIVE RELIEF.** TAB and Affiliates must be protected against the potential for unfair competition by Franchisee's and those individuals' subject to this covenant as set out in Section 14.5 use of TAB's or Affiliates' training, assistance, Confidential Information, or Trade Secrets in direct competition with TAB or Affiliates. TAB would not have entered into the Agreement or shared the Confidential Information, Trade Secrets, or other proprietary information with Franchisee or Managing Party without Franchisee's and those individuals' agreement to strictly comply with the provisions of this Section 14. As a TAB franchisee, Franchisee and those individuals subject to this covenant as set out in Section 14.5 will have access to TAB's or Affiliates' Confidential Information or Trade Secrets and will be in a unique position to use the special knowledge gained as a TAB franchisee. A breach of the covenants contained in this Section 14 will be deemed to threaten immediate and substantial irreparable injury to TAB and Affiliates that cannot be compensated for by monetary damages. TAB and Affiliates may obtain immediate injunctive relief without limiting any other rights or remedies TAB may have and without posting a bond without prior notice to Franchisee.

14.7 **COMPETITION COVENANT SEVERABILITY.** TAB has attempted to limit the right to compete only to the extent necessary to protect TAB's legitimate business interests and the Parties recognize that reasonable people may differ in making such a determination. If the scope or enforceability of a restrictive covenant in the Agreement is in any way disputed at any time, a court may modify and enforce the covenant to the extent that the court believes to be reasonable under the existing circumstances. TAB reserves the right to reduce the scope of any covenant without Franchisee's consent at any time effective immediately upon notice to Franchisee. Each of the foregoing covenants is to be construed as severable and independent and are intended to protect TAB, Affiliates, and their successors and assigns, and may be enforced by any of them.

14.8 **INDEPENDENT OBLIGATIONS.** The obligations set out in this Section 14 are independent of any obligation of TAB.

15. INSURANCE AND INDEMNIFICATION

15.1 **INSURANCE.**

(a) **Coverage.** Franchisee will procure and maintain in full force and effect the required insurance coverage as may be set forth in the Operations Manual and all insurance coverage required by applicable law throughout the Term at Franchisee's sole cost and expense. TAB may modify the insurance coverage requirements in TAB's reasonable discretion and Franchisee will comply with any modification within a reasonable time TAB requires. The required insurance amounts are for minimum coverage only.

(b) **Requirements.** All insurance policies obtained by Franchisee will (i) name TAB as an additional or "added" insured, (ii) contain a waiver by the insurance carrier of all subrogation rights against TAB, Affiliates, officers, directors, owners, shareholders, and employees, and (iii) provide that TAB will receive 30 days' written notice prior to the termination, cancellation, expiration, or modification of any policy. Franchisee will furnish to TAB a copy of a certificate, or other evidence, of the insurance or renewal or extension for each required insurance policy, together with evidence of payment of premiums and the policy limits then required within 30 days of the Agreement and within ten days of each annual policy renewal.

(c) Failure to Obtain Insurance. If Franchisee fails to maintain in effect any insurance coverage required by the Agreement or to furnish satisfactory evidence of compliance after 30 days' notice to Franchisee, at TAB's sole discretion and in addition to any other rights and remedies, TAB may, but is not required to, obtain insurance coverage on Franchisee's behalf and Franchisee will promptly execute any applications or other forms or instruments required to obtain the insurance. Franchisee will reimburse TAB upon demand for any costs, expenses, or premiums incurred by TAB.

15.2 INDEMNIFICATION BY FRANCHISEE.

(a) Scope. Franchisee will indemnify and hold the TAB Indemnified Parties harmless from and against, and reimburse them for, all liabilities, obligations, actual and consequential damages, taxes, costs, expenses, and losses including, without limitation, costs of judgment or settlement, attorneys' fees, accountants' fees, and expert witness' fees, costs and expenses of investigation and proof of facts, court costs and expenses, other litigation expenses, and travel and living expenses that are reasonably incurred by any of the TAB Indemnified Parties in connection with any claim, litigation, or other action arising out of or through (i) Franchisee's Business and the operation of Franchisee's Business, (ii) any services performed by any third parties including, without limitation, the services of Franchisee's Contract Facilitators, (iii) Franchisee's or Managing Party's breach of the Agreement or any Member agreement, (iv) Franchisee's or Franchisee's Contract Facilitator's breach of any Contract Facilitator Agreement, (v) Franchisee's taxes, liabilities, costs, or expenses of Franchisee's Business, or (vi) Franchisee's or Franchisee's affiliates' activities that the TAB Indemnified Parties are named or threatened to be named as a party. Franchisee will satisfy any judgment or settlement that arises out of any such claim, litigation, or other action.

(b) Defense of Claims. Without limiting the generality of the foregoing, if the TAB Indemnified Parties are made a party to any lawsuit or other legal action as described in Section 15.2(a), TAB may, at its sole discretion, either (i) tender the defense or prosecution of the case or action to Franchisee and Franchisee will be responsible for diligently and promptly pursuing the case or action at Franchisee's sole cost and expense, or (ii) directly hire counsel to protect its interests and Franchisee will reimburse TAB for all costs, fees, and expenses incurred.

(c) Trademark Claims. This Section 15.2 will not apply to any claim based on Franchisee's authorized use of the Trademarks in strict compliance with the Agreement and the Operations Manual.

15.3 INDEMNITY SURVIVAL. This indemnity will continue in full force and effect after and notwithstanding the expiration, transfer, or termination of the Agreement.

16. ASSIGNMENT, TRANSFER, AND ENCUMBRANCE

16.1 BY TAB. The Agreement is fully assignable and transferable by TAB in whole or in part and will inure to the benefit of any assignees, transferees, or other legal successors to TAB's interest in the Agreement. Upon the assignment, TAB will be relieved of all obligations and liability under the Agreement. Upon consummation of the assignment, Franchisee will release and hold TAB harmless from any future liability under any of the express or implied terms, conditions, and covenants contained in the Agreement. Franchisee will look solely to the assignee for performance of TAB's obligations pursuant to the Agreement.

16.2 BY FRANCHISEE. The rights and duties created by the Agreement are personal to Franchisee, Managing Party, and Franchisee's owners, and TAB has granted the rights under the Agreement to Franchisee in reliance upon the individual or collective character, skill aptitude, attitude, business ability,

experience, and financial capacity of Franchisee, Managing Party, and Franchisee's owners. Franchisee will not Transfer Franchisee's Business, the Agreement or any direct or indirect ownership interest in (i) Franchisee's Business, (ii) Franchisee, (iii) any of Franchisee's assets solely or primarily used in connection with Franchisee's Business, or (iv) any right to provide Facilitation services or Member coaching to any Member without TAB's prior written consent that will be granted in TAB's sole discretion. Any Transfer without approval will constitute a breach of the Agreement, be void, and convey no rights to or interest in the Agreement, Franchisee's Business, any Contract Facilitator Agreement, Member agreement, Member, or any direct or indirect ownership interest in Franchisee's Business, Franchisee, or Franchisee's assets.

16.3 CONDITIONS FOR TRANSFER OF BUSINESS BY FRANCHISEE. In addition to any other reasonable conditions TAB requires for its consent to a Transfer, the following conditions must be met:

(a) Franchisee, Managing Party, and Franchisee's owners are in full compliance with the Agreement and all other agreements between TAB or Affiliates and Franchisee, Managing Party, and Franchisee's owners;

(b) If the transferee, its owners, or affiliates are a party to any agreement with TAB or Affiliates, they will be in full compliance with the agreement;

(c) In the sole opinion of TAB, the transferee is an individual of good moral character with sufficient business experience, aptitude, and financial resources to own and operate Franchisee's Business and otherwise satisfy the then-applicable criteria and standards for new TAB franchisees including the prohibition on any transferee or its owners or Managing Party from directly or indirectly owning or engaging in, or intending to engage in, any Competitive Activity;

(d) The transferee completes and passes TAB's application and background check process;

(e) The transferee and its managing party, if the transferee is a legal entity, covenants to successfully complete TAB's Initial Training Program, Advanced Business Development Training, StratPro Training, HI-MAP Training, or any other training programs as may then be required of new TAB franchisees and pay TAB the then-current Initial Training Fee. The training requirement may not necessarily be satisfied by the transferee completing any prior TAB training program including, without limitation, the Contract Facilitator Training;

(f) The transferee and its management if the transferee is a legal entity execute the then-current form of Franchise Agreement and any ancillary agreements then used by TAB to grant franchise rights for the operation of a Business. If the Transfer is of less than 51% of the ownership interest in Franchisee and Managing Party remains the same, TAB may waive the requirement to sign the then-current form of Franchise Agreement and ancillary agreements in TAB's sole discretion;

(g) All obligations including all amounts owed by Franchisee, Managing Party, and Franchisee's owners to TAB or Affiliates will be satisfied or assumed by the transferee;

(h) Franchisee pays TAB a Transfer Fee as set out in Section 5.2(r) in lieu of an Initial Franchise Fee. If the Transfer is of less than 51% of the ownership interest in Franchisee and Managing Party remains the same, TAB may waive the Transfer Fee in TAB's sole discretion;

(i) If the transferee was introduced to Franchisee via a franchise broker, TAB's franchise sales process, or a referral source working with TAB, Franchisee pays any applicable referral fees, TAB's standard resale fee, and any other sales commission that would have been paid to any TAB salesperson working with the transferee;

(j) TAB will have the right, but not the obligation, to approve the material terms and conditions of the Transfer including, without limitation, determining that the price and terms of payment are not so burdensome as to adversely affect the operation of Franchisee's Business by the transferee; and

(k) Franchisee, Managing Party, and Franchisee's owners execute a general release in a form prescribed by TAB.

16.4 ASSIGNMENT TO A LEGAL ENTITY. Subject to Section 8.1(c), the Agreement, assets, and liabilities of Franchisee's Business may be assigned by Franchisee to a corporation, limited liability company, or other legal entity, provided that (i) Franchisee owns and controls no less than 51% of the equity and voting power of all issued and outstanding ownership interests, (ii) the corporation, limited liability company, or other legal entity does not conduct any other business except for the operation of Franchisee's Business, and (iii) Managing Party continues to be Managing Party of Franchisee's Business. The articles of incorporation, bylaws, and other organizational documents of the entity will recite that the issuance and assignment of any interest is restricted by the terms of the Agreement and all issued and outstanding equity ownership certificates of the entity will bear a legend reflecting or referring to the restrictions. At any time upon request by TAB, Franchisee will furnish a list of all owners of equity in the entity reflecting their respective ownership interests to TAB in any form TAB requires.

16.5 OWNERSHIP OF MANAGING PARTY. If Franchisee is a partnership, corporation, limited liability company, or other entity, Managing Party will own at least 51% of Franchisee's equity interest.

16.6 FRANCHISEE'S DEATH OR DISABILITY. Upon the death, permanent disability, insanity or appointment of a conservator or guardian of Franchisee, Franchisee's owners, or Managing Party, within 180 days and subject to the conditions set out in Section 16.3, Franchisee's owners, Managing Party, Franchisee's estate, executor, administrator, conservator, or other personal representative will assign the person's interest in Franchisee's Business to a third party approved by TAB. If the heirs or beneficiaries of the person are unable to meet the conditions of Section 16.3, Franchisee, Franchisee's owners, Managing Party, or the estate, executor, administrator, conservator, or other personal representative will have a reasonable time, not to exceed 180 days, from the date of death, permanent disability, insanity, or appointment of a conservator or guardian, to dispose of Franchisee's, Franchisee's owners,' or Managing Party's interest, subject to the conditions set out in Section 16.3. Failure to so dispose of Franchisee's, Franchisee's owners,' or Managing Party's interest within 180 days will constitute a breach of the Agreement. Within 15 days after the date of Franchisee's, Franchisee's owners,' or Managing Party's death, permanent disability, insanity, or appointment of a conservator or guardian, Franchisee, Franchisee's owners, Managing Party or the estate, executor, administrator, conservator, or other personal representative will appoint an interim manager who has been preapproved by TAB to operate Franchisee's Business until the rights to own Franchisee's Business have been assigned within the 180-day period referenced in this Section 16.6. If Franchisee, Franchisee's owners, Managing Party, or the estate, executor, administrator, conservator, or other personal representative fails to appoint an interim manager within 15 days, TAB may appoint one as set forth in Section 16.7.

16.7 OPERATION OF FRANCHISEE'S BUSINESS. In order to prevent any interruption of the operation of Franchisee's Business that would cause harm to Franchisee's Business, if Franchisee, Managing Party, Franchisee's owners, or Franchisee's Contract Facilitators are unable or fail to operate Franchisee's Business for a period of 45 days or longer for any reason whatsoever (except as provided in Section 16.6, in which case the period is 15 days), Franchisee authorizes TAB to appoint an interim manager to operate Franchisee's Business for so long as TAB deems necessary and practical. If TAB appoints an interim manager, all revenue from the operation of Franchisee's Business will be kept in a separate account and the expenses of Franchisee's Business including reasonable compensation and expenses of TAB and

its agents will be charged to the account. TAB will also retain 50% of Franchisee's Business' revenue as a management fee. Nothing contained in the Agreement will be construed to require TAB to operate Franchisee's Business in the case of Franchisee's inability to do so and the rights set forth in the Agreement will be exercised in TAB's sole and absolute discretion.

16.8 TAB'S RIGHT OF FIRST REFUSAL.

(a) Notice of Offer. If Franchisee obtains a *bona fide*, arm's length, executed, and written offer from a responsible and fully disclosed purchaser to Transfer an interest in Franchisee's Business, the material assets of Franchisee's Business, or an ownership interest in Franchisee (if Franchisee is a legal entity), Franchisee will submit an exact copy of the offer to TAB by sending the information via registered mail, separately, to the Chief Executive Officer and General Counsel of TAB.

(b) Right of First Refusal. TAB will have the right, exercisable by written notice delivered to Franchisee, Managing Party, or Franchisee's owners within 30 days from the date of delivery of an exact copy of the offer to TAB, to purchase the interest that is the subject of the written offer described in Section 16.8(a) for the price and on the terms and conditions contained in the offer. TAB may substitute cash for any form of payment proposed in the offer and will have no less than 30 days to prepare for closing. Franchisee will satisfy all outstanding obligations of Franchisee's Business; at closing, TAB may pay any of Franchisee's outstanding trade creditors out of the purchase price and set off any of Franchisee's unpaid debts to TAB against the purchase price.

(c) Failure to Exercise Right of First Refusal. If TAB does not exercise its right of first refusal, Franchisee, Managing Party, or Franchisee's owners may complete the sale to the purchaser pursuant to and on the terms of the offer subject to TAB's approval of the Transfer as provided in Section 16.3 and this Section 16.8.

(d) Ongoing Right. If the sale to the transferee that is the subject of the offer described in Section 16.8(a) is not completed within 120 days after delivery of the offer to TAB, or if there is a material change in the terms of the sale, TAB will have an additional right of first refusal.

16.9 NO WAIVER. TAB's consent to a Transfer pursuant to this Section 16 will not constitute a waiver of any claims TAB may have against Franchisee, Franchisee's owners, or Managing Party, nor will be deemed a waiver of TAB's right to demand exact compliance with any of the terms or conditions of the Agreement.

17. DEFAULT, SUSPENSION, AND TERMINATION

17.1 REMEDIES. If Franchisee is in Default, TAB has the right at its sole discretion and without prejudice to any other rights or remedies it may have, to (i) suspend performance of certain or all of its services to Franchisee during the time period Franchisee is in Default, (ii) suspend Franchisee's, Managing Party's, or Franchisee's Contract Facilitators right to use the Licensed Methods, (iii) suspend Franchisee's, Managing Party's, or Franchisee's Contract Facilitators' right to form Boards, Facilitate Boards, or provide Member coaching, (iv) terminate the Agreement and all rights granted to Franchisee hereunder subject to any provisions of applicable law governing franchise termination and renewal, (v) suspend the Microsite, (vi) suspend access to the CRM System, (vii) impose a fee for late or non-submittals of reports or required materials, or (viii) exercise any other rights it may have under the Agreement at law or in equity.

17.2 OPPORTUNITY TO CURE. If any of the following conditions are met, TAB will have the right to exercise its remedies described in Section 17.1 after giving Franchisee 30 days' prior written notice. Franchisee will have an opportunity to cure the condition during the 30-day period commencing on the date

of the written notice. Notwithstanding the foregoing, Franchisee may have a shorter or longer period to cure the condition if required or permitted by applicable law or otherwise stated in the Agreement. Conditions that allow for an opportunity to cure are:

- (a) Failing to perform any of the lawful terms, conditions, and obligations contained in the Agreement or the Operations Manual or any other agreement that Franchisee, Franchisee's owners, Managing Party, affiliates, officers, or directors have with TAB or Affiliates;
- (b) Failing to comply with Franchisee's obligations under any Member agreement;
- (c) Losing any permit or license that is a prerequisite to the operation of Franchisee's Business;
- (d) Using a Contract Facilitator who (i) has not signed a Contract Facilitator Agreement in the form required by TAB, (ii) has not successfully completed Contract Facilitator Training, (iii) has been determined by TAB in its sole discretion to be unqualified to serve as a Contract Facilitator, (iv) has not complied with the terms of the Contract Facilitator Agreement, or (v) has made payments to Franchisee, Managing Party, or their affiliates in a manner prohibited by Section 11.2(a)(ii);
- (e) Failing to provide TAB with the reports and other financial information as required under the Agreement or as set forth in the Operations Manual;
- (f) Failing to pay Franchisee's lawful debts and taxes when due, provided that Franchisee will not be in Default hereunder during any period that Franchisee may reasonably contest the debt or taxes;
- (g) Failing or refusing to obtain TAB's prior written approval or consent as required by the Agreement;
- (h) Failing or refusing to comply with the then-current requirements of the Operations Manual;
- (i) Committing any other act that constitutes good cause under applicable law or court decisions; or
- (j) Failing to submit a Membership Application to TAB for any Members prior to their receiving coaching or participating in a Board.

17.3 NO OPPORTUNITY TO CURE. Notwithstanding anything contained in the Agreement to the contrary and subject to applicable law, if any of the following conditions are met, TAB will be permitted to exercise its remedies described in Section 17.1 immediately upon delivery of notice to Franchisee without prejudice to any other rights or remedies provided for in the Agreement or at law or in equity. Conditions that do not allow for an opportunity to cure are:

- (a) Conviction of (i) any criminal misconduct that adversely affects the operation, maintenance, reputation, or goodwill of Franchisee's Business, the Licensed Methods, TAB, Affiliates, or other TAB franchisees or licensees, or (ii) any felony;
- (b) Engaging in fraudulent activity that in TAB's sole opinion adversely affects the operation, maintenance, reputation, or goodwill of Franchisee's Business, the Licensed Methods, TAB, Affiliates, or other TAB franchisees or licensees;
- (c) Misrepresenting information that Franchisee is required to report to TAB or in Franchisee's application to become a TAB franchisee;

(d) Engaging in conduct that in TAB's sole opinion reflects unfavorably upon the operation, maintenance, goodwill, or reputation of Franchisee's Business, other TAB franchisees, licensees, the Licensed Methods, TAB, or Affiliates;

(e) Abandoning Franchisee's Business or failing to actively operate Franchisee's Business. "Abandonment" will be determined by TAB and may include, without limitation, (i) failure to Facilitate a monthly Board Meeting, (ii) activity by Franchisee that indicates an intent to discontinue operation of Franchisee's Business including, without limitation, resigning or transferring substantially all Franchisee's Members or placing a significant number of Franchisee's Members on scholarship as determined by TAB, or (iii) failing to respond to TAB's efforts to communicate with Franchisee;

(f) Failing to pay any sums due from Franchisee to TAB, Affiliates, suppliers, distributors, or manufacturers if the failure continues for seven days after the sums are due and payable;

(g) Failing to pay any amounts due to TAB by their specified due dates two or more times within a twelve-month period whether or not the failures or refusals are cured after notice;

(h) Accruing three or more failures or refusals to comply with the provisions of the Agreement within a twelve-month period whether or not the failures or refusals are for the same matter or are cured after notice;

(i) Franchisee, Managing Party, or any Guarantors becoming insolvent or the subject of an insolvency proceeding or comparable proceeding, making a general assignment for the benefit of creditors, or having a receiver appointed;

(j) Diverting, concealing, or failing to report, or attempting to divert, conceal, or fail to report any recruiting for Members in a manner or in an area that is in violation of the Agreement or any other agreement involving TAB or Affiliates;

(k) Directly collecting any Membership Dues, Business Assessment Fees, or other fees due from Members without TAB's prior approval;

(l) Franchisee, Franchisee's affiliates, or those persons set out in Section 14.5 engaging in any Competitive Activity;

(m) Challenging or attempting to register, patent, trademark, or copyright any of the Licensed Methods, Trademarks, Confidential Information, Trade Secrets, Operations Manual, or other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates;

(n) Misusing the Licensed Methods, Trademarks, Confidential Information, Trade Secrets, Operations Manual, Microsite, or other proprietary materials provided by TAB, Affiliates, or on behalf of TAB or Affiliates and not remedying or causing to be remedied the misuse within ten days after Franchisee becomes aware or reasonably should have become aware of the misuse;

(o) Intentionally or negligently disclosing to any unauthorized person the contents of or any part of the Operations Manual, Licensed Methods, Confidential Information, Trade Secrets, or other proprietary information provided to Franchisee by TAB, Affiliates, or on behalf of TAB or Affiliates;

(p) Violating the transfer or assignment provisions of the Agreement;

(q) Using TAB franchisee information, licensee information, Affiliate information, or Member Information in a manner prohibited under the Agreement, the Operations Manual, or any other agreement between Franchisee, TAB, or Affiliates;

(r) Franchisee or Managing Party failing to satisfactorily complete the Initial Training Program, Advanced Business Development Training, StratPro Training, or HI-MAP Training;

(s) Making any misrepresentation under Section 20 or violating any Anti-Terrorism Laws by Franchisee, any persons set out in Section 14.5, Franchisee's agents, or Franchisee's employees;

(t) Having any material judgment (or several judgments that in the aggregate are material) obtained against Franchisee that remain unsatisfied or of record for 30 days or longer unless a supersedes or other appeal bond has been filed, or having execution levied against Franchisee's Business or any of the property used in the operation of Franchisee's Business that is not discharged within 15 days;

(u) Creating a sub-franchise of any kind under applicable law; or

(v) Committing a Default that is not curable by its nature.

17.4 FRANCHISEE'S TERMINATION AND REMEDIES. Termination of the Agreement by Franchisee without cause is a Default of the Agreement by Franchisee. Franchisee will not withhold payment of any amount due to TAB whatsoever or set off amounts owed to TAB under the Agreement against any monies owed to TAB on the basis of an alleged nonperformance by TAB of any of its obligations or for any other reason. Any right of set off is hereby expressly waived by Franchisee.

17.5 CROSS-DEFAULT. If Franchisee, or any partnership, joint venture, limited liability company, corporation, or other entity Franchisee has a controlling equity interest in, are a TAB franchisee pursuant to another Franchise Agreement with TAB, a Default will constitute a default under the other Franchise Agreement and *vice-versa*, with like remedies available to TAB. If the other Franchise Agreement ceases to be valid, binding, and in full force and effect for any reason, TAB may at its sole discretion terminate the Agreement, and likewise if the Agreement ceases to be valid, binding, and in full force and effect for any reason, TAB may, at its option, terminate the other Franchise Agreement. If Franchisee or the other TAB franchisee is composed of more than one person or legal entity, liability hereunder will be joint and several.

17.6 OBLIGATIONS UPON TERMINATION, TRANSFER, OR EXPIRATION.

(a) Prohibited Activities. After any termination, expiration, or transfer of the Agreement for any reason whatsoever, Franchisee, Franchisee's owners, and Managing Party will not:

(i) Use any of the Licensed Methods, Confidential Information, Trade Secrets, Operations Manual, Contract Facilitator Agreements, Member Agreements, Microsite, TAB, or Affiliates' proprietary materials, any colorable imitation of the foregoing, or anything confusingly similar to the foregoing;

(ii) Use any indicia of TAB or of Franchisee's Business in any manner or for any purpose except for reference to Franchisee's tenure as a TAB franchisee; and

(iii) At any time or in any manner disparage or take any action detrimental or disruptive to TAB, Affiliates, Members, owners, officers, directors, any other TAB franchisees or licensees, or their products or services.

(b) Required Actions. Except as otherwise specified by TAB, upon termination or expiration of the Agreement, within 15 days or any other period TAB specifies, Franchisee will:

(i) Immediately notify all callers requesting information about Franchisee's former Business, TAB, Members, Boards, or Member coaching that the inquiries should be made to another telephone number as specified by TAB;

(ii) Take any action necessary to remove all references to Franchisee's Business, the TAB System, URLs that contain all or any portion of the Trademarks or any reference confusingly similar to the Trademarks, or other TAB or Affiliates' proprietary information from all telephone listings, listing agencies, websites, Internet, answering services, and any other organizations where Franchisee has used the listed items;

(iii) Take any action required to remove all references to Franchisee's Business, the TAB System, or other parts of TAB's or Affiliates' proprietary information from Franchisee's websites, web hosting service providers, email providers, and Internet service providers;

(iv) Cancel all fictitious or assumed names or equivalent registrations relating to Franchisee's Business;

(v) Execute any additional documentation required by TAB to effectuate this Section 17.6(b);

(vi) Pay TAB all unpaid amounts owed to TAB or Affiliates within five days after the effective date of termination or expiration of the Agreement. Franchisee will allow TAB to make a final inspection and audit of Franchisee's books and records during normal business hours within a two-year period after the termination, expiration, or transfer of Franchisee's Business to verify all amounts owed to TAB;

(vii) Pay TAB all royalties, Marketing Development Fees, or other obligations that would become due and owing to TAB or Affiliates during the Term unless otherwise waived by TAB as liquidated damages and not a penalty;

(viii) Comply with all other post-termination obligations that expressly or by their nature survive the expiration or termination of the Agreement; and

(ix) Execute a release in a form specified by TAB.

(c) Information to be Furnished to TAB. Within 15 days after the effective date of any termination or expiration of the Agreement, Franchisee will:

(i) Promptly destroy or return to TAB or its designee per TAB's instructions all copies of stationery, letterhead, signs, marketing and advertising materials and other materials, training materials, instructional programs, forms, invoices, and copies or facsimiles of any of the above materials used in Franchisee's Business, materials containing any of the Licensed Methods, Confidential Information, Membership Information, Trade Secrets, or other TAB proprietary information, the Operations Manual, Contract Facilitator Agreements, Member Agreements, contact information for Members and Contract Facilitators, any other item identifying or relating to Franchisee's Business, and all records pertaining to Franchisee's Business that belong to TAB; and

(ii) Furnish evidence satisfactory to TAB of Franchisee's compliance with this Section 17.6(c).

17.7 PROVIDING SERVICES AFTER TERMINATION.

(a) Right to Continue Providing Services. Notwithstanding the above, Franchisee may request that Franchisee continue to provide Services after the termination or expiration of the Agreement. The request must be in writing and TAB may approve or reject the request in its sole discretion.

(b) Conditions. If TAB approves Franchisee's request as provided for in Section 17.7(a), Franchisee's request will be subject to the following conditions:

(i) Franchisee will not market, advertise, or prospect for any new Members;

(ii) Franchisee will sign TAB's then-current Contract Facilitator Agreement or Independent Facilitator Coach Agreement; and

(iii) Franchisee will comply with the requirements for providing Services in the Operations Manual and any other requirements imposed by TAB in the Contract Facilitator Agreement or Independent Facilitator Agreement.

(c) Post-Termination Obligations. If Franchisee obtains TAB's approval to continue to provide Services pursuant to this Section 17.7 and Franchisee continues to meet the conditions set out in Section 17.7(b), Franchisee will not be required to immediately comply with all post-termination obligations set forth in the Agreement identified by TAB. Franchisee will comply with the unfulfilled obligations upon TAB's request at any time after the termination or expiration of the Agreement or any Contract Facilitator Agreement or Independent Facilitator Coach Agreement Franchisee signs and all such obligations will survive the termination or expiration of the Agreement, Contract Facilitator Agreement, or Independent Facilitator Coach Agreement.

17.8 TAB'S RELATIONSHIP WITH FRANCHISEE'S FORMER MEMBERS. Upon any expiration or termination of the Agreement, TAB retains the right to sell and provide products and services including, without limitation, those relating to the Licensed Methods and Supplemental Products and Services, to any of Franchisee's former Members and to continue to solicit the former Members for additional business. TAB will have full rights to assign another person or entity to render the services and sell the products offered by Franchisee when Franchisee was operating Franchisee's Business, through franchising, licensing, or any other legal method. Upon the expiration or termination of the Agreement, Franchisee will have no rights to Franchisee's former Members and the Members will continue to belong to TAB, its successors, and assigns. If requested by TAB, Franchisee will use Franchisee's best efforts to cooperate with TAB to retain Franchisee's former Members as participants in the TAB community.

17.9 NO WAIVER. Transfer, termination, or expiration of the Agreement will not affect, modify, or discharge any claims, rights, causes of action, or remedies that TAB may have against Franchisee whether the claims or rights arise before or after termination or expiration.

17.10 MEMBERSHIP DUES COLLECTED AFTER TERMINATION OR EXPIRATION. TAB will retain all Collected TAB Revenue collected after the expiration or termination date of the Agreement. Franchisee will not be entitled to any portion of the Collected TAB Revenue collected after the expiration or termination date of the Agreement regardless of when the Collected TAB Revenue accrued.

18. REMEDIES, DISPUTE RESOLUTION, AND WAIVERS

18.1 DISPUTE RESOLUTION. THE PARTIES HAVE NEGOTIATED REGARDING A FORUM AND DISPUTE RESOLUTION MECHANISM TO RESOLVE ANY DISPUTES THAT MAY ARISE BETWEEN THE PARTIES AND HAVE AGREED TO SELECT FORUMS AND A DISPUTE RESOLUTION MECHANISM TO PROMOTE STABILITY IN THE FRANCHISE RELATIONSHIP AS PROVIDED IN THIS SECTION 18.

(a) Negotiation. THE PARTIES WILL USE THEIR BEST EFFORTS TO RESOLVE AND SETTLE BY DIRECT, PRIVATE NEGOTIATION ANY DISPUTES SUBJECT TO THE EXCLUSIONS SET OUT IN SECTION 18.10. EITHER PARTY MAY SEEK THE ADVICE AND ASSISTANCE OF LEGAL COUNSEL FOR ANY SUCH NEGOTIATION.

(b) Mediation. SUBJECT TO SECTION 18.3, IF THE PARTIES CANNOT RESOLVE AND SETTLE A DISPUTE BY PRIVATE NEGOTIATION WITHIN 60 DAYS AFTER A PARTY GIVES THE OTHER WRITTEN NOTICE THAT A DISPUTE EXISTS, THE PARTIES MUTUALLY AGREE THAT BEFORE COMMENCING ANY ARBITRATION PROCEEDING AS PROVIDED BELOW, THE DISPUTE WILL FIRST BE SUBMITTED TO NON-BINDING MEDIATION. THE MEDIATION WILL BE CONDUCTED UNDER THE THEN-CURRENT AMERICAN ARBITRATION ASSOCIATION PROCEDURE FOR RESOLUTION OF FRANCHISE DISPUTES EXCEPT TO THE EXTENT THE AMERICAN ARBITRATION ASSOCIATION RULES DIFFER FROM THE TERMS OF THE AGREEMENT, IN WHICH CASE THE TERMS OF THE AGREEMENT WILL BE APPLIED. THE PARTIES WILL SELECT THE MEDIATOR FROM THE AMERICAN ARBITRATION ASSOCIATION PANEL OF NEUTRALS UNLESS THE PARTIES MUTUALLY AGREE TO THE SELECTION OF ANOTHER MEDIATOR. IF THE PARTIES CANNOT AGREE ON THE SELECTION OF A MEDIATOR, THE AMERICAN ARBITRATION ASSOCIATION WILL MAKE THE SELECTION. THE MEDIATOR MAY NOT BE CALLED AS A WITNESS IN ANY COURT OR ARBITRATION PROCEEDING FOR ANY PURPOSE. EACH PARTY WILL SEND AT LEAST ONE REPRESENTATIVE TO THE MEDIATION CONFERENCE WHO HAS THE AUTHORITY TO ENTER INTO BINDING CONTRACTS ON THAT PARTY'S BEHALF. THE COST OF THE MEDIATION, INCLUDING THE MEDIATOR'S FEE AND EXPENSES, WILL BE SPLIT EQUALLY BETWEEN THE PARTIES.

(c) Arbitration. IF THE PARTIES CANNOT FULLY RESOLVE AND SETTLE A DISPUTE THROUGH DIRECT MEDIATION WITHIN 30 DAYS AFTER THE MEDIATION CONFERENCE CONCLUDES, ALL UNRESOLVED ISSUES INVOLVED IN THE DISPUTE WILL BE SUBMITTED TO BINDING ARBITRATION BY THE AMERICAN ARBITRATION ASSOCIATION UPON DEMAND OF EITHER PARTY. A NOTICE OR REQUEST FOR ARBITRATION WILL NOT OPERATE TO STAY, POSTPONE, OR RESCIND THE EFFECTIVENESS OF ANY DEMAND FOR PERFORMANCE OR NOTICE OF TERMINATION. THE ARBITRATION PROCEEDING WILL BE BEFORE ONE NEUTRAL ARBITRATOR WITH CONTRACT EXPERIENCE APPOINTED BY THE AMERICAN ARBITRATION ASSOCIATION IN ACCORDANCE WITH THE THEN-CURRENT OR SUCCESSOR COMMERCIAL ARBITRATION RULES OF THE AMERICAN ARBITRATION ASSOCIATION. EXCEPT AS OTHERWISE PROVIDED IN THE AGREEMENT, ARBITRATION WILL BE CONDUCTED IN ACCORDANCE WITH THE THEN-CURRENT OR SUCCESSOR COMMERCIAL ARBITRATION RULES OF THE AMERICAN ARBITRATION ASSOCIATION. THE ARBITRATOR WILL FOLLOW AND APPLY THE EXPRESS PROVISIONS OF THE AGREEMENT IN DETERMINING THE ARBITRATION AWARD. THE ARBITRATOR WILL NOT EXTEND, MODIFY, OR SUSPEND ANY OF THE TERMS OF THE AGREEMENT OR THE REASONABLE STANDARDS OF BUSINESS PERFORMANCE AND OPERATION ESTABLISHED BY TAB. THE ARBITRATOR WILL BE BOUND TO APPLY

THE APPLICABLE LAW AND WILL NOT RULE INCONSISTENTLY WITH APPLICABLE LAW. IN ANY ARBITRATION PROCEEDING, EACH PARTY WILL SUBMIT OR FILE ANY CLAIM THAT WOULD CONSTITUTE A COMPULSORY COUNTERCLAIM AS DEFINED BY THE FEDERAL RULES OF CIVIL PROCEDURE WITHIN THE SAME PROCEEDING AS THE CLAIM IT RELATES TO. ANY CLAIM THAT IS NOT SUBMITTED OR FILED AS REQUIRED IS FOREVER BARRED. UPON THE WRITTEN REQUEST OF THE OTHER PARTY, EACH PARTY WILL PROMPTLY PROVIDE THE OTHER PARTY WITH COPIES OF DOCUMENTS RELEVANT TO THE ISSUES RAISED BY ANY CLAIM OR COUNTERCLAIM THAT THE PRODUCING PARTY MAY RELY UPON IN SUPPORT OF OR IN OPPOSITION TO ANY CLAIM OR DEFENSE. ANY DISPUTE REGARDING DISCOVERY WILL BE DETERMINED BY THE ARBITRATOR. ALL DISCOVERY WILL BE COMPLETED WITHIN 60 DAYS FOLLOWING APPOINTMENT OF THE ARBITRATOR. AT THE REQUEST OF EITHER PARTY, THE ARBITRATOR WILL HAVE THE DISCRETION TO ORDER EXAMINATION BY DEPOSITION OF WITNESSES TO THE EXTENT THE ARBITRATOR DEEMS THE ADDITIONAL DISCOVERY RELEVANT AND APPROPRIATE. DEPOSITIONS WILL BE LIMITED TO A MAXIMUM OF FIVE PER PARTY AND HELD WITHIN 30 DAYS OF THE MAKING OF A REQUEST. ADDITIONAL DEPOSITIONS MAY BE SCHEDULED ONLY WITH THE PERMISSION OF THE ARBITRATOR FOR GOOD CAUSE SHOWN. EACH DEPOSITION WILL BE LIMITED TO A MAXIMUM OF SIX HOURS DURATION. ALL OBJECTIONS ARE RESERVED FOR THE ARBITRATION HEARING EXCEPT FOR OBJECTIONS BASED ON PRIVILEGE AND PROPRIETARY OR CONFIDENTIAL INFORMATION. ARBITRATION WILL BE CONDUCTED ON AN INDIVIDUAL, NOT CLASS-WIDE, BASIS AND ANY ARBITRATION PROCEEDING BETWEEN THE PARTIES WILL NOT BE COMMENCED, CONSOLIDATED, OR CONDUCTED WITH ANY OTHER ARBITRATION PROCEEDING. THE ARBITRATOR HAS NO AUTHORITY TO RULE ON THE ENFORCEABILITY OF THE BAN ON CLASS ACTION ARBITRATION. ANY RULING BY THE ARBITRATOR AUTHORIZING ARBITRATION TO BE CONDUCTED ON A CLASS-WIDE BASIS IS SUBJECT TO APPEAL TO A COURT OF COMPETENT JURISDICTION. THE ARBITRATOR WILL NOT HAVE THE AUTHORITY TO DECLARE ANY GENERIC, DESCRIPTIVE, OR OTHER TRADEMARK INVALID. THE ARBITRATOR MAY NOT CONSIDER ANY SETTLEMENT DISCUSSIONS OR OFFERS THAT MIGHT HAVE BEEN MADE BY EITHER PARTY. ANY AWARD WILL BE MADE WITHIN NINE MONTHS OF THE FILING OF THE NOTICE OF INTENTION TO ARBITRATE AND THE ARBITRATOR WILL AGREE TO COMPLY WITH THIS SCHEDULE BEFORE ACCEPTING APPOINTMENT. THIS TIME LIMIT MAY BE EXTENDED BY THE PARTIES OR ARBITRATOR IF NECESSARY. ANY AWARD WILL INCLUDE FINDINGS OF FACT AND CONCLUSIONS OF LAW. EITHER PARTY MAY APPLY TO THE COURT HAVING JURISDICTION FOR AN ORDER CONFIRMING OR ENFORCING THE AWARD. THE ARBITRATOR WILL HAVE THE RIGHT TO AWARD OR INCLUDE ANY RELIEF THAT THE ARBITRATOR DEEMS PROPER IN THE CIRCUMSTANCES IN THE AWARD INCLUDING MONETARY DAMAGES WITH INTEREST ON UNPAID AMOUNTS FROM DATE DUE, SPECIFIC PERFORMANCE, INJUNCTIVE AND DECLARATORY RELIEF, AND LEGAL FEES AND COSTS IN ACCORDANCE WITH SECTION 18.9, PROVIDED THAT THE ARBITRATOR WILL NOT HAVE THE AUTHORITY TO AWARD EXEMPLARY, PUNITIVE, OR TREBLE DAMAGES.

18.2 FORUM. ANY MEDIATION OR ARBITRATION PROCEEDING WILL TAKE PLACE IN DENVER, COLORADO OR THE CITY NEAREST TAB'S PRINCIPAL PLACE OF BUSINESS AT THE TIME AS DETERMINED BY THE MEDIATOR OR ARBITRATOR UNLESS THE PARTIES MUTUALLY AGREE TO ANOTHER LOCATION.

18.3 CONSENT TO JURISDICTION. FRANCHISEE AND MANAGING PARTY SUBMIT TO THE JURISDICTION AND VENUE OF THE COURTS IN DENVER, COLORADO, AND MEDIATION AND ARBITRATION IN DENVER, COLORADO, OR AS PROVIDED IN SECTIONS 18.2 OR 18.10.

FRANCHISEE AND MANAGING PARTY WAIVE ANY OBJECTION FRANCHISEE OR MANAGING PARTY MIGHT HAVE TO THE PERSONAL JURISDICTION OF OR VENUE IN THESE COURTS.

18.4 PRIOR RELATIONSHIP. THE MEDIATOR AND ARBITRATOR SELECTED IN ACCORDANCE WITH SECTIONS 18.1(B) AND 18.1(C) WILL HAVE NO PRIOR BUSINESS OR PERSONAL RELATIONSHIP WITH EITHER PARTY.

18.5 GOVERNING LAW. EXCEPT AS SPECIFICALLY OTHERWISE PROVIDED IN SECTIONS 18.1, 18.10, AND THIS SECTION 18.5, ALL DISPUTES TO BE ARBITRATED BY THE PARTIES PURSUANT TO THE AGREEMENT WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT AND NO PROCEDURAL ARBITRATION ISSUES ARE TO BE RESOLVED PURSUANT TO ANY STATE STATUTES, REGULATIONS, OR COMMON LAW. EXCEPT TO THE EXTENT GOVERNED BY THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.) OR OTHER FEDERAL LAW, THE AGREEMENT WILL BE INTERPRETED UNDER THE LAWS OF COLORADO AND ANY DISPUTE BETWEEN THE PARTIES WILL BE GOVERNED BY AND DETERMINED IN ACCORDANCE WITH THE SUBSTANTIVE LAWS OF COLORADO THAT WILL PREVAIL IF ANY CONFLICT OF LAW ARISES.

18.6 ARBITRATION VALIDITY AND SCOPE. The validity and scope of the Parties' arbitration obligation will be determined by an arbitrator and not a court unless the arbitrator invalidates the arbitration provision in its entirety, in which case either Party has the right to appeal the invalidation to a court of competent jurisdiction.

18.7 BUSINESS JUDGMENT. The Parties recognize and any mediator, arbitrator, and judge will be affirmatively advised that certain provisions of the Agreement reflect TAB's right to take or refrain from taking certain actions in exercise of its business judgment based on an assessment of the long-term interests of the TAB System as a whole. Where discretion has been exercised, a mediator, arbitrator, or judge will not substitute their own judgment for the judgment so exercised by TAB.

18.8 CONFIDENTIALITY. All negotiations and mediation proceedings including all statements and settlement offers made by either Party or the mediator in connection with negotiation and mediation will be strictly confidential, will be considered as compromise and settlement negotiations for purposes of applicable rules of evidence, and will not be admissible or otherwise used in connection with any court or arbitration proceeding for any purpose.

18.9 COSTS AND ATTORNEYS' FEES. If either Party takes action to enforce the Agreement or take any action due to the other Party's breach of the Agreement, the non-prevailing Party will reimburse the prevailing Party for costs and expenses including, without limitation, reasonable fees for accountants, attorneys, and expert witnesses, costs of investigation and proof of facts, court costs, travel and living expenses, and other dispute-related expenses whether incurred prior to, in preparation for, or in contemplation of the filing of any written demand, claim, action, hearing, or proceeding to enforce or seek relief for a breach of the Agreement. TAB reserves the right, but has no obligation, to advance Franchisee's share of the costs of any arbitration proceeding for the arbitration proceeding to take place, and by doing so will not be deemed to have waived or relinquished its right to seek the recovery of those costs in accordance with this Section 18.9. If either Party commences any legal action or proceeding in any court in contravention of the terms of Section 18.1, that Party will pay all costs and expenses that the other Party incurs in the action or proceeding including, without limitation, costs and attorney's fees as described in this Section 18.9.

18.10 DISPUTES NOT SUBJECT TO NEGOTIATION, MEDIATION, OR ARBITRATION. The following disputes are not subject to the procedures set out in Sections 18.1(a), (b) or (c): (i) Franchisee, Managing Party, Guarantors, Franchisee's owners, affiliates, officers, directors, agents, or employees use of the Trademarks, any other mark that TAB or Affiliates has an interest in, or the Copyrighted Materials, (ii) conduct that is alleged to otherwise infringe the intellectual property rights of TAB or Affiliates, (iii) acts in derogation of Franchisee's obligations under Sections 14.2 and 14.3, or (iv) actions for the collection of moneys expressly owed under the Agreement or any other agreement between the Parties relating to Franchisee's Business or the relationship of the Parties. THE EXCLUSIVE VENUE FOR DISPUTES BETWEEN THE PARTIES UNDER THIS SECTION 18.10 WILL BE THE FEDERAL OR STATE COURTS SITUATED IN DENVER, COLORADO, AND EACH PARTY WAIVES ANY OBJECTION IT MIGHT HAVE TO THE PERSONAL JURISDICTION OF OR VENUE IN THESE COURTS. NOTWITHSTANDING THE FOREGOING, IF TAB'S PRINCIPAL PLACE OF BUSINESS IS NOT LOCATED IN THE DENVER, COLORADO, METROPOLITAN AREA, THE NEAREST CITY TO TAB'S PRINCIPAL PLACE OF BUSINESS AT THE TIME WITH A STATE AND FEDERAL COURT WILL BE SUBSTITUTED FOR DENVER, COLORADO.

18.11 INJUNCTIVE RELIEF. Notwithstanding anything contained in Section 18.1 to the contrary, either Party will be entitled to seek the entry of an order for temporary, preliminary, interim, interlocutory or permanent injunctive relief, or specific performance from a court of competent jurisdiction without posting bond, enforcing the provisions of the Agreement or any other related agreement pertaining to use of the Licensed Methods, Confidential Information, Trade Secrets, Microsite, Trademarks, compliance with post-termination obligations set out in the Agreement, or any Transfer. If either Party secures any injunction or order of specific performance, the non-securing Party will pay the securing Party its costs and attorneys' fees described in Section 18.9 and damages that may be permitted under the Agreement. The non-securing Party's sole remedy if an injunction is issued will be the dissolution of the injunction if warranted upon a hearing duly held with all claims for damages by reason of the wrongful issuance of the injunction being expressly waived.

18.12 AGREEMENT SURVIVAL. The provisions of this Section 18 are intended to benefit and bind certain third party non-signatories. The provisions of this Section 18 will continue in full force and effect subsequent to and notwithstanding the expiration or termination of the Agreement.

18.13 ARBITRATION SEVERABILITY. If a court of competent jurisdiction decides the requirement to arbitrate a Dispute is unenforceable because applicable law does not permit the type of claim involved to be resolved by arbitration, because the Agreement limits a Party's rights or remedies in a manner applicable law does not permit, or for any other reasons, then the arbitration clause will not be void. Only those portions of the arbitration clause with respect to the claim or claims as are necessary to comply with applicable law will be invalid and considered severable, but the remainder will be enforced.

19. DISCLAIMER AND LIMITATION OF LIABILITY

19.1 NO WARRANTIES. EXCEPT AS EXCLUSIVELY SET FORTH IN WRITING AND SIGNED BY TAB, TAB AND AFFILIATES MAKE NO EXPRESS, IMPLIED, COLLATERAL, OR CONDITIONAL WARRANTIES WITH RESPECT TO THE TAB SYSTEM, TAB PROMOTIONAL MATERIALS, DESIGNATED MATERIALS, CONTRACT FACILITATOR AGREEMENT, MICROSITE, CRM SYSTEM, STANDARDS, OR ANY OTHER PRODUCTS, SERVICES, AND GOODS DEVELOPED, USED, LICENSED, LEASED, OR SOLD BY TAB OR ITS DESIGNEES FOR USE BY FRANCHISEE IN FRANCHISEE'S BUSINESS. TAB MAKES NO REPRESENTATIONS OR WARRANTIES OF TITLE, CONDITION OF TITLE, OR IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. TAB MAKES NO REPRESENTATION OR WARRANTY AS TO THE SUCCESS OR PROFITABILITY OF

FRANCHISEE'S BUSINESS. TAB ASSUMES NO LIABILITIES OR RESPONSIBILITY FOR ANY ACTS OR OMISSIONS THAT MAY GIVE RISE TO LIABILITY TO ANY OF FRANCHISEE'S CONTRACT FACILITATORS OR FRANCHISEE'S MEMBERS. TAB AND AFFILIATES ASSUME NO LIABILITY OR OBLIGATION AND MAKE NO GUARANTEE OR EXPRESS OR IMPLIED WARRANTIES TO FRANCHISEE, MANAGING PARTY, FRANCHISEE'S AFFILIATES, FRANCHISEE'S MEMBERS, OR ANY OF FRANCHISEE'S CONTRACT FACILITATORS BY GRANTING OR DENYING ANY APPROVAL, CONSENT, WAIVER, OR THE LIKE, OR BY REASON OF ANY NEGLIGENCE, DELAY, OR DENIAL OF ANY REQUEST THEREFORE.

19.2 LIMITATION OF LIABILITY. FRANCHISEE, MANAGING PARTY, AND FRANCHISEE'S AFFILIATES HEREBY WAIVE ANY RIGHT TO OR CLAIM FOR ANY PUNITIVE OR EXEMPLARY DAMAGES AGAINST THE TAB INDEMNIFIED PARTIES TO THE FULLEST EXTENT PERMITTED BY LAW. THE TAB INDEMNIFIED PARTIES WILL NOT BE LIABLE TO FRANCHISEE, MANAGING PARTY, FRANCHISEE'S AFFILIATES, FRANCHISEE'S CONTRACT FACILITATORS, FRANCHISEE'S MEMBERS, OR FRANCHISEE'S CUSTOMERS FOR ANY TORT DAMAGES, PROSPECTIVE PROFITS, OR SPECIAL, INDIRECT, GENERAL, INCIDENTAL, OR CONSEQUENTIAL DAMAGES INCLUDING, WITHOUT LIMITATION, LOSS OF PROFITS OR ANTICIPATED PROFITS AND LOSS OF GOODWILL. IF A CLAIM AGAINST THE TAB INDEMNIFIED PARTIES ARISES, FRANCHISEE, MANAGING PARTY, FRANCHISEE'S AFFILIATES, FRANCHISEE'S CONTRACT FACILITATORS, FRANCHISEE'S MEMBERS, OR FRANCHISEE'S CUSTOMERS WILL BE LIMITED TO THE RECOVERY OF ANY ACTUAL DAMAGES SUSTAINED. TAB'S SOLE AND EXCLUSIVE LIABILITY FOR ANY CONDITIONS OR WARRANTIES EXTENDED TO FRANCHISEE WILL BE TO REPAIR OR REPLACE, AT TAB'S OPTION, ANY OF THE PRODUCTS AND GOODS SOLD, LICENSED, OR LEASED BY TAB TO FRANCHISEE THAT ARE NOT IN COMPLIANCE WITH THE WARRANTY OR CONDITION. UNDER NO CIRCUMSTANCES WILL THE TAB INDEMNIFIED PARTIES' LIABILITY EXCEED THE GREATER OF THE DOLLAR AMOUNT OF THE INITIAL FRANCHISE FEE OR THE AMOUNT PAID FOR ANY PRODUCT, SERVICE, OR GOOD THAT IS NOT IN COMPLIANCE WITH THE CONDITION OR WARRANTY.

20. REPRESENTATIONS, WARRANTIES, AND ACKNOWLEDGMENTS

20.1 DISCLOSURE DOCUMENT. Franchisee represents and warrants that Franchisee has received a copy of the complete disclosure document required by the Trade Regulation Rule of the Federal Trade Commission concerning the TAB franchise offering at least 14 calendar days prior to the date that the Agreement was executed. Franchisee has received a fully-completed copy of the Agreement at least seven calendar days prior to signing it.

20.2 NO VIOLATION OF ANY OTHER AGREEMENT OR COMMITMENT. Franchisee represents and warrants that the execution and performance of the Agreement by Franchisee does not violate or constitute a breach of the terms of any other agreement or commitment that Franchisee is a party to.

20.3 LEGAL, VALID, AND BINDING OBLIGATION. Franchisee represents and warrants that the individuals executing the Agreement on Franchisee's behalf are duly authorized to do so and the Agreement will constitute Franchisee's legal, valid, and binding obligation upon its execution.

20.4 COMPLIANCE. Franchisee represents and warrants that Franchisee, Managing Party, and if Franchisee is a partnership, limited liability company, corporation, or other entity, each of Franchisee's partners, members, managers, shareholders, and owners, have fully read the Agreement and all related agreements, fully understand the terms and the import of the same, and represent that Franchisee and each of them will comply with the Agreement.

20.5 CONSULTATION WITH ADVISORS. TAB has advised Franchisee to consult with advisors of Franchisee's own choosing before signing the Agreement and Franchisee acknowledges that Franchisee has been given ample time to do so. Franchisee has conducted an independent investigation of the business contemplated by the Agreement and recognizes that the success of Franchisee's Business is speculative, involves a high degree of financial risk and depends upon Franchisee's ability as an independent businessperson and Franchisee's skills, initiative, hard work, and other factors. Franchisee acknowledges that Franchisee may sustain losses from the operation or the closing of Franchisee's Business. Franchisee represents and warrants that (i) Franchisee engaged Franchisee's own legal advisors who specialize in franchise law to ensure that Franchisee understands Franchisee's obligations under the Agreement and all applicable laws, and (ii) Franchisee has reviewed and understands the laws and licensing requirements that govern the operation of Franchisee's Business.

20.6 REFERRAL FEE. Franchisee acknowledges that if Franchisee sells Franchisee's Business to a candidate referred to TAB, the referral source may be entitled to a referral fee from Franchisee.

20.7 NON-RELIANCE ON REPRESENTATIONS. TAB does not make any representations or express, implied, or collateral warranties regarding the potential success of Franchisee's Business and no person is authorized to make any such representations or warranties. TAB makes no representations or warranties that the required minimum insurance is adequate to protect either Party. Franchisee acknowledges, understands, and accepts that the information provided by TAB or Affiliates does not constitute a representation or warranty as to the success or profitability of Franchisee's Business. Franchisee is not relying upon any representations by TAB or its officers, directors, shareholders, employees, agents, contractors, or servants about the business contemplated by the Agreement that are contrary to the provisions of the Agreement or any ancillary documents. TAB does not furnish or authorize any parties to furnish any oral or written information concerning the actual or potential sales, costs, income, or profits of Franchisee's Business outside of TAB's Franchise Disclosure Document and Franchisee has not received or relied upon any express, implied, or collateral warranty, representation, or guarantee regarding the potential volume, profits, or success of Franchisee's Business outside of TAB's Franchise Disclosure Document. Actual results will vary among TAB's franchisees and TAB cannot estimate the results of any particular Business. Franchisee acknowledges that no approvals, consents, waivers, conditions, or the like by TAB are an endorsement by TAB or a warranty by TAB of the likely success of Franchisee's Business or the appropriateness of the particular items, persons, or matters so approved.

20.8 DIFFERENT FORMS OF AGREEMENTS. Franchisee acknowledges that other TAB franchisees may operate under different forms of agreements and that TAB's obligations and rights with respect to its various franchisees may differ materially in certain circumstances.

20.9 TAB MAY REFUSE TO GRANT A FRANCHISE. TAB HAS NO OBLIGATION TO ACCEPT FRANCHISEE'S APPLICATION AND MAY REFUSE TO GRANT A FRANCHISE FOR ANY REASON OR FOR NO REASON WITHOUT DISCLOSING THE BASIS FOR ITS DECISION. FRANCHISEE ACKNOWLEDGES THAT UNLESS AND UNTIL TAB NOTIFIES FRANCHISEE AND PROVIDES FRANCHISEE WITH A TAB-EXECUTED FRANCHISE AGREEMENT, FRANCHISEE IS NOT A TAB FRANCHISEE AND MAY NOT RELY UPON BECOMING A TAB FRANCHISEE.

20.10 NO RIGHT TO SUB-FRANCHISE. TAB hereby expressly forbids sub-franchising of any kind. Franchisee has no right to sell or negotiate the sale of TAB franchises in the name of or on behalf of TAB. Franchisee will not establish any contractual relationship with any other party that could be deemed or interpreted to have established a sub-franchise relationship. Sub-franchising of any kind on Franchisee's

part or behalf will be grounds for immediate termination of the Agreement without notice and without opportunity to cure as set out in Section 17.3.

20.11 CREDIT CHECKS AND BACKGROUND CHECKS. Franchisee authorizes TAB to obtain credit checks and background checks on Franchisee, Managing Party, Franchisee's owners, and Guarantors at any time during the Term.

20.12 APPLICATION FOR FRANCHISE. All statements made by Franchisee in writing in connection with its application for Franchisee's TAB franchise were, to the best of Franchisee's knowledge, true when made and continue to be true as of the Effective Date.

20.13 ANTI-TERRORISM. Franchisee, Managing Party, Guarantors, and Franchisee's owners will comply with and assist TAB to the fullest extent possible with TAB's efforts to comply with the Anti-Terrorism Laws. Franchisee, Managing Party, Guarantors, and Franchisee's owners certify, represent, and warrant that none of their property or interests is subject to being "blocked" under any of the Anti-Terrorism Laws and that Franchisee, Managing Party, Guarantors, and Franchisee's owners are not otherwise in violation of any of the Anti-Terrorism Laws.

(a) Franchisee, Managing Party, Guarantors, and Franchisee's owners certify that none of them, their respective employees, or anyone associated with Franchisee, Managing Party, Guarantors, and Franchisee's owners is listed in the Annex. Franchisee will not hire (or, if already employed, retain the employment of) any individual who is listed in the Annex.

(b) Franchisee certifies that Franchisee has no knowledge or information that, if generally known, would result in Franchisee, Managing Party, Guarantors, Franchisee's owners, their employees, or anyone associated with Franchisee, Managing Party, Guarantors, or Franchisee's owners to be listed in the Annex.

(c) Franchisee is solely responsible for its compliance with the Anti-Terrorism Laws. Franchisee's indemnification responsibilities set forth in the Agreement pertain to its obligations under this Section 20.13.

(d) Any misrepresentation under this Section 20.13 or any violation of the Anti-Terrorism Laws by Franchisee, Managing Party, Guarantors, Franchisee's owners, and their employees will constitute grounds for immediate termination of the Agreement and any other agreement Franchisee has with TAB or Affiliates.

20.14 STATEMENT OF OWNERSHIP. The Statement of Ownership attached to the Agreement as Exhibit II is true, complete, accurate, and not misleading.

21. MISCELLANEOUS PROVISIONS

21.1 RELATIONSHIP OF THE PARTIES. Nothing in the Agreement is intended to create or creates the relationship of employer and employee, principal and agent, co-partners, joint venturers, fiduciary, or any other similar relationship, the existence of which is hereby expressly denied by the Parties. Franchisee acknowledges that Franchisee is an independent contractor in all respects. Franchisee does not have the authority to bind TAB to any agreement, whether written or oral, without the signature of the Chief Executive Officer of TAB. Franchisee will not be treated as an employee, partner, or joint venturer of TAB for any purpose including, without limitation, state, or federal income tax purposes. Franchisee will not incur any obligations or indebtedness except in Franchisee's name.

21.2 NON-WAIVER. No waiver by TAB of the performance of any obligation under the Agreement will be construed as a waiver of any other or future default of performance of the obligation. TAB's forbearance, delay, failure to exercise, express waiver of a right, or TAB's decision to take some other action regarding breach by any other TAB franchisee or any licensee or corporate facilitator will not be evidence of a practice, custom, or policy of TAB and will not waive or impair TAB's ability to exercise any right, power, or option it has under the Agreement if the same, similar, or different breach by Franchisee occurs. TAB's acceptance of any payments due from Franchisee after any breach by Franchisee or Default will not constitute a waiver of said breach or Default nor limit TAB's ability to fully exercise its rights under the Agreement.

21.3 FORCE MAJEURE. Neither Party will be liable for loss or damage or deemed to be in breach of the Agreement if the Party exercises its best efforts to perform its obligations and failure to perform the obligations results from (i) transportation, material, or energy shortages, or the voluntary foregoing of the right to acquire or use any of the foregoing, in order to accommodate or comply with the orders, requests, regulations, recommendations, or instructions of any government or any department or agency, (ii) compliance with any law, ruling, order, regulation, requirement, or instruction of any government or any department or agency, (iii) acts of God, (iv) acts or omissions of the other Party, (v) fire, strike, embargo, insurrection, war (whether or not officially declared), or riot, (vi) acts of terrorism, or (vii) a pandemic. Any delay resulting from any of said causes will extend performance accordingly or excuse performance in whole or in part as may be necessary. Notwithstanding the foregoing, no Party will be excused from performance of their obligations pursuant to the Agreement due to a force majeure event where the affected Party (i) assumed or should have assumed the risk of a force majeure event, (ii) caused the force majeure event through its own fault or negligence, or (iii) cannot otherwise perform its obligations under the Agreement due to a lack of funds.

21.4 CUMULATIVE RIGHTS. The rights and remedies of TAB hereunder are cumulative and no exercise or enforcement by TAB of any right or remedy hereunder will preclude the exercise or enforcement by TAB of any other right or remedy hereunder that TAB is entitled by law to enforce.

21.5 RIDER. If a state regulator requires an amendment to the Agreement, the amendment is attached to the Agreement in a state law rider as Exhibit VI. TAB is not precluded from contesting the validity, enforceability, or applicability of the laws or regulations in any action relating to the Agreement or its rescission or termination.

21.6 POST-TERMINATION SURVIVAL. All of Franchisee's obligations that expressly or by their nature survive the expiration, termination, transfer, or assignment of the Agreement will continue in full force and effect after and notwithstanding the expiration, termination, assignment, or transfer of the Agreement until they are satisfied in full or by their nature or express terms expire.

21.7 TIME FOR BRINGING ACTION. Any claim or action brought by Franchisee relating to or arising from the Agreement will be barred if not brought within one year of the occurrence of the circumstances giving rise to the claim or action that comes to Franchisee's attention or should reasonably have come to Franchisee's attention.

21.8 WAIVER OF JURY TRIAL. THE PARTIES HEREBY IRREVOCABLY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY.

21.9 BINDING EFFECT. The Agreement is binding upon the Parties and their respective executors, administrators, heirs, successors, and permitted assigns.

21.10 TIME IS OF THE ESSENCE. Time is of the essence in the Agreement and in the performance of each term and provision of the Agreement.

21.11 NOTICES. All notices, consents, requests, demands, and other communications hereunder are to be in writing, and are deemed to have been duly given or made (i) when delivered in person, (ii) five days after transmittal by first class certified or registered mail, (iii) in the case of express courier services, three days after delivery to the courier service with payment provided for, or (iv) if by facsimile, when sent and facsimile confirmation received, in each case addressed as follows:

If to TAB, to:	TAB Boards International, Inc. 11031 Sheridan Boulevard Westminster, Colorado 80020 USA Attention: Jason P. Zickerman, President and CEO Facsimile: (303) 839-0012
With copies to:	Accounting Department Legal Department
If to Franchisee:	The address indicated on the first page of the Agreement

or to any other address or facsimile number as either Party may designate by notice to the other Party in accordance with the terms of this Section 21.11.

21.12 ENTIRE AGREEMENT. The terms contained in the Agreement including all addenda, riders, and exhibits and all other agreements related to the relationship between the Parties constitute the entire agreement between the Parties. There are no express, implied, or collateral representations, conditions, warranties, inducements, promises, or agreements between the Parties not embodied in the Agreement other than those written disclosures required by law. Nothing in this or any related agreement is intended to disclaim the representations TAB made in TAB's Franchise Disclosure Document that TAB furnished to Franchisee. Except as otherwise provided in the Agreement including, without limitation, TAB's right to modify the provisions of the Operations Manual, no amendment to the Agreement is binding unless executed by both Parties. No amendment to the Agreement is binding upon TAB unless the amendment is executed on TAB's behalf by its Chief Executive Officer.

21.13 SEVERABILITY. If any provision of the Agreement is construed as or declared invalid, the decision will not affect the validity of any remaining provisions, each of which will remain in full force and effect as if the Agreement had been executed with the invalid portion eliminated. If any restriction contained in the Agreement is deemed too broad to be capable of enforcement, the arbitrator or the court is hereby authorized to modify or limit the restriction to the extent necessary to permit its enforcement. All covenants contained in the Agreement including, without limitation, those relating to non-competition, will be interpreted and applied consistent with the requirements of reasonableness and equity.

21.14 AMBIGUITY. There will not be any construction against the drafter of the Agreement if any question of ambiguity relating to any provision of the Agreement arises.

21.15 HEADINGS AND REFERENCES. Headings and paragraph titles are for convenience of reference only and will not define, limit, or extend the scope or intent of the Agreement or any provision of the Agreement. All terms and words used in the Agreement will be construed to include the number and gender as the context of the Agreement may require. Each section of the Agreement will be construed independently of any other section or provision of the Agreement. Any rights reserved to TAB may be exercised in TAB's sole discretion unless specifically stated to the contrary.

21.16 BUSINESS JUDGMENT. Whenever TAB reserves discretion in a particular area or where TAB agrees to exercise its rights reasonably or in its sole determination, TAB will satisfy its obligations whenever TAB exercises its reasonable business judgment in making its decision or exercising its rights. TAB's decisions or actions will be deemed to be the result of reasonable business judgment even if other reasonable or even arguably preferable alternatives are available if TAB's decision or action is intended, in whole or significant part, to promote or benefit the TAB System generally even if the decision or action also promotes TAB's financial or other individual interest.

21.17 ATTORNEY-IN-FACT. Franchisee irrevocably appoints TAB as Franchisee's true and lawful attorney for Franchisee, and in Franchisee's name, place, and stead and on Franchisee's behalf, TAB may take any necessary action to amend or terminate all registrations and filings, or to sign other documents required by Franchisee under the Agreement. This appointment is being coupled with an interest to enable TAB to protect the Licensed Methods.

21.18 COUNTERPARTS AND ELECTRONIC SIGNATURES. The Agreement may be executed in one or more counterparts, each of which will be deemed to be an original, but all of which together will constitute one and the same instrument. The Agreement will become effective when one or more counterparts have been signed by all the Parties. Facsimile transmissions of signed documents and electronic signatures will have the same full force and effect as originally executed documents.

21.19 NO COERCION AND CONTRA PROFERENTEM. The Parties acknowledge that they are freely and voluntarily entering into the Agreement and that they have been advised and afforded the opportunity to seek the advice of legal counsel of their choice. The Parties acknowledge that they have each had the opportunity to review the Agreement with legal counsel of their choice and that the terms and conditions of the Agreement were established through mutual contribution and discussion. Notwithstanding any rule or legal precedent to the contrary, no provision of the Agreement will be construed or interpreted against any Party because the Party or its counsel was the drafter of the provision.

ACCEPTANCE OF THE AGREEMENT BY TAB CAN ONLY BE MADE IF EXECUTED BY TAB'S CHIEF EXECUTIVE OFFICER. THE AGREEMENT CONTAINS A BINDING ARBITRATION PROVISION THAT MAY BE ENFORCED BY THE PARTIES.

IN WITNESS WHEREOF, the Parties have duly executed this TAB Boards International, Inc. Franchise Agreement effective as of the Effective Date.

TAB:

FRANCHISEE:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

a(n) _____

Jason P. Zickerman
President and Chief Executive Officer

By: _____

Name: _____

Date: _____
(Effective Date)

Title: _____

Date: _____

**EXHIBIT I
TO FRANCHISE AGREEMENT**

ADDENDUM TO TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT

This ADDENDUM TO TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT (the “**Addendum**”) is attached as Exhibit I to the TAB Boards International, Inc. Franchise Agreement dated _____ (the “**Agreement**”), by and between TAB BOARDS INTERNATIONAL, INC. (“**TAB**”) and _____ (“**Franchisee**”), and effective as of the date of the Agreement. To the extent not defined in the Addendum, all capitalized references in the Addendum will have the meanings as defined in the Agreement.

1. Initial Term. The Initial Term of the Agreement is checked below and will commence on the Start of Service Offering:

_____ Five years.

_____ Seven years.

_____ Ten years.

2. Training Program. Franchisee’s Initial Training Program will occur during the week of _____.

3. Start of Service Offering. The Start of Service Offering is _____.

4. Marketing List. TAB will obtain Marketing Lists prior to the start of Franchisee’s initial required Mass Marketing Campaign. Information contained in the Marketing Lists may contain overlapping entries or information that is not current and TAB assumes no responsibility for any omissions or errors in the Marketing Lists. TAB relies on third party vendors to supply the data used to calculate total businesses and TAB has no control over the accuracy or changes to this data that may take place at any time. The content of the Marketing Lists is and provided in “AS IS, WHERE IS” condition.

5. Managing Party and Facilitator(s).

(a) Managing Party approved for Franchisee’s Business is _____.

(b) Initial approved Facilitator(s) is _____.

6. Acknowledgment of Non-Competitive Activity. Prior to the Effective Date, Franchisee engaged in certain business consulting, coaching, or professional activities (collectively, the “**Activities**”) using methodology that is not the same as, materially similar to, or competitive with the Licensed Methods. The Activities will not constitute Competitive Activities as long as Franchisee does not continue the Activities using the Licensed Methods or methodology that is materially similar to the Licensed Methods.

[SIGNATURE PAGE FOLLOWS]

TAB:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

FRANCHISEE:

_____,
a(n) _____

Jason P. Zickerman
President and Chief Executive Officer

Date: _____

By: _____

Name: _____

Title: _____

Date: _____

**EXHIBIT II
TO FRANCHISE AGREEMENT**

STATEMENT OF OWNERSHIP

This STATEMENT OF OWNERSHIP is attached as Exhibit II to the TAB Boards International, Inc. Franchise Agreement dated _____ (the “**Agreement**”), by and between TAB BOARDS INTERNATIONAL, INC. (“**TAB**”) and _____ (“**Franchisee**”), and defines Franchisee’s form of ownership and the parties that have an ownership interest in Franchisee.

1. Franchisee’s Name: _____.
2. Franchisee’s Form of Ownership: _____.
3. Franchisee’s State of Incorporation/Organization: _____.
4. Franchisee’s Date of Incorporation/Organization: _____.
5. Franchisee’s Management: _____.
6. Franchisee’s Ownership: _____.
7. Franchisee’s Managing Party as Defined in the Agreement: _____.

Franchisee will report any changes to the above information to TAB for TAB’s review and approval at least ten business days before the date the changes take effect.

FRANCHISEE:

_____,
a(n) _____

By: _____

Name: _____

Title: _____

Date: _____

**EXHIBIT III
TO FRANCHISE AGREEMENT**

**TAB BOARDS INTERNATIONAL, INC.
GUARANTEE AND ASSUMPTION OF FRANCHISEE'S OBLIGATIONS**

In consideration of, and as an inducement to, the execution of a TAB Boards International, Inc. Franchise Agreement dated _____ (the "**Agreement**"), by TAB BOARDS INTERNATIONAL, INC. ("**TAB**") in favor of _____ ("**Franchisee**"), each of the undersigned ("**Guarantor(s)**") hereby personally and unconditionally guarantees to TAB, Affiliates, and their successors and assigns for the Term and thereafter that Franchisee will punctually pay and perform each and every undertaking, agreement, and covenant set forth in the Agreement. To the extent not defined in this TAB Boards International, Inc. Guarantee and Assumption of Franchisee's Obligations (the "**Guarantee**"), capitalized terms will have the meanings defined in the Agreement. Guarantor(s) will be personally and unconditionally bound by every undertaking, agreement, and covenant of Franchisee set forth in the Agreement. Guarantor(s) will personally comply with and abide by the non-competition provisions, other restrictive covenants, and non-disclosure provisions of the Agreement and by the provisions in the Agreement relating to trademarks, assignment, and transfer to the same extent as and for the same period of time as Franchisee is required to comply with and abide by the covenants and provisions. All of the foregoing obligations of Guarantor(s) will survive any expiration, transfer, or termination of the Agreement or the Guarantee.

Guarantor(s) waives the following:

- (a) Notice of demand for payment of any indebtedness or nonperformance of any guaranteed obligations;
- (b) Protest and notice of default to any party with respect to the indebtedness or nonperformance of any guaranteed obligations; and
- (c) Any right Guarantor(s) may have to require that any action be brought against Franchisee or any other person as a condition of liability.

Guarantor(s) consents and agrees that:

- (a) Guarantor(s)'s direct and immediate liability will be joint and several with any other guarantors;
- (b) Guarantor(s) will render any payment or performance required under the Agreement upon demand if Franchisee fails or refuses punctually to do so;
- (c) Guarantor(s)'s liability will not be contingent or conditioned upon pursuit by TAB of any remedies against Franchisee or any other person; and
- (d) Guarantor(s)'s liability will not be diminished, relieved, or otherwise affected by any extension of time, credit, or other indulgence that TAB may from time to time grant to Franchisee or to any other person including, without limitation, the acceptance of any partial payment or performance or the compromise or release of any claims, none of which will in any way modify or amend the Guarantee that will irrevocably continue for the Term.

If TAB or Affiliates are required to enforce the Guarantee in any judicial proceeding or appeal, Guarantor(s) will reimburse TAB and Affiliates for costs and expenses including, without limitation, reasonable fees for accountants, attorneys, attorney assistants, and expert witnesses, costs of investigation and proof of facts, court costs, other litigation expenses, and travel and living expenses, whether incurred prior to, in preparation for, or in contemplation of the filing of any written demand, claim, action, hearing, or proceeding to enforce the Guarantee.

Guarantor(s) acknowledges that certain disputes relating to the Agreement will be resolved by arbitration and hereby consents to arbitration in accordance with Section 18 of the Agreement. The terms contained in the Agreement, any applicable Addendum, and the Guarantee constitute the entire agreement between the parties relating to the Guarantee and there are no representations, inducements, promises, or agreements between the parties not embodied in the Guarantee.

IN WITNESS WHEREOF, Guarantor(s) has affixed Guarantor(s)'s signature to this TAB Boards International, Inc. Guarantee and Assumption of Franchisee's Obligations effective as of the same day and year as the Agreement was executed.

GUARANTOR(S):

By: _____

By: _____

Name: _____

Name: _____

Address: _____

Address: _____

Date: _____

Date: _____

**EXHIBIT IV
TO FRANCHISE AGREEMENT**

**TAB BOARDS INTERNATIONAL, INC.
CONDITIONAL ASSIGNMENT OF TELEPHONE AND DIRECTORY LISTINGS, ETC.**

In consideration of and as an inducement to the execution of the TAB Boards International, Inc. Franchise Agreement dated _____ (the “**Agreement**”), by and between TAB BOARDS INTERNATIONAL, INC. (“**Assignee**”) and _____ (“**Assignor**”), this TAB BOARDS INTERNATIONAL, INC. CONDITIONAL ASSIGNMENT OF TELEPHONE AND DIRECTORY LISTINGS, ETC. (the “**Assignment**”) is made and entered into on even date with the Agreement. To the extent not defined in the Assignment, all capitalized references in the Assignment will have the meanings defined in the Agreement.

Pursuant to the terms of the Agreement and other valuable consideration, Assignor assigns to Assignee all telephone numbers, directory listings, facsimile numbers, Internet website addresses and domain names, and other listing used or to be used by Assignor for the operation of Assignor’s Business. Assignee assumes the performance of all terms, covenants, and conditions of the telephone, directory, or other company with respect to the listings with the same force and effect as if they had originally been issued to Assignee. The Assignment is valid on the effective date first set forth above and is irrevocable in all circumstances. Assignee may fill in, add, or change the effective date and the listings at any time. The telephone, directory, or other company involved with the listings is hereby authorized by both Assignee and Assignor to rely on the Assignment. Both Assignee and Assignor will hold harmless and indemnify the telephone, directory, or other company involved with the listings from any claims based on reliance on the Assignment.

ASSIGNEE:

ASSIGNOR:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

_____,
a(n) _____

Jason P. Zickerman
President and Chief Executive Officer

By: _____

Name: _____

Date: _____

Title: _____

Date: _____

**EXHIBIT V
TO FRANCHISE AGREEMENT**

CLOSING ACKNOWLEDGMENT

This CLOSING ACKNOWLEDGEMENT (the “**Acknowledgment**”) is attached as Exhibit V to the TAB Boards International, Inc. Franchise Agreement dated _____ (the “**Agreement**”), by and between TAB BOARDS INTERNATIONAL, INC. (“**TAB**”) and _____ (“**Franchisee**”), and must be completed before or at the same time Franchisee signs the Agreement. To the extent not defined in the Acknowledgment, all capitalized references in the Acknowledgment will have the meanings defined in the Agreement.

TAB representative for this transaction: _____.

A. The following are true and correct:

_____ The date that I received TAB’s Franchise Disclosure Document.

_____ The earliest date that I signed the Agreement or any other binding document (not including the receipt for TAB’s Franchise Disclosure Document).

_____ The earliest date that I delivered cash, check, or other monetary consideration to a TAB salesperson or representative.

B. Acknowledgement and Representations. Franchisee and TAB are entering into the Agreement for the operation of Franchisee’s Business. The purpose of the Acknowledgment is to determine whether any statements or promises were made to you as the representative of Franchisee that TAB has not authorized or that may be untrue, inaccurate, or misleading, and to be certain that you understand the limitations on claims that may be made by you or Franchisee by reason of the offer and sale of Franchisee’s Business. Please confirm that the following statements are true:

1. I received a copy of TAB’s Franchise Disclosure Document with all exhibits and attachments at least (a) 14 days before the execution of the Agreement or any other agreement or payment of any consideration, or (b) if you are a resident of Iowa, at the earlier of the first personal meeting or 14 days before the execution of the Agreement or any other agreement or payment of any consideration, or (c) if you are a resident of New York, Oklahoma, or Rhode Island, at the earlier of the first personal meeting or ten business days before the execution of the Agreement or any other agreement or payment of any consideration, or (d) if you are a resident of Michigan, Oregon, or Washington, ten business days before the execution of any binding agreement or payment of any consideration.

2. I have studied and carefully reviewed TAB’s Franchise Disclosure Document and the Agreement.

3. The names, addresses, and phone numbers of TAB’s employees or representatives who were involved in offering the franchise for Franchisee’s Business are listed on the receipt for TAB’s Franchise Disclosure Document that I signed or on an updated receipt TAB provided to me.

4. I affirm that the Agreement contains the entire agreement between TAB and me concerning the franchise for Franchisee’s Business and that any prior oral or written statements not included in the Agreement or TAB’s Franchise Disclosure Document will not be binding.

5. I understand that the success or failure of Franchisee's Business will depend in large part upon my skills and experience, my business acumen, my local market, the economy, inflation, and other economic and business factors.

6. I understand that the franchise for Franchisee's Business is for the right to operate a Business only in the Territory, that there are pre-existing Businesses operating in the Territory, and that TAB or Affiliates have the right to issue franchises or operate competing businesses at locations anywhere in the world.

7. I affirm that I am bound by the non-competition covenants (both in-term and post-term) listed in Section 14 of the Agreement, that an injunction is an appropriate remedy to protect the interests of the TAB System if I violate these covenants, and that the term "Franchisee" for the purposes of the covenants is defined broadly and any actions in violation of the covenants by those holding any interest in Franchisee, including me, may result in an injunction, default, or termination of the Agreement.

8. I have had ample opportunity to seek professional advice regarding TAB's Franchise Disclosure Document and the Agreement.

9. No oral, written, or visual claim, guarantee, assurance, representation, promise, agreement, contract, commitment, understanding, or otherwise was made to me that contradicted the disclosures in TAB's Franchise Disclosure Document or the Agreement.

10. No oral, written, or visual claim, guarantee, assurance, promise, commitment, or representation was made to me by an employee or other person speaking on TAB's behalf that stated, suggested, predicted, or projected sales, income, expenses, cash flow, tax effects, performance, or profit levels for Franchisee's Business.

11. No employee or other person speaking on TAB's behalf made any statement or promise to me regarding the costs involved in operating a Business that is not contained in TAB's Franchise Disclosure Document or that is contrary to or different from the information in TAB's Franchise Disclosure Document.

12. No employee or other person speaking on TAB's behalf made any promise, agreement, contract, commitment, representation, guarantee, assurance, "side deal," or other arrangement with me relating to any matter including, without limitation, any representations or promises regarding operational assistance, advertising, or marketing the Territory, or other services that is contrary to or different from the information in TAB's Franchise Disclosure Document or the Agreement.

13. I am not relying in any way on any promise, agreement, contract, commitment, representation, guarantee, assurance, "side deal," or other arrangement except as explicitly set forth in the Agreement or a written addendum signed by both Franchisee and TAB.

If any of the statements above are not true, please explain (attach additional sheets if necessary):

I UNDERSTAND THAT MY ANSWERS ARE IMPORTANT TO TAB AND THAT TAB WILL RELY ON THEM. BY SIGNING THE ACKNOWLEDGMENT, I REPRESENT THAT I HAVE CONSIDERED EACH QUESTION CAREFULLY AND RESPONDED TRUTHFULLY.

TAB does not make or endorse any TAB franchisee or other individual to make or endorse any representations, warranties, projections, or disclosures of any type of any financial information, date, or

results with respect to a proposed franchise whether regarding sales, income, expenses, profits, cash flow, tax effects, or otherwise, made on behalf of or for TAB, any TAB franchisee, or other individual. TAB expressly disclaims any such financial information, data, or results. Immediately inform an officer of TAB if any such representations have been made.

I understand and agree to all of the foregoing.

_____,
a(n) _____

By: _____

Name: _____

Title: _____

Date: _____

[NAME], individually

Date: _____

California franchisees should not complete the Acknowledgment. If any California franchisee completes the Acknowledgment, it is against California public policy and will be void and unenforceable, and TAB will destroy, disregard, and will not rely on the Acknowledgement.

Do not sign the Acknowledgment if Franchisee is a Maryland resident or Franchisee's Business will be located in Maryland.

**EXHIBIT VI
TO FRANCHISE AGREEMENT**

STATE LAW RIDER

(if applicable)

**EXHIBIT VII
TO FRANCHISE AGREEMENT**

TRADEMARKS

TRADEMARK

BUSINESS BUILDER’S ADVANTAGE
HI-MAP
STRATEGIC BUSINESS LEADERSHIP
STRATPRO
TAB
TAB BOARDS
THE ALTERNATIVE BOARD
THE ALTERNATIVE BOARD TAB
TIPS FROM THE TOP

**EXHIBIT VIII
TO FRANCHISE AGREEMENT**

CREDIT CARD AUTHORIZATION

CARDHOLDER NAME (BUSINESS OR INDIVIDUAL)	CREDIT CARD ACCOUNT NUMBER
CARD TYPE (AMEX, DISCOVER, MASTERCARD, OR VISA)	EXPIRATION DATE (MM/YY)
STREET	BILLING ADDRESS CITY STATE ZIP

I authorize TAB Boards International, Inc. to charge my credit card for any outstanding amounts due to TAB Boards International, Inc. If my card expires or is declined, I will promptly provide TAB Boards International, Inc. with new credit card information.

By: _____

Name: _____

Date: _____

TAB Boards International, Inc. will safeguard the above confidential information and use it only for the above-noted purpose. This information will not be released to any unauthorized parties.

TAB Boards International, Inc. World Headquarters:

11031 Sheridan Boulevard
Westminster, Colorado 80020
Telephone: (800) 727-0126

EXHIBIT C

**TAB BOARDS INTERNATIONAL, INC.
CRM SYSTEM USE AGREEMENT**

**TAB BOARDS INTERNATIONAL, INC.
CRM SYSTEM USE AGREEMENT**

This TAB BOARDS INTERNATIONAL, INC. CRM SYSTEM USE AGREEMENT (the “**Agreement**”) is entered into on _____ (the “**Effective Date**”) by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation located at 11031 Sheridan Boulevard, Westminster, Colorado 80020 (“**TAB**”), and the undersigned franchisee (“**Franchisee**”). TAB and Franchisee will sometimes be referred to individually as a “**Party**” and collectively as the “**Parties**.”

RECITALS

WHEREAS, the Parties entered into a TAB Boards International, Inc. Franchise Agreement (the “**Franchise Agreement**”) pursuant to which Franchisee operates a TAB business as described in the Franchise Agreement (the “**Business**”);

WHEREAS, TAB has a license and right to sublicense a customer relationship management system (the “**CRM System**”) through a third party vendor under a Master Subscription Agreement between TAB and the third party vendor;

WHEREAS, Franchisee desires to use the CRM System in the Business and TAB desires to grant Franchisee the right to use the CRM System in the Business in accordance with the terms of the Agreement and the Master Subscription Agreement; and

WHEREAS, all capitalized terms not defined in the Agreement have the meaning set out in the Franchise Agreement.

AGREEMENT

NOW, THEREFORE, for and in consideration of the mutual promises and covenants contained in the Agreement and other good and valuable consideration, the Parties agree as follows.

1. **CRM System Use.** TAB hereby grants Franchisee a non-exclusive sublicense to use the CRM System only in the Business for the period described in Sections 2 and 3. The sublicense is nontransferable and subject to the terms and conditions set out in the Master Subscription Agreement located at <https://www.pipedrive.com/en/terms-of-service>.

2. **Use Period.** The sublicense will commence on the Effective Date set out in Section 8(e) for a one-year period (the “**Period**”) and will automatically renew for additional one-year periods on December 31 of each year (each, a “**Renewal Period**”). Notwithstanding the foregoing, a Period or Renewal Period will automatically expire on December 31 of any year during which Franchisee voluntarily or involuntarily ceases to operate the Business.

3. **Term and Termination.** The term of the Agreement will extend from the Effective Date until the earliest of:

(a) **Expiration of the Period.** Upon expiration of the Period, so long as Franchisee is not in default of the Agreement and operating the Business, the Agreement will automatically renew for successive Renewal Periods. If Franchisee voluntarily or involuntarily ceases to operate the Business, the Agreement will expire on December 31 of the year during which Franchisee ceases to operate the Business;

(b) Termination by TAB. If Franchisee is in default of the Franchise Agreement past all applicable cure periods or if Franchisee is in default of the Agreement and fails to cure the default within ten days from the date of TAB's written notice; or

(c) Third Party Termination. If the Master Subscription Agreement is terminated.

4. CRM System License Fee. Franchisee will pay TAB a prorated annual license fee of \$327.00 (the "**License Fee**") as part of the monthly Technology Fee. If the Agreement is terminated prior to expiration of the Period or any Renewal Period, Franchisee will pay the full amount of the License Fee for the remaining balance of the Period or the Renewal Period.

5. Training and Technical Support. TAB will make tutorials available to Franchisee on the CRM System at dates and times scheduled by TAB. TAB may also provide reasonable technical support for TAB-specific customization to the CRM System during TAB's regular business hours at TAB's sole discretion. Franchisee may receive additional technical support from the third party vendor of the CRM System to the extent available from the third party vendor.

6. Warranties. The CRM System, training and technical support is provided in "AS IS, WHERE IS" condition. EXCEPT AS EXPRESSLY STATED IN THE AGREEMENT, TAB MAKES NO EXPRESS, IMPLIED, OR STATUTORY WARRANTIES RELATING TO THE CRM SYSTEM INCLUDING, WITHOUT LIMITATION, ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE.

7. Liability. TAB will not be liable for any special, indirect, incidental, or consequential damages arising from the Agreement or any negligence. In no event will TAB's liability under the Agreement exceed the aggregate CRM System License Fees paid by Franchisee. Franchisee acknowledges that the CRM System is a third party product. TAB has no liability arising from any damages to Franchisee's computer or data caused by installation or use of the CRM System.

8. General Provisions.

(a) Miscellaneous Provisions. The Miscellaneous Provisions set out in the Franchise Agreement are incorporated by reference.

(b) Governing Law. The Agreement and the rights and obligations of the Parties hereunder will be governed by, construed, and enforced in accordance with the laws of Colorado regardless of the choice of law rules of Colorado or any other jurisdiction. All disputes arising from the Agreement will be subject to the dispute resolution provisions of the Franchise Agreement. Franchisee submits to personal and exclusive jurisdiction and venue in Colorado.

(c) Assignment. Franchisee may not assign Franchisee's rights under the Agreement without TAB's prior written approval.

(d) No Changes. All of the terms, conditions, and provisions of the Franchise Agreement remain in full force and effect as originally written and signed.

(e) Effective Date. The Effective Date of the Agreement is _____.
[to be completed by TAB]

IN WITNESS WHEREOF, the Parties have duly executed this TAB Boards International, Inc. CRM System Use Agreement effective as of the Effective Date.

TAB:

FRANCHISEE:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

_____,
a _____

Jason P. Zickerman
President and Chief Executive Officer

By: _____

Name: _____

Date: _____
(Effective Date)

Title: _____

Date: _____

EXHIBIT D

**TAB BOARDS INTERNATIONAL, INC.
MICROSITE SERVICE AUTHORIZATION**

**TAB BOARDS INTERNATIONAL, INC.
MICROSITE SERVICE AUTHORIZATION**

This TAB BOARDS INTERNATIONAL, INC. MICROSITE SERVICE AUTHORIZATION (the “**Agreement**”) is effective as of _____ (the “**Effective Date**”, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation located at 11031 Sheridan Boulevard, Westminster, Colorado 80020 (“**TAB**”) and the undersigned franchisee (“**Franchisee**”). TAB and Franchisee will sometimes be referred to individually as a “**Party**” and collectively as the “**Parties**.”

RECITALS

WHEREAS, the Parties have entered into a franchise or independent associate agreement which is in effect (the “**Franchise Agreement**”);

WHEREAS, Franchisee desires to use a TAB-branded Internet website (the “**Microsite**”);

WHEREAS, the Parties desire that TAB provide Franchisee with the Microsite (the “**Microsite Service**”), and that TAB collect associated fees for the Microsite Service from Franchisee’s credit card or by deductions from the Amounts Collected on Franchisee’s Behalf; and

WHEREAS, all capitalized terms not defined in the Agreement have the meaning set out in the Franchise Agreement.

AGREEMENT

NOW, THEREFORE, in consideration of the terms and conditions set forth in the Agreement and other good and valuable consideration, the Parties agree as follows:

1. **Term and Termination.** The Agreement will be effective when signed by Franchisee and received by TAB. The Agreement will expire simultaneously with the expiration or termination of the Franchise Agreement. If Franchisee materially breaches any provision of the Agreement or Franchise Agreement may immediately terminate the Agreement by giving Franchisee written notification at TAB’s sole discretion. TAB may discontinue offering the Microsite Service at any time at TAB’s sole discretion. In addition to the foregoing, the Agreement will terminate automatically if TAB no longer offers the Microsite Service or upon the occurrence of any of the following events:

- (a) Bankruptcy or insolvency of either Party;
- (b) Sale or transfer of the business by either Party; or
- (c) Death or dissolution of either Party.

2. **Microsite.** TAB will provide the Microsite with a The Alternative Board® approved brand identity design template, TAB-managed member promotional content, and professional functionality to allow Franchisee to customize the Microsite.

3. **Content and Data.** The Microsite will consist of (i) TAB’s content data and (ii) Franchisee’s data. TAB’s content data will be leased to Franchisee and distributed to Franchisee’s Microsite on a regular basis. Franchisee has no ownership interest in TAB’s content data. TAB’s content data is copyrighted and owned by TAB and may not be (i) copied or used in any form by Franchisee other than for display within the Microsite as described in the Agreement or (ii) modified or edited by Franchisee

in any manner. All of TAB's content data is included in and governed by the confidentiality and intellectual property provisions of the Franchise Agreement. Franchisee's data is all permitted data Franchisee uploads to the Microsite that can be edited and modified only by Franchisee. Franchisee bears sole responsibility for the content of Franchisee's data including, without limitation, compliance with all laws and regulations.

4. Rights, Title, and Interest. TAB owns all rights, title, and interest in and to the Microsite including, without limitation, all software, website designs, and related technology, but excepting Franchisee's data. Franchisee will not use the Microsite except in accordance with the Agreement and the Franchise Agreement. Franchisee will not have any right to sublicense or sell this technology to a third party. Upon termination of the Agreement, Franchisee will have no rights relating to the Microsite or any other TAB product or proprietary information including, without limitation, TAB's trademarks and copyrights except to the extent granted in the Franchise Agreement. Any TAB-related domain used in connection with the Microsite that contains any of TAB's trademarks must be owned by TAB and licensed to Franchisee pursuant to the Franchise Agreement. Upon termination of the Franchise Agreement or the Agreement, TAB will be the sole owner of any TAB-related domain and Franchisee will retain no interest whatsoever in the TAB-related domain except to the extent granted in the Franchise Agreement. No domain may be used in connection with the Microsite without TAB's express approval which TAB may grant or withhold in TAB's sole discretion. Franchisee will identify Franchisee's requested website domain below.

5. System Availability. After launch of the Microsite, TAB will use commercially reasonable efforts to ensure the continuous availability of the system, provided that reasonable downtime will be scheduled by TAB for maintenance or improvements from time to time. TAB will not be liable for any expenses, losses, or damages incurred by Franchisee scheduled or unscheduled downtime occurs.

6. Disclaimer of Warranty. EXCEPT AS EXPRESSLY STATED IN THE AGREEMENT, TAB MAKES NO EXPRESS, IMPLIED, OR STATUTORY WARRANTIES INCLUDING, WITHOUT LIMITATION, ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE. TAB SPECIFICALLY DOES NOT GUARANTEE THE SECURITY OF ANY OF FRANCHISEE'S DATA CONTAINED WITHIN THE MICROSITE. Franchisee acknowledges that errors in the Microsite will not necessarily be corrected, although TAB will make reasonable efforts to do so, and that TAB cannot warrant that defects in the Microsite can or will be corrected due to interdependencies of hardware and software products.

7. Fees and Payment. Franchisee will pay the fees set forth in Exhibit A. TAB will make a deduction from the Amounts Collected on Franchisee's Behalf for the following month. From time to time, TAB may change its pricing or pricing policies. If TAB increases any pricing, TAB will notify Franchisee at least 45 days before the price increase.

8. General Provisions. Notices may be provided by U.S. mail, courier, facsimile, or email transmission. The Agreement will be governed by Colorado law. Any action relating to the Agreement will be brought in Denver, Colorado. TAB will not be liable for any special, indirect, punitive, incidental, or consequential damages resulting from the Microsite Service or Franchisee's use of the Microsite. TAB's liability in connection with the Agreement in contract, tort, or otherwise will not exceed the fees paid to TAB by Franchisee under the Agreement. Franchisee will indemnify TAB for all actual and consequential damages resulting from Franchisee's use of the Microsite. The Agreement constitutes the entire agreement between the Parties regarding the subject matter of the Agreement and is intended as an integration of any discussions or understandings between the Parties. Any prior agreements between the Parties relating to a website are void.

IN WITNESS WHEREOF, the Parties have duly executed this TAB Boards International, Inc. Microsite Service Authorization effective as of the Effective Date.

TAB:

FRANCHISEE:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

_____,
a _____

Jason P. Zickerman
President and Chief Executive Officer

By: _____

Name: _____

Date: _____
(Effective Date)

Title: _____

Date: _____

EXHIBIT A
TO MICROSITE SERVICE AUTHORIZATION

FEE SCHEDULE

Microsite Setup Fee (one-time only, due upon signing the Franchise Agreement, included in Marketing Fee paid pursuant to the Franchise Agreement)	\$299.00
Monthly Service Fee (included in the Technology Fee paid pursuant to the Franchise Agreement)	\$20.00

EXHIBIT E

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EXHIBIT F**LIST OF FRANCHISEES AS OF THE DATE
OF THIS FRANCHISE DISCLOSURE DOCUMENT****UNITED STATES**

STATE	NAME	CONTACT INFORMATION
ARKANSAS		
	Diana Rogers	5713 South 60th Place Rogers, AR 72758 (479) 366-4672 diana@tabnwa.com
CALIFORNIA		
	Diane Knudsen and Mark Knudsen	27714 Briarcliff Place Valencia, CA 91354 (805) 232-3554 mark@tabvc.com
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	Mark Prowten	32562 Quicksilver Road Trabuco Canyon, CA 92679 (949) 466-9288 mark.prowten@tabsouthoc.com
COLORADO		
	Bowen Banbury	9124 Winrow Court Highlands Ranch, CO 80126 (303) 335-0699 bowen@tabdenvereast.com
	Philip Bowers	9492 East Louisiana Avenue Denver, CO 80247 (303) 910-0619 philipbowers@spectrummanage.com
	Laura Drury and Steven Drury	6439 Ashburn Lane Highlands Ranch, CO 80130 (303) 809-8459 laura.drury@tab-denverene.com
	Amanda Herber	4164 Austin Bluffs Parkway, Unit 188 Colorado Springs, CO 80918 (303) 589-1003 amanda@tabaherber.com
	Blair Koch	5839 South Orchard Creek Circle Boulder, CO 80301 (720) 308-3600 blair@tabdenverwest.com
	Eva Safar	12117 Clay Street Westminster, CO 80234 (720) 298-8690 eva@tabdenvernorth.com

STATE	NAME	CONTACT INFORMATION
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CONNECTICUT		
	James Cummings	98 Blanket Meadow Road Monroe, CT 06468 (203) 394-2852 jpcummings500@gmail.com
FLORIDA		
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EXHIBIT G

FRANCHISEES WHO HAVE LEFT THE SYSTEM AS OF THE DATE OF THIS FRANCHISE DISCLOSURE DOCUMENT OR WHO HAVE NOT COMMUNICATED WITHIN TEN WEEKS OF THE DATE OF THIS FRANCHISE DISCLOSURE DOCUMENT

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

EXHIBIT H
AUDITED FINANCIAL STATEMENTS

TAB Boards International, Inc. and Subsidiary
dba The Alternative Board

Financial Statements As Of December 31, 2025, 2024
And 2023

Together With Independent Auditors' Report



INDEPENDENT AUDITORS' REPORT

To Management and the Stockholders of TAB Boards International, Inc.
and Subsidiary dba The Alternative Board:

Opinion

We have audited the accompanying consolidated financial statements of TAB Boards International, Inc. and Subsidiary dba The Alternative Board (collectively referred to as the "Company"), which comprise the consolidated balance sheets as of December 31, 2025, 2024 and 2023, and the related consolidated statements of income and comprehensive income, stockholders' equity and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of TAB Boards International, Inc. and Subsidiary dba The Alternative Board as of December 31, 2025, 2024 and 2023, and the results of its operations and its cash flows for the years then ended 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. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other 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 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 available to be issued.

Members:

American Institute of Certified Public Accountants • Colorado Society of Certified Public Accountants
10303 E. Dry Creek Road, Suite 400 • Englewood, CO 80112 • 303 771 0123 • 303 771 0078 fax

Independent Auditors' Report (Continued)**Auditor's Responsibilities for the Audit 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 an audit conducted in accordance with generally accepted auditing standards 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, including omissions, 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.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- 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 audit 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 to those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

JDS Professional Group

April 2, 2026

TAB BOARDS INTERNATIONAL, INC. AND SUBSIDIARY
DBA THE ALTERNATIVE BOARD

Consolidated Balance Sheets

As Of December 31, 2025, 2024, and 2023

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ASSETS	<u>2025</u>	<u>2024</u>	<u>2023</u>
Current Assets:			
Cash	\$ 747,714	\$ 478,178	\$ 628,850
Restricted cash	81,712	42,657	49,492
Short-term investments	1,205,856	1,111,968	1,180,067
Accounts receivable	853,041	825,116	955,415
Allowance for credit losses and doubtful accounts	<u>(205,035)</u>	<u>(416,193)</u>	<u>(500,849)</u>
Accounts receivable, net	648,006	408,923	454,566
Notes receivable, current portion	38,910	11,938	35,922
Prepaid commissions	178,216	171,906	174,438
Prepaid and other assets	<u>29,464</u>	<u>34,434</u>	<u>52,736</u>
Total Current Assets	<u>2,929,878</u>	<u>2,260,004</u>	<u>2,576,071</u>
Non-current Assets:			
Property and equipment, net	421,889	544,021	620,942
Right-of-use asset, net	977,133	949,773	1,065,222
Notes receivable - related parties	1,252	2,001	1,158
Notes receivable, net of current portion and allowance	34,718	30,918	8,906
Prepaid commissions, net of current portion	<u>629,130</u>	<u>575,775</u>	<u>604,405</u>
Total Non-Current Assets	<u>2,064,122</u>	<u>2,102,488</u>	<u>2,300,633</u>
TOTAL ASSETS	<u>\$ 4,994,000</u>	<u>\$ 4,362,492</u>	<u>\$ 4,876,704</u>
LIABILITIES AND STOCKHOLDER'S EQUITY			
Current Liabilities:			
Accounts payable	788,352	772,754	799,860
Line of credit payable			200,000
Current portion of long-term debt	5,759	5,449	8,567
Deferred revenue	669,039	641,892	662,953
Accrued expenses	915,592	749,917	649,070
Lease liability	<u>123,665</u>	<u>93,211</u>	<u>169,975</u>
Total Current Liabilities	<u>2,502,407</u>	<u>2,263,223</u>	<u>2,490,425</u>
Non-current liabilities			
Long-term debt, net of current portion	2,963	8,708	14,179
Deferred revenue, net of current portion	1,783,536	1,786,695	2,057,170
Lease liability, net of current portion	<u>793,392</u>	<u>747,377</u>	<u>840,588</u>
Total Non-Current Liabilities	<u>2,579,891</u>	<u>2,542,780</u>	<u>2,911,937</u>
Total Liabilities	<u>5,082,298</u>	<u>4,806,003</u>	<u>5,402,362</u>
Stockholders' Equity:			
Common stock - no par value, 6,000,000 shares authorized; 1,980,000 shares issued and outstanding	7,412	7,412	7,412
Retained earnings	148,972	(55,695)	(643,609)
Accumulated other comprehensive income (loss)	<u>(244,682)</u>	<u>(395,228)</u>	<u>110,539</u>
Total Stockholders' Equity	<u>(88,298)</u>	<u>(443,511)</u>	<u>(525,658)</u>
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	<u>\$ 4,994,000</u>	<u>\$ 4,362,492</u>	<u>\$ 4,876,704</u>

The accompanying notes are an integral part of the financial statements.

TAB BOARDS INTERNATIONAL, INC. AND SUBSIDIARY
DBA THE ALTERNATIVE BOARD

Consolidated Statements of Income and Comprehensive Income
For the Years Ended December 31, 2025, 2024, and 2023

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	<u>2025</u>	<u>2024</u>	<u>2023</u>
Revenue:			
Franchise royalties and fees	\$ 3,472,578	\$ 3,727,361	\$ 3,814,188
Initial franchise and training fees	1,613,751	1,509,155	1,872,481
Other revenue	870,129	523,271	399,284
Marketing development revenue	347,475	408,013	419,061
Total Revenue	<u>6,303,933</u>	<u>6,167,800</u>	<u>6,505,014</u>
Operating Expenses:			
General and administrative	4,377,685	3,505,562	3,931,976
Marketing, membership development, commissions and other direct expenses	801,694	852,077	1,206,824
Marketing development expense	349,533	415,889	453,073
Depreciation and amortization	246,470	246,661	258,263
Royalties, related party	60,000	60,000	60,000
Total Expenses	<u>5,835,382</u>	<u>5,080,189</u>	<u>5,910,136</u>
Operating Income	<u>468,551</u>	<u>1,087,611</u>	<u>594,878</u>
Other Income (Expense):			
Insurance proceeds		4,392	16,113
Interest income	44,796	56,779	54,593
Interest expense	(8,680)	(21,496)	(14,506)
Total Other Income	<u>36,116</u>	<u>39,675</u>	<u>56,200</u>
Net Income Before Taxes	504,667	1,127,286	651,078
Income taxes		<u>(149,324)</u>	
Consolidated Net Income	504,667	977,962	651,078
Other Comprehensive Income:			
Foreign currency translation adjustment	<u>150,546</u>	<u>(505,767)</u>	<u>(184,091)</u>
Comprehensive Income	<u>\$ 655,213</u>	<u>\$ 472,195</u>	<u>\$ 466,987</u>

The accompanying notes are an integral part of the financial statements.

TAB BOARDS INTERNATIONAL, INC. AND SUBSIDIARY
DBA THE ALTERNATIVE BOARD

Statements Of Stockholders' Equity
For The Years Ended December 31, 2025, 2024 and 2023

Page -5-

	Common Stock	Retained Earnings	Accumulated Other Comprehensive Income	Total Stockholders' Equity
Balance - December 31, 2022	\$ 7,412	\$ (794,687)	\$ 294,630	\$ (492,645)
Net income		651,078		651,078
Distributions to stockholders, net		(500,000)		(500,000)
Other comprehensive income			(184,091)	(184,091)
Balance - December 31, 2023	7,412	(643,609)	110,539	(525,658)
Net income		977,962		977,962
Distributions to stockholders, net		(390,048)		(390,048)
Other comprehensive income			(505,767)	(505,767)
Balance - December 31, 2024	7,412	(55,695)	(395,228)	(443,511)
Net income		504,667		504,667
Distributions to stockholders, net		(300,000)		(300,000)
Other comprehensive income			150,546	150,546
Balance - December 31, 2025	<u>\$ 7,412</u>	<u>\$ 148,972</u>	<u>\$ (244,682)</u>	<u>\$ (88,298)</u>

The accompanying notes are an integral part of the financial statements.

TAB BOARDS INTERNATIONAL, INC. AND SUBSIDIARY
DBA THE ALTERNATIVE BOARD

Consolidated Statements Of Cash Flows

For The Years Ended December 31, 2025, 2024 and 2023

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	<u>2025</u>	<u>2024</u>	<u>2023</u>
Cash flows from operating activities:			
Net income	\$ 504,667	\$ 977,962	\$ 651,078
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	246,470	246,661	258,263
Amortization of right-of-use asset	27,360	115,449	370,323
Provision for doubtful accounts	(265,672)	(84,875)	255,607
Changes in operating assets and liabilities:			
Accounts receivable	(27,925)	130,299	(324,531)
Prepays and other assets	(54,695)	49,464	192,181
Accounts payable	15,599	(27,106)	(90,767)
Accrued expenses	165,675	100,847	119,106
Deferred revenue	23,988	(291,536)	(486,035)
Lease liability	76,469	(169,975)	(390,103)
Net cash provided by operating activities	<u>711,936</u>	<u>1,047,190</u>	<u>555,122</u>
Cash flows from investing activities:			
Purchases of property and equipment	(124,338)	(169,740)	(292,541)
Purchases of investments	(1,205,856)	(1,111,968)	(1,180,067)
Sales of investments	1,111,968	1,180,067	1,476,660
Payments received on notes receivable	52,809	83,514	164,497
Issuance of notes receivable	(82,290)	(81,323)	(72,137)
Net cash provided by (used in) investing activities	<u>(247,707)</u>	<u>(99,450)</u>	<u>96,412</u>
Cash flows from financing activities:			
Proceeds from line of credit	4,485,000	7,470,000	6,330,000
Payments on line of credit	(4,485,000)	(7,670,000)	(6,130,000)
Payments from (to) related parties	(749)	(843)	(115)
Payments on notes payable	(5,435)	(8,589)	(14,858)
Distributions, net	(300,000)	(390,048)	(500,000)
Net cash (used in) financing activities	<u>(306,184)</u>	<u>(599,480)</u>	<u>(314,973)</u>
Effect of Exchange Rate Changes on Cash	150,546	(505,767)	(184,091)
Net increase (decrease) in Cash	308,591	(157,507)	152,470
Cash - Beginning of year	<u>520,835</u>	<u>678,342</u>	<u>525,872</u>
Cash - End of Year	<u>\$ 829,426</u>	<u>\$ 520,835</u>	<u>\$ 678,342</u>
Consolidated Balance Sheets Classification of Cash			
Cash	\$ 747,714	\$ 478,178	\$ 628,850
Restricted Cash	<u>81,712</u>	<u>42,657</u>	<u>49,492</u>
Total Cash	<u><u>\$ 829,426</u></u>	<u><u>\$ 520,835</u></u>	<u><u>\$ 678,342</u></u>
Supplemental Disclosure of Cash Flow Information			
Cash paid for interest	<u><u>\$ 8,680</u></u>	<u><u>\$ 21,496</u></u>	<u><u>\$ 14,506</u></u>

The accompanying notes are an integral part of the financial statements.

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DBA THE ALTERNATIVE BOARD

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(1) **Description Of The Business**

TAB Boards International, Inc. dba The Alternative Board (collectively the “Company”) was incorporated on January 2, 1996 as IHTAB, inc. During 2002, the Company changed its name to TAB Boards International, Inc. to reflect its continuing efforts to expand into international markets. Using proprietary methods, the Company has become a leading international provider of peer advisory and coaching solutions to leaders in privately held businesses.

On August 25, 1997, the Company formed a wholly owned subsidiary, IHTAB-Canada Ltd., in the providence of Alberta. This entity began operations in 1998 to support the overall franchising opportunities in Canada. On June 8, 2004, the subsidiary changed its province of incorporation to Nova Scotia and changed its name to TAB Boards International (Canada), Inc. During 2006, the subsidiary changed its name to TAB Boards International (Canada) Corporation (the “Subsidiary”). The Company has continued to expand internationally and currently operates in 23 countries.

During 2015, Allen Training Centers, Inc. was formed, and provides programs to improve the impact of executives and other managers by increasing their knowledge, skills and abilities.

The following table summarizes the franchise activity for TAB’s overall system for the year ended December 31 as follows:

	2025	2024	2023
Franchises at the beginning of the year	348	342	347
Franchises sold and operational	51	48	55
Franchises closed	(51)	(42)	(60)
Franchises at the end of year	348	348	342

International Sales

Revenue by geographic area for the year ended December 31 is as follows:

	2025	2024	2023
North America	\$ 4,185,213	\$ 3,977,856	\$ 4,063,022
International	2,118,720	2,189,944	2,441,992
Total	\$ 6,303,933	\$ 6,167,800	\$ 6,505,014

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(2) **Summary Of Significant Accounting Policies**

Basis of Presentation

The consolidated financial statements of the Company have been prepared in accordance with accounting principles generally accepted in the United States of America.

Principles of Consolidation

The consolidated financial statements include the accounts of the Company and its subsidiary, TAB Boards International (Canada) Corporation as well as Allen Training Centers, Inc. ("ATC"). All material intercompany accounts and transactions have been eliminated in consolidation.

Recently Adopted Accounting Standards

On January 1, 2023, the Company adopted Accounting Standards Update (ASU) 2016-13, *Financial Instruments - Credit Losses* (Topic 326) (ASC 326) and all related subsequent amendments thereto using the modified retrospective approach. Results for the reporting periods beginning after January 1, 2023 are presented under CECL while prior period amounts continue to be reported in accordance with previously applicable accounting standards. This standard replaced the incurred loss methodology with an expected loss methodology that is referred to as the current expected credit loss ("CECL") methodology. CECL requires an estimate of credit losses for the remaining estimated life of the financial asset using historical experience, current conditions, and reasonable and supportable forecasts and generally applies to financial assets measured at amortized cost, including accounts and notes receivable. Financial assets measured at amortized cost will be presented at the net amount expected to be collected by using an allowance for credit losses. The adoption did not have an impact to the consolidated financial statements for the year ended December 31, 2023.

Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America ("GAAP") requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

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Foreign Currency

The assets and liabilities of the Company's foreign subsidiary are translated from their functional currency, the Canadian dollar, into U.S. dollars at the rates in effect at the consolidated balance sheet's date. Revenue and expense transactions are translated into U.S. dollars using the average rate prevailing during the month of the related transaction. The Company records translation gains and losses in accumulated other comprehensive income (loss) as a component of stockholders' equity. Foreign currency transaction gains and losses are included in consolidated net income.

Cash and Restricted Cash

The Company continually monitors its positions with, and the credit quality of, the financial institutions with which it invests. As of the balance sheet date, and periodically throughout the year, the Company has maintained balances in accounts with financial institutions in excess of federal and foreign insured limits. As of December 31, 2025, the Company held deposits of \$466,463 that exceeded federal and foreign insured limits.

Restricted cash relates to cash franchisees contribute to the Company's marketing development fund. Cash contributed by franchisees to the marketing development fund is to be used in accordance with the Franchise Disclosure Document with a focus on marketing and advertising.

For purposes of the statement of cash flows, cash includes cash on hand and demand deposit accounts. The Company considers all cash and other highly liquid investments with initial maturities of three months or less to be cash equivalents. As of December 31, 2025, 2024 and 2023, there were no cash equivalents.

	2025	2024	2023
<u>Significant noncash transactions</u>			
Advances to stockholders paid in the form of distributions	\$	\$ 453,047	\$ 399,497
Accrued distributions	684,506	475,341	380,360
<u>Cash paid for amounts included in the measurement of lease liabilities</u>			
Operating cash outflows from operating leases	\$ 186,710	\$ 206,615	\$ 206,748

Short-term Investments

Short-term investments consist of one-year cashable guaranteed investment contracts. As of December 31, 2025, 2024 and 2023, the carrying value represented the cost plus accrued interest for a balance of \$1,205,856, \$1,111,968 and \$1,180,067, respectively, which approximates fair value. The investments mature at various times throughout 2023-2025 and bear interest at various rates from 2.7 percent to 5.2 percent. Current contracts expire in March and December 2026.

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Receivables

Accounts receivable and notes receivable consist of amounts invoiced to franchises and are presented net of an allowance for credit losses, which is an estimate of amounts that may not be collectible. The Company separates accounts receivable into risk pools based on their aging. In determining the amount of the allowance as of the balance sheet dates, the Company develops a loss rate for each risk pool. The loss rate is based on management's historical collection experience, adjusted for management's expectations about current and future economic conditions and based on a specific assessment of the creditworthiness of the franchise. As of December 31, 2025, the loss rate applied to international master franchise outstanding balances between 0-90 days was 10% while greater than 90 days was between 20%, 33% and 50% on selected master franchises. As of December 31, 2024, the loss rate applied to international master franchise outstanding balances between 0-90 days was 10% while greater than 90 days was 33%. As of December 31, 2025 and 2024, the loss rate applied to domestic franchise outstanding balances between 0-90 days was 10% while greater than 90 days was 100%. As of December 31, 2023, the loss rate applied to all international master franchise outstanding balances was 10% and domestic franchise outstanding balances between 0-90 days was 10% while greater than 90 days was 100%. As of December 31, 2025, 2024 and 2023, the loss rate applied to all outstanding notes receivable balances was 10%. As of December 31, 2025, the loss rate on international master franchise outstanding balance was both decreased and increased on certain master franchises between 10% and 17%. As of December 31, 2024, the loss rate on international master franchise outstanding balances was increased from 10% to 33% for outstanding balances greater than 90 days. As of December 31, 2023, there was no adjustment to the loss rate. All amounts deemed to be uncollectible are charged against the allowance for credit losses in the period that expected determination is made. The allowance for credit losses on accounts receivable balances was \$205,035, \$416,193 and \$416,193 for the years ended December 31, 2025, 2024 and 2023.

Changes in the allowance for credit losses for the years ended December 31, 2025, 2024 and 2023, were as follows:

	2025	2025	2023
Balance, beginning of year	\$ 416,193	\$ 500,849	\$ 234,706
Provisions	267,519	(84,656)	266,143
Write-offs, net of recoveries	(478,677)		
Balance, end of the year	<u>\$ 205,035</u>	<u>\$ 416,193</u>	<u>\$ 500,849</u>

Property and Equipment

Property and equipment are recorded at cost. Depreciation is computed using the straight-line method over the estimated useful lives for owned assets, ranging from three to ten years, and leasehold improvements are depreciated over the lesser of their useful lives or the lease term. Costs of maintenance and repairs are charged to expense when incurred.

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Revenue And Revenue Recognition

Franchise Royalties, Fees and Related Franchise Costs

Pursuant to the current franchise agreements, franchisees are required to pay business assessment fees, royalty or opportunity fees, and member administration and support fees. All fees are recognized when earned. Related costs are deferred and are expended when the revenue is recognized.

Initial Franchise And Training Fees

Initial franchise fees are recorded as deferred revenue and recognized over the term of the franchise agreement, typically 7 or 10 years. Fifty percent of the initial training fee is recognized as revenue when received as the initial training is mandatory prior to commencing franchise operations. The remaining fifty percent of the initial training fee is recognized over the term of the franchise agreement as the performance obligation is satisfied by the Company through ongoing annual field service training.

Master Franchise Agreement

The master franchise agreement (the “Master Agreement”) provides a nonexclusive right to sell and open franchises in a defined geographic territory and requires the master franchisor to be responsible for advertising, soliciting, screening, and approving prospective franchisees in the defined territory. The Master Agreement also requires the master franchisor to sell and start operations of a minimum number of new franchises per year or the Master Agreement can be terminated. Additionally, the master franchisor will pay the Company an agreed-upon royalty percentage, as defined in the Master Agreement. The Master Agreement is for a period of 10 years, with the option to extend for an additional 20 years.

Marketing Campaign Revenue and Expenses

Marketing campaign revenue is recognized ratably as the related costs are incurred.

Marketing Development Revenue

A marketing development fee is due monthly from each franchisee pursuant to the franchise agreement. Revenue and expenses are recognized in equal amounts as marketing development expenses are incurred. Marketing development expenses are used to promote brand awareness, which enhances member lead generation, and include but are not limited to creating and testing direct response materials, media relations, advertising, and promotional marketing materials. If amounts collected from franchisees exceed the amounts expended, the balance is recognized in deferred revenue.

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Advertising Expenses

The Company expenses advertising costs as incurred. Such advertising is used to recruit qualified potential franchise candidates. Advertising expense for the years ended December 31, 2025, 2024 and 2023 was \$97,339, \$222,991 and \$169,269, respectively.

Leases

The Company determines if an arrangement is or contains a lease at inception. Leases are included in right-of-use (ROU) assets and lease liabilities on the consolidated balance sheets. ROU assets and lease liabilities reflect the present value of the future minimum lease payments over the lease term, and ROU assets also include prepaid or accrued rent. Operating lease expense is recognized on a straight-line basis over the lease term. The Company does not report ROU assets and lease liabilities for its short-term leases (leases with a term of 12 months or less). Instead, the lease payments of those leases are reported as lease expense on a straight-line basis over the lease term.

Leasing Entities Under Common Control

The Company leases its office building from an entity under common control. The Company has elected to apply the private company accounting alternative for common control leasing arrangements, as developed by the Private Company Council. Under the accounting alternative, the Company is not required to evaluate whether the leasing entity is a variable interest entity subject to consolidation by the Company. Information about the assets being leased, guarantee and collateral arrangements provided by the Company, and other information about the leasing entity are presented in Note 10.

Subsequent Events

The Company has performed an evaluation of subsequent events through April 2, 2026, which is the date the consolidated financial statements were available to be issued, and has considered any relevant matters in the preparation of the consolidated financial statements and footnotes.

(3) Income Taxes

The Company is treated as a S Corporation for federal income tax purposes and does not incur income taxes. Instead, its earnings and losses are included in the tax returns of the stockholders and taxed depending on their respective tax status. Therefore, the consolidated financial statements do not reflect a provision for income taxes. TAB Boards International (Canada) Corporation files a separate return with the Canada Revenue Agency.

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The Company follows *Accounting for Uncertainty in Income Taxes* accounting standard, which requires the Company to determine whether a tax position (and the related tax benefit) is more likely than not to be sustained upon examination by the applicable taxing authority, based solely on the technical merits of the position. The tax benefit to be recognized is measured as the largest amount of benefit that is greater than fifty percent likely of being realized upon settlement, presuming that the tax position is examined by the appropriate taxing authority that has full knowledge of all relevant information. During the years ended December 31, 2025, 2024 and 2023, the Company's management evaluated its tax positions to determine the existence of uncertainties, and did not note any matters that would require recognition or which may have an affect on its tax status.

During 2024, the Company amended its state returns from 2018 through 2021 under an election through the Colorado State and Local Parity Act. Shareholders of Colorado pass-through entities have the option to pay state income tax at the entity level rather than passing the liability to shareholders. Accordingly, as the entity would be paying the state tax, there is no limitation on the state and local tax deduction. In 2024, the Company paid \$149,324.

The Company is no longer subject to U.S. tax audits on its Federal Forms 1065 by taxing authorities for years prior to 2022. As a result of its amended 2018 state return, the Company is no longer subject to tax audits on its state return by taxing authorities for years prior to 2019. Such returns contain matters that could be subject to differing interpretations of applicable tax laws and regulations. Although the outcome of tax audits is uncertain, additional income tax, if any, would be imposed on the stockholder rather than the Company. Accordingly, there would be no effect the accompanying consolidated financial statements.

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(4) Notes Receivable

Notes receivable for the years ended December 31, 2025, 2024 and 2023, are as follows:

	<u>2025</u>	<u>2024</u>	<u>2023</u>
Five, three and five, respectively, notes receivable from franchisees bearing interest between 0 and 10 percent and guaranteed by the franchisees. Monthly payments range from \$0 to \$8,291 with maturity dates ranging from January 1, 2023 through September 1, 2029.	\$ 77,100	\$ 47,617	\$ 39,809
One note receivable from master franchises bearing interest at 0 percent, collateralized by the master franchise agreement, and personally guaranteed by the franchisee. Payments were due at note maturity April 16, 2024.			10,000
Total Notes Receivable	<u>77,100</u>	<u>47,617</u>	<u>49,809</u>
Less: current portion	38,910	11,938	35,922
Less: allowance for credit losses	3,472	4,761	4,981
Long-term portion	<u>\$ 34,718</u>	<u>\$ 30,918</u>	<u>\$ 8,906</u>

The Company has not reflected a discount on its notes receivable issued with 0 percent interest, as it would not be significant to the overall consolidated financial statements. The Company reserves an allowance for doubtful collections. The provision for uncollectible amount is continually reviewed and adjusted to maintain the allowance at a level considered adequate to cover future losses. The allowance is management's best estimate of uncollectible accounts and is determined by estimating the collectability of each individual note balance on an ongoing basis, consistent with the CECL model as described in Note (2).

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(5) Property And Equipment And Right-Of-Use Assets

Property and equipment and right-of-use assets for the years ended December 31, 2025, 2024 and 2023, are as follows:

	2025	2024	2023
Media	\$ 54,083	\$ 72,197	\$ 62,412
Transportation equipment	73,655	73,655	130,768
Furniture, fixtures and equipment	42,450	51,979	51,979
Computer equipment and software	1,290,384	1,271,054	1,111,099
Total Cost	1,460,572	1,468,885	1,356,258
Accumulated, depreciation and amortization	1,038,683	924,864	735,316
Net Property and Equipment	<u>\$ 421,889</u>	<u>\$ 544,021</u>	<u>\$ 620,942</u>
Right-of-use asset - building operating lease	\$ 1,381,066	\$ 1,174,104	\$ 1,174,104
Accumulated amortization	(403,933)	(224,331)	(108,882)
Net Right-of-Use Asset	<u>\$ 977,133</u>	<u>\$ 949,773</u>	<u>\$ 1,065,222</u>

(6) Deferred Revenue

The following table provides information about significant changes in deferred revenue due to the effect of adopting ASC 606 on contract fees for the year ended December 31,:

	2025	2024	2023
Deferred revenue, beginning of year	\$ 2,428,587	\$ 2,720,123	\$ 3,206,158
Revenue recognized that was included in deferred revenue at the beginning of the year	(700,064)	(728,560)	(891,003)
Revenue recognized during the year	(600,307)	(640,428)	(780,614)
Increase in deferred revenue due to cash received during the year	1,324,359	1,077,452	1,185,582
	<u>\$ 2,452,575</u>	<u>\$ 2,428,587</u>	<u>\$ 2,720,123</u>

During the years ended December 31, 2025, 2024 and 2023, the amount of services that were recognized over time amounted to \$952,356, \$953,079 and \$1,084,146, respectively; and recognized at a point in time amounted to \$347,975, \$415,909 and \$587,471, respectively.

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(7) Line Of Credit

The Company maintains a \$750,000 line of credit agreement with interest accrued at the prime rate less 0.5 percent (6.75 percent as of December 31, 2025) and a maturity date of June 1, 2026. The line of credit is collateralized by substantially all assets of the Company, guaranteed by the majority stockholder of the Company, and subject to certain financial covenants. As of December 31, 2023, \$200,000 was outstanding. There was no balance outstanding on the line of credit as of December 31, 2025 and 2024.

(8) Long-Term Debt

Long-term debt for the years ended December 31, 2025, 2024 and 2023 consists of the following:

	<u>2025</u>	<u>2024</u>	<u>2023</u>
Note payable to a bank in monthly installments of \$508 including interest at 5.54%. The note is collateralized by a vehicle and is due on June 1, 2027.	\$ 8,722	\$ 14,157	\$ 19,294
Note payable to a bank in monthly installments of \$1,263, including interest at 3.25%. The note is collateralized by a vehicle and is due on April 1, 2024.			3,451
Total notes payable	<u>\$ 8,722</u>	<u>\$ 14,157</u>	<u>\$ 26,196</u>

Maturities of long-term debt obligations for the years ended are as follows:

<u>For the years ending December</u>	
2026	\$ 5,759
2027	2,963
	<u>\$ 8,722</u>

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(9) Leases

The Company evaluated current contracts to determine which met the criteria of a lease. The ROU asset represents the Company's right to use the underlying asset for the lease term, and the lease liability represents the Company's obligation to make lease payments arising from the lease. The ROU asset and lease liability, all of which arise from an operating lease, were calculated based on the present value of the future minimum lease payments over the lease term. The Company made an accounting policy election to use a risk-free rate in lieu of its current incremental borrowing rate to discount future lease payments. The weighted average discount rate applied to calculate lease liabilities as of December 31, 2025, was 4%.

The Company currently leases its headquarters from a related party. The lease is in effect through September 2025 with an option (or automatic extension) for an additional 5 years through September 2030. The lease originally called for monthly payments of \$18,400 increasing 3% each year. However, in April 2023, the lease was modified and monthly payments were reduced to \$16,716 increasing 3% each year. Beginning January 31, 2025, in accordance with the lease terms, the Company downsized the leased space from 12,600 square feet to 8,000 square feet and extended the term through February 29, 2032. The Company is responsible for taxes, utilities, and repair and maintenance on the office building. For the years ended December 31, 2025, 2024 and 2023, total operating lease cost was \$235,819, \$150,952 and \$186,414, respectively. As of December 31, 2025, 2024 and 2023, the weighted-average remaining lease term for the Company's operating lease was 6.08, 7.08 and 8.08 years, respectively.

Related party lease expense for the years ended December 31, 2025, 2024 and 2023 was \$186,710, \$206,748 and \$220,800, respectively. There were no additional noncash investing and financing transactions related to leasing.

Future maturities of the lease liability under these leases for the years ended are as follows:

<u>Years Ending December 31</u>	<u>Related Party Leases</u>
2026	\$ 157,572
2027	162,299
2028	167,168
2029	172,183
2030	177,348
Thereafter	198,348
Total lease payments	\$ 1,034,918
Less present value discount	(117,861)
Total lease obligation	<u>\$ 917,057</u>

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(10) Related Party Transactions

Direct Communication Service, Inc. (DCS) is a related party to the Company through common ownership. DCS sold the TAB Business to the Company for \$1 and a perpetual royalty agreement. The Company entered into an amended agreement, which resulted in a one-time payment of \$132,785 and a \$5,000 per-month royalty. Royalties of \$60,000 were paid under this agreement for the years ended December 31, 2025, 2024 and 2023.

Throughout 2025, 2024 and 2023, the Company advanced certain amounts to entities under common control, which are reported as long-term accounts receivable-related party. As of December 31, 2025, 2024 and 2023, the Company maintained \$1,252, \$2,001 and \$1,158, respectively, in related party receivables. These amounts are expected to be repaid, but the timing of repayment is unknown, and, therefore, the amounts have been classified as long-term receivables.

As discussed in Note (9), the Company leases its headquarters from a related party.

(11) 401(k) Plan

The Company maintains a 401(k) plan (the “Plan”) for those employees who meet certain eligibility requirements set forth in the Plan. The Company may make a discretionary contribution to the Plan, and employees will vest in the Company’s contributions based on a six-year vesting schedule. The Company did not elect to make matching contributions for 2025, 2024 and 2023.

(12) Combined System-wide And Franchisor Revenue (Unaudited)

System wide sales represents all member dues paid into the system through franchisees or franchisor. Initial franchise and training fees represent worldwide fees received by master franchisees and the franchisor for the sale of franchises and the related training. Marketing and other revenue represents fees collected by the Company for the marketing development fund and related expenses.

The following table is a summary of total system-wide sales and franchisor revenue during the year ended December 31,:

	2025	2024	2023
System-wide member dues and fees	\$ 42,864,715	\$ 41,243,831	\$ 40,840,226
Initial franchise and training fees	643,734	686,121	2,194,790
Marketing and other revenue	695,212	769,939	600,320
	<u>\$ 44,203,661</u>	<u>\$ 42,699,891</u>	<u>\$ 43,635,336</u>

EXHIBIT I

STATE LAW ADDENDA AND RIDERS

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 FRANCHISE DISCLOSURE DOCUMENT.

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

3. OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THE WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION AT WWW.DFPI.CA.GOV.

4. THE FRANCHISE AGREEMENT CONTAINS PROVISIONS THAT LIMIT FRANCHISEE'S RIGHTS AND MAY NOT BE ENFORCEABLE IN CALIFORNIA INCLUDING, WITHOUT LIMITATION, A TIME LIMIT TO RAISE CLAIMS AGAINST THE FRANCHISOR, LIMITATION OF DAMAGES AND WAIVER OF JURY TRIAL.

5. Item 3 of the Franchise Disclosure Document is amended to provide that neither the franchisor, 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. 78a et seq., suspending or expelling such persons from membership in that association or exchange.

6. Item 6 of the Franchise Disclosure Document is amended to provide that the highest interest rate allowed in California is 10% per annum.

7. The following paragraphs are added at the end of Item 17 of the Franchise Disclosure Document:

Any condition, stipulation or provision in the Agreement that would result in your waiver of compliance with any provision of the California Franchise Relations Act (Business and Professions Code Sections 20000 through 20043) (the "Act") is void to the extent that such provision violates the Act. If the Franchise Agreement contains a provision that is inconsistent with the Act, the Act will control.

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

You must sign a general release of claims if you renew or transfer your franchise. California Corporations Code Section 31512 voids a waiver of your rights under the Franchise Investment Law (California Corporations Code Sections 31000 through 31516). Business and Professions Code Section 20010 voids a waiver of your rights under the Act.

The Franchise Agreement contains a covenant not to compete that extends beyond the termination of the franchise. A contract that restrains a former franchisee from engaging in a lawful trade or business is to that extent void under California Business and Professions Code Section 16600.

The Franchise Agreement requires binding arbitration. The arbitration will be conducted in Westminster, Colorado, where our headquarters are located, with the costs being borne as provided in the Franchise Agreement. You are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of a franchise agreement restricting venue to a forum outside of California.

The Franchise Agreement requires application of the laws of Colorado. These provisions might not be enforceable under California law.

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

The registration of this franchise offering by the California Department of Financial Protection and Innovation does not constitute approval, recommendation, or endorsement by the commissioner.

HAWAII

The following paragraphs are added to the Cover Page:

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

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

THIS OFFERING CIRCULAR CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL

RIGHTS, CONDITIONS, RESTRICTIONS, AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

The following paragraph is added at the end of Item 5 and Item 7 of the Franchise Disclosure Document:

The Hawaii Department of Commerce and Consumer Affairs requires us to defer payment of initial franchise fees and other initial payments owed by franchisees to us until we have completed our pre-opening obligations under the Franchise Agreement.

The following paragraph is added at the end of Item 17 of the Franchise Disclosure Document:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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

1. Item 5 of the Franchise Disclosure Document is amended by the addition of the following:

Payment of Initial and Development Fees will be deferred until Franchisor has met its initial obligations to franchisee, and franchisee has commenced doing business. This financial assurance requirement was imposed by the Office of the Illinois Attorney General due to Franchisor's financial condition.

2. The "Summary" section of Item 17(v) of the Franchise Disclosure Document is amended to read as follows:

Litigation or arbitration will be in Illinois.

3. The "Summary" section of Item 17(w) of the Franchise Disclosure Document is amended to read as follows:

Except for federal law, Illinois law applies.

4. Item 17 of the Franchise Disclosure Document is amended by the addition of the following:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

5. The following language is added to the Franchise Disclosure Document:

Illinois law governs the Franchise Agreement.

In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in the Franchise Agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, the Franchise Agreement may provide for arbitration to take place outside of Illinois.

Your rights upon termination and non-renewal are set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.

In conformance with Section 41 of the Illinois Franchise Disclosure Act, 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.

MARYLAND

1. The third Risk Factor on the “Special Risks to Consider About *This Franchise*” page is deleted.

2. Item 5 of the Franchise Disclosure Document, captioned “Initial Fees,” is amended by the addition of the following:

The Maryland Securities Commissioner requires us to defer payment of the Initial Franchise Fee and other initial payments owed by franchisees to us until we have completed our pre-opening obligations under the Franchise Agreement.

3. The “Summary” sections of Items 17(c) and (m) of the Franchise Disclosure Document, captioned “Requirements for You to Renew or Extend” and “Conditions for Our Approval of Transfer,” are amended by adding the following:

The general release required as a condition of renewal, sale, or assignment/transfer will not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

4. The “Summary” section of Item 17(h) of the Franchise Disclosure Document, captioned “‘Cause’ Defined – Non-Curable Defaults,” is amended by adding the following:

The Franchise Agreement provides for termination upon your insolvency. 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.

5. The “Summary” section of Item 17(v) of the Franchise Disclosure Document, captioned “Choice of Forum,” is amended to read as follows:

A franchisee may bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

6. The following is added to the end of the Item 17 chart:

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

MICHIGAN

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

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 that deprives a Franchisee of rights and protections provided in this act. This will 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 will 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 that 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 five 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 six 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 will 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 that 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 will include, without limitation:

(i) The failure of the proposed Franchisee 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 that 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 \$100,000.00, the franchisor will, 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:

State of Michigan Consumer Protection Division
Attention: Franchise
670 G. Mennen Williams Building
525 West Ottawa
Lansing, Michigan 48933
Telephone: (517) 373-7117

Despite subparagraph (f) above, we intend to enforce fully the provisions of the arbitration section contained in our Franchise Agreement. We believe that subparagraph (f) is unconstitutional and cannot

preclude us from enforcing our arbitration section. You acknowledge that we will seek to enforce this section as written.

MINNESOTA

1. The following paragraph is added to the end of Item 5:

The Minnesota Department of Commerce requires us to defer payment of initial franchise fees and other initial payments owed by franchisees to us until we have completed our pre-opening obligations under the Franchise Agreement.

2. The third paragraph after the chart in Item 14 is replaced with the following:

You must notify us immediately when you learn about an infringement of or challenge to your use of our Trademarks. We will indemnify you for any loss, costs, or expenses arising out of any third party claim, suit or demand that our Trademarks infringe the trademark rights of a third party or cause unfair completion to a third party to the extent required by Minn. Stat. Sec. 80C.12, Subd.1(g). We will control any administrative proceeding or litigation involving our Trademarks.

3. The following paragraphs are added at the end of the chart in Item 17:

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

Pursuant to Minn. Stat. §80C.21 and Minn. Rule Part 2860.4400J, these sections will not in any way abrogate or reduce your rights as provided in Minnesota Statutes 1984, Chapter 80C, including the right to submit matters to jurisdiction of the courts of Minnesota.

Any release as a condition of renewal or assignment/transfer will not apply to the extent prohibited by applicable law with respect to claims arising under Minn. Rule 2860.4400D.

Minnesota Rule Part 2860.4400J prohibits you from waiving your rights to a jury trial or waiving your rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction, or consenting to liquidated damages, termination penalties or judgment notes.

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

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.

NEW YORK

1. The following information is added to the 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 SERVICES OR 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 ANYTHING IN THIS FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND THE APPROPRIATE STATE OR PROVINCIAL AUTHORITY. THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CAN NOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS THAT ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is to be added at the end of Item 3:

With the exception of what is stated above, the following applies to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's 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 pending actions, 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 ten-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 the “Summary” sections of Item 17(c), titled **“Requirements for a 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.

4. The following language replaces the “Summary” section of Item 17(d), titled **“Termination by franchisee:”**

You may terminate the agreement on any grounds available by law.

5. The following is added to the end of the “Summary” sections of Item 17(v), titled **“Choice of forum,”** and Item 17(w), titled **“Choice of law:”**

The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or the franchisee by Article 33 of the General Business Law of the State of New York.

6. Franchise Questionnaires and Acknowledgements – 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.

7. Receipts – 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 earlier 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. Item 5 of the Franchise Disclosure Document is amended by the addition of the following:

Notwithstanding the foregoing, you will not pay any amounts described in this Item 5 until we have fulfilled all of our initial obligations owed to you under the Franchise Agreement or other documents and you have commenced doing business pursuant to the Franchise Agreement.

2. The “Summary” sections of Items 17(c) and 17(m) of the Franchise Disclosure Document are amended to add the following:

Any release executed will not apply, to the extent prohibited by applicable law, with respect to claims arising under the North Dakota Franchise Investment Law.

3. The “Summary” section of Item 17(r) of the Franchise Disclosure Document is amended to add the following:

Covenants not to compete such as those mentioned above generally are considered unenforceable in North Dakota. However, we will seek to enforce them to the extent enforceable.

4. The “Summary” section of Item 17(u) of the Franchise Disclosure Document is amended to read as follows:

Except for certain claims, we and you must arbitrate all disputes.

5. The “Summary” section of Item 17(v) of the Franchise Disclosure Document is amended to read as follows:

Subject to your arbitration obligation and to the extent required by the North Dakota Franchise Investment Law, you may bring an action in North Dakota.

6. The “Summary” section of Item 17(w) of the Franchise Disclosure Document is amended to read as follows:

Except for federal law, North Dakota law applies.

7. Item 17 of the Franchise Disclosure Document is amended to add the following:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

RHODE ISLAND

1. The “Summary” section of Item 17(v) of the Franchise Disclosure Document is amended to read as follows:

Subject to your arbitration obligation and to the extent required by applicable law, you may bring an action in Rhode Island for claims arising under the Rhode Island Franchise Investment Act.

2. The “Summary” section of Item 17(w) of the Franchise Disclosure Document is deleted in its entirety and replaced with the following:

Except for Federal Arbitration Act and other federal law, and except as required by the Rhode Island Franchise Investment Act, Colorado law governs.

3. Item 17 of the Franchise Disclosure Document is amended by the addition of the following:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

VIRGINIA

The following is added to the end of Item 17:

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 ground 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.

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

WASHINGTON

1. Risk Factor 2 on the “Special Risks to Consider About *This* Franchise” is deleted.

2. The following sentence is added at the end of the Item 1 Subsection entitled “The Franchise” of the Franchise Disclosure Document:

The referral program is not available for franchise prospects who purchase a TAB Business franchise in Washington.

3. The following paragraphs are added at the end of Item 17 of the Franchise Disclosure Document:

If any of the provisions in this Franchise Disclosure Document or Franchise Agreement are inconsistent with the relationship provisions of Revised Code of Washington Section 19.100.180 or any other requirements of the Washington Franchise Investment Protection Act (the “Act”), then (if the Act applies by its terms) the provisions of the Act will prevail over the inconsistent terms of the Franchise Disclosure Document or Franchise Agreement.

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

4. The following is added to the Franchise Disclosure Document:

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

RCW 19.100.180 may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

Transfer fees are collectable to the extent that they reflect the franchisor’s reasonable estimated or actual costs in effecting a transfer.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee’s earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor’s earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the franchise agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.

In lieu of an impound of franchise fees, the franchisor will not require or accept the payment of any initial franchise fees until the franchisee has (a) received all pre-opening and initial training obligations that it is entitled to under the franchise agreement or offering circular, and (b) is open for business.

**THE FOLLOWING PAGES IN THIS EXHIBIT H ARE
STATE-SPECIFIC RIDERS TO THE FRANCHISE AGREEMENT**

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN CALIFORNIA**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”) and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the TAB business that Franchisee will operate under the Franchise Agreement was made in California, (b) Franchisee is a resident of California, or (c) the TAB business will be located or operated in California.

2. **MISCELLANEOUS PROVISIONS.** The following is added to Section 21 of the Franchise Agreement:

21.20 **NO WAIVER OR DISCLAIMER.** No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

21.21 **CALIFORNIA FRANCHISEES.**

(a) For franchisees operating outlets located in California, the California Franchise Investment Law and the California Franchise Relations Act will apply regardless of the choice of law or dispute resolution stated elsewhere. Any language in the Franchise Agreement or any amendment thereto or any agreement to the contrary is superseded by this condition.

(b) The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. A contract that restrains a former franchisee from engaging in a lawful trade or business is to that extent void under California Business and Professions Code 16600.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

a(n) _____

TAB:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Name: _____

Title: _____

Jason P. Zickerman
President and Chief Executive Officer

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN HAWAII**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”) and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the TAB business that Franchisee will operate under the Franchise Agreement was made in Hawaii, (b) Franchisee is a resident of Hawaii, or (c) the TAB business will be located or operated in Hawaii.

2. **FEE DEFERRAL.** The following is added to the end of the Franchise Agreement:

The Hawaii Department of Commerce and Consumer Affairs requires TAB to defer payment of initial franchise fees and other initial payments owed by franchisees to TAB until TAB has completed its pre-opening obligations under the Franchise Agreement.

3. **CLOSING ACKNOWLEDGMENT.** The following is added to Exhibit V of the Franchise Agreement:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

a(n) _____

TAB:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Name: _____

Title: _____

Jason P. Zickerman
President and Chief Executive Officer

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN ILLINOIS**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”), and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the TAB business that Franchisee will operate under the Franchise Agreement was made in Illinois and the TAB business will be located in Illinois, or (b) Franchisee is a resident of Illinois.

2. **PAYMENTS DUE TO TAB OR THIRD PARTIES.** The following is added to the end of Section 5.1 of the Franchise Agreement:

Notwithstanding the foregoing, payment of Initial and Development Fees will be deferred until TAB has met its initial obligations to Franchisee, and Franchisee has commenced doing business. This financial assurance requirement was imposed by the Office of the Illinois Attorney General due to TAB’s financial condition.

3. **GOVERNING LAW.** The first two sentences of Section 18.5 of the Franchise Agreement are deleted in their entirety and replaced with the following:

Except to the extent governed by the Federal Arbitration Act (9 U.S.C. Sections 1 et seq.), the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. Sections 1051 et seq.) or other federal law, all controversies, disputes or claims arising from or relating to or alleged to arise from or relate to:

- (a) This Agreement or any other agreement between the Parties;
- (b) The relationship of the Parties; or
- (c) The validity of the Agreement or any other agreement between the Parties will be governed by the laws of Illinois.

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

4. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL.** The following is added to the end of the second paragraph of Section 19.2 of the Franchise Agreement:

HOWEVER, THE WAIVER IN THIS PARAGRAPH WILL NOT APPLY TO THE EXTENT PROHIBITED BY SECTION 705/41 OF THE ILLINOIS FRANCHISE DISCLOSURE ACT OF 1987 OR ILLINOIS REGULATIONS AT SECTION 200.609.

5. ILLINOIS FRANCHISE DISCLOSURE ACT. The following new Section 21.20 is added to the Franchise Agreement:

21.20 ILLINOIS FRANCHISE DISCLOSURE ACT. 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.

Franchisee's rights upon termination and non-renewal of a franchise agreement are set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.

6. CLOSING ACKNOWLEDGMENT. The following is added to Exhibit V of the Franchise Agreement:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

TAB:

a(n) _____

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Jason P. Zickerman

Name: _____

President and Chief Executive Officer

Title: _____

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN MARYLAND**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”) and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) Franchisee is a resident of Maryland, or (b) Franchisee’s TAB business will be located or operated in Maryland.

2. **AGREEMENTS AND RELEASES.** The following is added to the end of the Franchise Agreement:

Franchisee will be required to sign a release at the time of transfer, renewal, or amendment of the Agreement. Notwithstanding any other provision of the Agreement, no release to be provided by Franchisee will apply to claims under the Maryland Franchise Registration and Disclosure Law.

The Agreement provides that disputes are resolved through arbitration. A Maryland franchise regulation states that it is an unfair or deceptive practice to require Franchisee to waive its right to file a lawsuit in Maryland claiming a violation of the Maryland Franchise Registration and Disclosure Law. In light of the Federal Arbitration Act, there is some dispute as to whether this forum selection requirement is legally enforceable.

3. **PAYMENTS TO TAB OR THIRD PARTIES.** The first paragraph of Section 5.1 of the Franchise Agreement is deleted and replaced with the following:

5.1 PAYMENTS DUE WHEN TAB COMPLETES ITS PRE-OPENING OBLIGATIONS UNDER THE AGREEMENT. Based upon TAB’s financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, all initial fees and payments owed by Franchisee will be deferred until TAB completes its pre-opening obligations under the Agreement.

Franchisee must pay the following amounts to TAB. These fees are not refundable under any circumstances:

4. **TERMINATION BY TAB.** The following is added to Section 10.3(j) of the Franchise Agreement:

Termination upon Franchisee’s insolvency might not be enforceable under federal bankruptcy law (11 U.S.C. Sections 101 et seq.), but TAB intends to enforce this provision to the extent enforceable.

5. **CONSENT TO JURISDICTION.** The following is added to Section 14.2(b) of the Franchise Agreement:

Franchisee may bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

6. TIME FOR BRINGING ACTION. The following is added to Section 15.6 of the Franchise Agreement:

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of franchise.

7. REPRESENTATIONS, WARRANTIES, AND ACKNOWLEDGMENTS. Sections 20.1, 20.4, 20.5, 20.7, and 21.19 of the Franchise Agreement are deleted.

8. CLOSING ACKNOWLEDGMENT. The following is added to the Closing Acknowledgment:

All representations requiring prospective franchisees to assent to a release, estoppel, or waiver of liability are not intended to nor will they act as a release, estoppel, or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

a(n) _____

TAB:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Name: _____

Title: _____

Jason P. Zickerman
President and Chief Executive Officer

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN MINNESOTA**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”) and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the TAB business that Franchisee will operate under the Franchise Agreement will be located in Minnesota, or (b) any of the franchise offering or sales activity occurred in Minnesota.

2. **PAYMENTS DUE AT TIME OF EXECUTION.** The following is added to Section 5.1 of the Franchise Agreement:

Notwithstanding anything in the Agreement to the contrary, TAB will defer payment of the initial franchise fee and other initial payments due to TAB from Franchisee until TAB completes its pre-opening obligations to Franchisee under Franchisee’s first Franchise Agreement. The Minnesota Department of Commerce has imposed this deferral requirement due to TAB’s financial condition.

3. **INDEMNIFICATION.** The following is added as a new Section 15.4:

15.4 **Indemnification by TAB.** TAB will indemnify Franchisee for any loss, costs, or expenses arising out of any third party claim, suit or demand that the Trademarks infringe the trademark rights of a third party or cause unfair completion to a third party to the extent required by Minn. Stat. Sec. 80C.12, Subd.1(g). TAB will control any administrative proceeding or litigation involving TAB’s Trademarks.

4. **RELEASES.** The following is added to the end of Section 17.6(b)(8) of the Franchise Agreement:

Notwithstanding any other provision of this Agreement, no release to be signed by Franchisee will apply to claims under the Minnesota Franchises Law.

5. **TERMINATION OF AGREEMENT.** The following is added as a new Section 17.11:

17.11 **Cure Period.** With respect to franchises governed by Minnesota law, TAB will comply with Minn. Stat. Sec. 80C.14, Subds. 3, 4 and 5 that require, except in certain specified cases, that Franchisee be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice of non-renewal of the Agreement.

6. **GOVERNING LAW.** The following is added to the end of Section 18.5 of the Franchise Agreement:

HOWEVER, NOTHING IN THIS AGREEMENT WILL ABROGATE OR REDUCE ANY OF FRANCHISEE’S RIGHTS UNDER MINNESOTA STATUTES CHAPTER 80 CONCERNING FRANCHISEE’S RIGHT TO ANY PROCEDURE, FORUM OR REMEDIES THAT THE LAWS OF THE JURISDICTION PROVIDE.

WITH RESPECT TO FRANCHISES GOVERNED BY MINNESOTA LAW, TAB WILL COMPLY WITH MINN. STAT. SEC. 80C.14, SUBDS. 3, 4, AND 5 THAT REQUIRE, EXCEPT IN CERTAIN SPECIFIED CASES, THAT FRANCHISEE BE GIVEN 90 DAYS' NOTICE OF TERMINATION (WITH 60 DAYS TO CURE) AND 180 DAYS' NOTICE OF NON-RENEWAL OF THE AGREEMENT.

7. WAIVER OF JURY TRIAL. If and then only to the extent required by the Minnesota Franchises Law, the second paragraph of Section 21.8 of the Franchise Agreement is deleted.

8. CLOSING ACKNOWLEDGMENT. Question 9 of Exhibit V of the Franchise Agreement is deleted.

9. CLOSING ACKNOWLEDGMENT. The following is added to Exhibit V of the Franchise Agreement:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

TAB:

a(n) _____

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Jason P. Zickerman
President and Chief Executive Officer

Name: _____

Title: _____

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN NEW YORK**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”) and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the TAB business that Franchisee will operate under the Franchise Agreement was made in New York, or (b) Franchisee is a resident of New York and will operate the TAB business in New York.

2. **SERVICES AND ASSISTANCE PROVIDED BY TAB.** The following is added to Section 6.4(b):

Modifications to the Operations Manual will not unreasonably affect Franchisee’s obligations, including economic requirements, under the Agreement.

3. **TRANSFER BY TAB.** The following is added to Section 16.1:

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

4. **TERMINATION OF AGREEMENT BY FRANCHISEE.** The following is added to Section 17 as Section 17.11:

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

5. **GOVERNING LAW.** The following is added to Section 18.5:

NOTWITHSTANDING THE FOREGOING, THE GOVERNING CHOICE OF LAW WILL NOT BE CONSIDERED A WAIVER OF ANY RIGHT CONFERRED UPON FRANCHISEE BY THE PROVISIONS OF ARTICLE 33 OF THE GENERAL BUSINESS LAW OF THE STATE OF NEW YORK.

6. **CLOSING ACKNOWLEDGMENT.** The following is added to Exhibit V of the Franchise Agreement:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

7. **RELEASES.** The following is added to the end of the Franchise Agreement:

Notwithstanding any other provisions of the Agreement, all rights Franchisee enjoys and any causes of action arising in Franchisee's favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder will remain in force, it being the intent of this proviso that the non-waiver provisions of GBL 687 and 687.5 be satisfied.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

a(n) _____

TAB:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Name: _____

Title: _____

Jason P. Zickerman
President and Chief Executive Officer

NEW YORK REPRESENTATIONS PAGE

THE FRANCHISOR REPRESENTS THAT THIS PROSPECTUS DOES NOT KNOWINGLY OMIT ANY MATERIAL FACT OR CONTAIN ANY UNTRUE STATEMENT OF A MATERIAL FACT.

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN NORTH DAKOTA**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”) and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) Franchisee is a resident of North Dakota and the TAB business that Franchisee will operate under the Franchise Agreement will be located or operated in North Dakota, or (b) any of the franchise offering or sales activity occurred in North Dakota.

2. **PAYMENTS DUE AT TIME OF AGREEMENT EXECUTION.** The following is added to Section 5.1:

Notwithstanding the foregoing, Franchisee will not pay any amounts described in this Section 5.1 until TAB has fulfilled all of TAB’s initial obligations owed to Franchisee under the Agreement or other documents and Franchisee has commenced doing business pursuant to the Agreement.

3. **RELEASES.** The following is added to the end of the Franchise Agreement:

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

4. **COVENANT NOT TO COMPETE.** The following is added to Section 14.2(d):

Covenants not to compete such as those mentioned above are generally considered unenforceable in North Dakota. However, Franchisee acknowledges and agrees that TAB intends to seek enforcement of these provisions to the extent allowed under the law.

5. **ARBITRATION.** The following is added to Section 18.2:

To the extent required by North Dakota Franchise Investment Law (unless such a requirement is preempted by the Federal Arbitration Act), arbitration proceedings will be held at a site to which the Parties agree.

6. **GOVERNING LAW.** The first two sentences of Section 18.5 of the Franchise Agreement are deleted in their entirety and replaced as follows:

ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE 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 FEDERAL LAW, AND EXCEPT AS OTHERWISE REQUIRED BY NORTH DAKOTA LAW, THE AGREEMENT, THE FRANCHISE, AND ALL CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN THE PARTIES WILL BE GOVERNED BY THE LAWS OF COLORADO, EXCEPT THAT ANY COLORADO LAW REGULATING THE SALE OF FRANCHISES OR GOVERNING THE

RELATIONSHIP OF THE PARTIES WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH.

7. WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL. To the extent required by the North Dakota Franchise Investment Law, Section 21.8 of the Franchise Agreement is deleted.

8. CLOSING ACKNOWLEDGMENT. The following is added to Exhibit V of the Franchise Agreement:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

a(n) _____

TAB:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Name: _____

Title: _____

Jason P. Zickerman
President and Chief Executive Officer

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN RHODE ISLAND**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”) and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the offer or sale of the franchise for the TAB business that Franchisee will operate under the Franchise Agreement was made in Rhode Island, or (b) Franchisee is a resident of Rhode Island and will operate the TAB business in Rhode Island.

2. **GOVERNING LAW.** The first two sentences of Section 15.5 of the Franchise Agreement are deleted in their entirety and replaced with the following:

ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE 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 FEDERAL LAW, AND EXCEPT AS OTHERWISE REQUIRED BY APPLICABLE LAW WITH RESPECT TO CLAIMS ARISING UNDER THE RHODE ISLAND FRANCHISE INVESTMENT ACT, THE AGREEMENT, THE FRANCHISE, AND ALL CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN THE PARTIES WILL BE GOVERNED BY THE LAWS OF COLORADO, WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT: (1) ANY COLORADO LAW REGULATING THE SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF THE PARTIES WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH, AND (2) TO THE EXTENT REQUIRED BY APPLICABLE LAW, RHODE ISLAND LAW WILL APPLY TO CLAIMS ARISING UNDER THE RHODE ISLAND FRANCHISE INVESTMENT ACT.

3. **CLOSING ACKNOWLEDGMENT.** The following is added to Exhibit V of the Franchise Agreement:

No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship will 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.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

a(n) _____

TAB:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Name: _____

Title: _____

Jason P. Zickerman
President and Chief Executive Officer

**RIDER TO THE TAB BOARDS INTERNATIONAL, INC. FRANCHISE AGREEMENT
FOR USE IN VIRGINIA**

This Rider (the “**Rider**”) is effective on _____, and made by and between TAB BOARDS INTERNATIONAL, INC., a Colorado corporation (“**TAB**”) and _____, whose principal business address is _____ (“**Franchisee**”).

1. **BACKGROUND.** TAB and Franchisee are parties to that certain TAB Boards International, Inc. Franchise Agreement dated _____, that has been signed concurrently with this Rider (the “**Franchise Agreement**”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) Franchisee is a resident of Virginia and the TAB business that Franchisee will operate under the Franchise Agreement will be located or operated in Virginia, or (b) any of the franchise offering or sales activity occurred in Virginia.

2. **PAYMENTS DUE AT TIME OF AGREEMENT EXECUTION.** The following is added to Section 5.1:

Notwithstanding the foregoing, Franchisee will not pay any amounts described in this Section 5.1 until TAB has fulfilled all of TAB’s initial obligations owed to Franchisee under the Agreement or other documents and Franchisee has commenced doing business pursuant to the Agreement. The Virginia State Corporation Commission’s Division of Securities and Retail Franchising requires TAB to defer payment of the Initial Franchise Fee and other initial payments owed by franchisees to TAB until TAB has completed its pre-opening obligations under the Agreement.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider effective on the date stated on the first page above.

FRANCHISEE:

a(n) _____

TAB:

TAB BOARDS INTERNATIONAL, INC.,
a Colorado corporation

By: _____

Name: _____

Title: _____

Jason P. Zickerman
President and Chief Executive Officer

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	<i>PENDING</i>
Hawaii	<i>PENDING</i>
Illinois	<i>PENDING</i>
Indiana	<i>PENDING</i>
Maryland	<i>PENDING</i>
Michigan	May 5, 2025
Minnesota	<i>PENDING</i>
New York	<i>PENDING</i>
North Dakota	<i>PENDING</i>
Rhode Island	<i>PENDING</i>
South Dakota	<i>PENDING</i>
Virginia	<i>PENDING</i>
Washington	<i>PENDING</i>
Wisconsin	<i>PENDING</i>

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 J

RECEIPT

(to be retained by Franchisee)

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

If TAB Boards International, Inc. offers you a franchise, it must provide this Franchise Disclosure Document to you fourteen calendar days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale. However, some state franchise laws require TAB Boards International, Inc. to provide this Franchise Disclosure Document to you at the earlier of (i) the first personal meeting held to discuss the franchise sale, or (ii) at least ten business days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale (Iowa, Michigan, New York, Oklahoma, and Rhode Island).

If TAB Boards International, Inc. does not deliver this Franchise 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 name, principal business address, and telephone number of each franchise seller offering the franchise are those individuals listed in Item 2, 11031 Sheridan Boulevard, Westminster, Colorado 80020, (303) 839-1200 and as follows:

I have received a Franchise Disclosure Document dated April 7, 2026, that included the following Exhibits:

- A. List of State Agencies and Agents for Service of Process
- B. TAB Boards International, Inc. Franchise Agreement
 - B-I. Addendum to TAB Boards International, Inc. Franchise Agreement
 - B-II. Statement of Ownership
 - B-III. TAB Boards International, Inc. Guarantee and Assumption of Franchisee's Obligations
 - B-IV. TAB Boards International, Inc. Conditional Assignment of Telephone and Directory Listings, Etc.
 - B-V. Closing Acknowledgment
 - B-VI. State Law Rider
 - B-VII. TAB Boards International, Inc. Trademarks
- C. TAB Boards International, Inc. CRM System Use Agreement
- D. TAB Boards International, Inc. Microsite Service Authorization
- E. TAB Boards International, Inc. Operations Manual Table of Contents
- F. TAB Boards International, Inc. List of Franchisees
- G. TAB Boards International, Inc. Franchisees Who Have Left the System
- H. TAB Boards International, Inc. Audited Financial Statements
- I. State Law Addenda and Riders
- J. Receipt

Date

Prospective Franchisee

Print Name

EXHIBIT J

RECEIPT

(to be returned to TAB Boards International, Inc.)

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

If TAB Boards International, Inc. offers you a franchise, it must provide this Franchise Disclosure Document to you fourteen calendar days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale. However, some state franchise laws require TAB Boards International, Inc. to provide this Franchise Disclosure Document to you at the earlier of (i) the first personal meeting held to discuss the franchise sale, or (ii) at least ten business days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale (Iowa, Michigan, New York, Oklahoma, and Rhode Island).

If TAB Boards International, Inc. does not deliver this Franchise 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 name, principal business address, and telephone number of each franchise seller offering the franchise are those individuals listed in Item 2, 11031 Sheridan Boulevard, Westminster, Colorado 80020, (303) 839-1200 and as follows:

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 - B-V. Closing Acknowledgment
 - B-VI. State Law Rider
 - B-VII. TAB Boards International, Inc. Trademarks
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- G. TAB Boards International, Inc. Franchisees Who Have Left the System
- H. TAB Boards International, Inc. Audited Financial Statements
- I. State Law Addenda and Riders
- J. Receipt

Date

Prospective Franchisee

Print Name