

Special Risks to Consider About *This* Franchise

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

1. **Out-of-State Dispute Resolution.** The franchise agreement and development agreement requires you to resolve disputes with the franchisor by mediation, arbitration and/or litigation only in Texas. Out-of-state mediation, arbitration, or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate, or litigate with the franchisor in Texas 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.**

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.

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

To simplify the language in this disclosure document, “we,” “us” or “our” means ~~[Insert Entity]~~, Crown Extension Bar, LLC, the franchisor. “You” means the business entity, person or persons who sign the Franchise Agreement, the franchisee. If the franchisee is a corporation, limited liability company, or other entity, the term “you” does not include the entity’s principals unless otherwise stated.

The Franchisor, and Any Parents, Predecessors and Affiliates

We are a Delaware limited liability company formed on September 24, 2025, and only do business under our corporate name. Our principal business address is 550 Reserve Street, Suite 380, Southlake, Texas 76092. We have been offering franchises of the type described in this Disclosure Document since December 2025, when we acquired the assets of our predecessor. We have never offered franchises or licenses in any other line of business.

Our predecessor, Straight Edge Salon Inc., is a Colorado corporation formed on April 1, 2013. Its principal business address was 1012 W. Colorado Ave. Colorado Springs, Co 80904. It offered a single franchise to its founder in October 2025. It did not offer franchises or licenses in any other line of business.

Our parent, BCC Services Intermediate Holding Company d/b/a Head to Toe Brands, is a Delaware corporation, and its principal business address is 550 Reserve Street, Suite 380, Southlake, Texas 76092. Our parent only does business under its corporate name. It does not offer franchises in any line of business and is not otherwise engaged in any other type of business activity.

Our parent’s parent company is BCC Services Holding Company, a Delaware corporation, and its principal business address is 550 Reserve Street, Suite 380, Southlake, Texas 76092. Our parent does business under its corporate name, HTT Brands and Head to Toe Brands. It does not offer franchises in any line of business and is not otherwise engaged in any other type of business activity.

BCC Services Holding Company is directly or indirectly controlled by Riverside Micro-Cap Fund VI, L.P. and Riverside Micro-Cap Fund VI-A, L.P. which are managed by The Riverside Company, a global private equity fund focused on investing in and acquiring growing businesses and it maintains its principal business address at 45 Rockefeller Center, 630 Fifth Avenue, Suite 400, New York, NY 10111.

We are affiliated with BCC Franchising, LLC (“Bishops”). Bishops and its predecessor have offered franchises since March 2007 under the mark “Bishops.” Bishop’s principal business address is 550 Reserve Street, Suite 380, Southlake, Texas 76092. A Bishops franchise offers haircuts, coloring, and barber services. As of December 31, 2024, Bishops had 40 franchises operating in the United States.

We are also affiliated with Frenchies, LLC (“Frenchies”). Frenchies has offered franchises since April 2015 under the mark “Frenchies Modern Nail Care.” Frenchies’ principal business address is 550 Reserve Street, Suite 380, Southlake, Texas 76092. A Frenchies Modern Nail Care franchise offers hand and foot care. As of December 31, 2024, Frenchies had 23 franchisees operating in the United States.

We are affiliated with The Lash Franchise Holdings, LLC (“Lash”) and its predecessor has offered franchises under the mark “Lash Lounge” since March 2010. Lash’s principal business address is 550 Reserve Street, Suite 380, Southlake, Texas 76092. A Lash Lounge franchise offers permanent and temporary eyelash and eyebrow extensions and other eye enhancing services. As of December 31, 2024, Lash had 140 Lash Lounge franchises in the United States.

served on the board of our parent, Head to Toe Brands, since April 2023. In addition, Aakeem has served as a board member of Performance Systems Integration, LLC in Portland, Oregon since July 2020. He has served as an Analyst, Associate and Senior Associate at the Riverside Company in Santa Monica, California since June 2018.

Advisor to the Board: Jenna Bowden

Jenna Bowden, the Founder of Delta Crown Extension Studio since October 2017. She has served as an advisor to the Board since October 2025. Ms. Bowden has also served as the President of Bowden Consulting, LLC since 2023 and the President of Blush Bridal, LLC since January 2025.

The following individual(s) are employees our Root and Rise Franchise Development, LLC, an unaffiliated entity.

Fractional Chief Development Officer: Patricia Rother

Ms. Rother is the CEO and Founder of Root and Rise Franchise Development, LLC, and has served as our fractional Chief Development Officer through Root and Rise Franchise Development, LLC since March 2025. She holds this position in Boulder, Colorado. Previously, Ms. Rother served as President of Stay In Your Lane located in Denver, Colorado from November 2022 until May 2025. She served as the fractional Chief Development Officer through Stay In Your Lane from August 2024 to March 2025, in Boulder, Colorado. Previously, Ms. Rother served as the Vice President of Franchise Development for The NOW Massage located in Beverly Hills, California from January 2023 until August 2023. She also served as President of Frios Gourmet Pops located in Mobile, Alabama from December 2021 until January 2023 and Vice President of Franchise Development for Scenthound located in Jupiter, Florida from July 2020 until December 2021.

**ITEM 3
LITIGATION**

No information is required to be disclosed in this Item.

**ITEM 4
BANKRUPTCY**

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

Type of Fee ¹	Amount	Due Date	Remarks
			exceed \$300 per month. Currently there is no On-Demand Training Fee. See Note 3. See Item 11.
Continuing Education Requirements	Varies with circumstances	Upon demand	See Note 3.
Convention or Continuing Education Enrollment Fee	Currently, \$500 per attendee	Before Convention	At least one representative is required to attend, no more than once per year, any designated convention, regional meeting or annual training meeting. For any required training you do not attend, you will pay the same registration fee as attendees – whether you attend or not. Currently this fee is \$500 for Convention and is drafted automatically. You are responsible for all costs of attending convention, including travel, lodging, meals and wages. We may increase this fee in our discretion, provided it will not exceed \$2,500 per attendee.
Technology Fee	Currently, \$200 per month per Salon	Monthly	Technology Fees are for use of our online systems, intra-net, data sharing, business intelligence, and more. We reserve the right to increase this fee in relationship to direct expenses and provided it will not exceed \$1,000 per month. To be paid in the same manner and time frame as the Royalty Fee. See Item 11.
Point of Sale (POS), VoIP, Text Messaging & Marketing Systems	Currently, \$499 per month	As incurred	This fee is imposed by us but payable to a third party and may . <u>Any</u> increase only up will be <u>equal</u> to the actual rates <u>determined</u> <u>increase passed through to us</u> by the our third-party provider. This subscription includes technical support provided by the POS supplier.
Bookkeeping Provider & Software	The then-current fee as imposed by the third-party provider, which is	As incurred	This amount is payable to third parties and subject to third party pricing and the packages

the location to our specifications. A typical salon will be located inside of or adjacent to a retail strip mall or shopping center, or, in the alternative, in urban storefronts. The size of a typical salon location will range from 800 to 1000 square feet and the cost of leasehold improvements will vary depending upon factors such as size, condition of premises, and location. Monthly lease payments range from \$3,666 to \$6,666; however, many variables contribute to final lease terms such as location, size and type of space. You may be asked to pay your first months' rent in advance.

Note 11. In calculating these amounts, we used estimates based on the experience of the our franchised operating location as well as the experience of or management team. These amounts are the total minimum recommended levels to cover operating expenses including your employees' salaries and stylist wages, and local marketing for three months. However, we cannot guarantee that those amounts will be sufficient. These estimates do not include managerial salaries or any payment to you. These estimates also do not take into account finance payments, charges, interest, and related costs you may incur if any portion of the initial investment is financed by a third party. We do not offer direct or indirect financing. These amounts are the minimum recommended levels to cover operating expenses, including your employees' salaries for three months.

Note 12. This range represents the total estimated initial investment required to open the initial Salon you agreed to open and operate under the Development Agreement and does not include any of the costs you will incur in opening any additional Salons you agree to develop under your Development Agreement. These figures do not include standard pre-opening expenses, Royalties, or National Advertising Fund contributions payable under the Franchise Agreement or debt service and assume that none of your expenses are offset by any sales generated during the start-up phase. For purposes of this disclosure, we estimated the start-up phase to be three months from the date your Delta Crown Salon opens for business. These figures are estimates. ~~We cannot guarantee you will not have additional expenses starting the business.~~ All amounts are non-refundable unless otherwise noted.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Purchases from Approved or Designated Suppliers

Salon Supplies

The integrity of our brand is directly related to our products and services. You must purchase from us, an affiliate or our designated suppliers, all products and supplies needed to provide Salon services including all service integrity supplies, such as hair extensions, hair beads, hair products, color, adhesives. Currently, we use third-party suppliers for all service related products. We may notify you of changes to our specifications and suppliers by email, updates to the manual or other means of communication.

Salon Retail Products Inventory

You must also purchase from us or from designated suppliers all branded and private label retail hair care lines. Additional purchases you must make from us or from designated suppliers include any products or materials developed by or for us and/or which bear our trademarks, including branded brushes, branded new-member kits or other possible retail such as branded hair tools ("Proprietary Products"). You must purchase and maintain the minimum level of inventory of our Proprietary Products as needed to meet the Salon's reasonably anticipated consumer demand. You must purchase all products and materials which bear any of our trademarks solely and exclusively from us, our affiliates, or from a producer, manufacturer, distributor or supplier we designate or approve.

If you purchase any items from us or our affiliates, we may derive profits from these purchases. None of our officers has an interest in any third-party suppliers, or a material interest in any publicly held suppliers of DELTA CROWN™ franchise system but reserve the right to do so in the future.

Table No. 4
Status of Company-Owned Outlets
For Years 2022-2024

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired from Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of the Year
CO	2022	1	0	0	0	0	1
	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
Totals	2022	1	0	0	0	0	1
	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1

Table No. 5
Projected Openings
As of December 31, 2024

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
Totals	0	0	0

The list of the names and addresses of our current franchisees is located in [Exhibit G](#). Any franchisee who has not renewed or otherwise voluntarily or involuntarily ceased to do business under the Franchise Agreement during our most recently completed fiscal year or who has not communicated with us within 10 weeks of the issuance date of this Franchise Disclosure Document is listed in [Exhibit G](#). If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

In some instances, former franchisees signed provisions restricting their ability to speak openly about their experience with us. You may wish to speak with former franchisees but be aware that not all such franchisees will be able to communicate with you. There are no franchisee organizations sponsored or endorsed by us.

ITEM 21
FINANCIAL STATEMENTS

[Exhibit F](#) contains: [i\)](#) audited financial statements for our parent’s parent BCC Services Holding Company and its subsidiaries for its fiscal years ended December 31, 2024, and December 31, 2023; [ii\)](#) [unaudited financial statements as of](#), as well as a signed Guarantee of Performance from BCC Services Holding Company. Our fiscal year end is December 31.

ITEM 22
CONTRACTS

Attached as [Exhibit B](#) is our current form of Franchise Agreement with the following Attachments:

- Attachment A Glossary of Additional Terms
- Attachment B The Site Selection Area, Control Date, Franchised Location,

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 upon the franchisee by Article 33 of the General Business Law of the State of New York

FOR THE STATE OF NORTH DAKOTA

For franchises and franchisees subject to the North Dakota Franchise Investment Law, the following information replaces or supplements the corresponding disclosures in the main body of the text of the Franchise Disclosure Document and corresponding provisions of the Franchise Agreement:

Item 17.

The North Dakota Securities Commissioner has determined that it is unfair and inequitable under the North Dakota Franchise Investment Law to the franchisor to require the franchisee to sign a general release upon renewal of the Franchise Agreement. Therefore, the requirement that the franchisee signs a release upon renewal of the Franchise Agreement is deleted from Item 17(c), and any other place it appears in the Franchise Disclosure Document and the Franchise Agreement.

The Commissioner has determined that any requirement for franchisees to consent to termination or liquidated damages is unfair, unjust, and inequitable within the intent of the North Dakota Franchise Investment Law. Any references in the Disclosure Document requiring franchisees to consent to termination penalties or liquidated damages are deleted in Disclosure Document and Franchise Agreement.

Covenants not to compete such as those mentioned in Item 17 of the Franchise Disclosure Document and the Franchise Agreement are generally considered unenforceable in the State of North Dakota.

Under the North Dakota Franchise Investment Law, any provision requiring franchisees to consent to the jurisdiction of courts outside North Dakota or to consent to the application of laws of a state other than North Dakota is void. ~~Any mediation or arbitration will be held at a site agreeable to all parties. The laws of North Dakota will govern any dispute. The State of North Dakota has determined that parties agreeing to arbitration or mediation of disputes at a location that is remote from the site of the franchisee’s business to be unfair, unjust, or inequitable within the intent of Section 51-19-09 North Dakota Insurance & Securities Department | 2 of the North Dakota Franchise Investment Law. The site of arbitration or mediation will be agreeable to all parties and may not be remote from the franchisee’s place of business.~~

The Franchise Agreement includes a waiver of exemplary and punitive damages. That requirement will not apply to North Dakota franchisees and is deemed deleted in each place it appears in the Franchise Disclosure Document and Franchise Agreement.

The Franchise Agreement requires franchisees to consent to a waiver of trial by jury. That requirement will not apply to North Dakota franchisees and is deemed deleted in each place it appears in the Franchise Disclosure Document and Franchise Agreement.

The Franchise Disclosure Document and Franchise Agreement state that franchisees must

NORTH DAKOTA AMENDMENT TO FRANCHISE AGREEMENT

For franchises and franchisees subject to the North Dakota Franchise Investment Law, the following information replaces or supplements the corresponding disclosures in the main body of the text of the CROWN EXTENSION BAR, LLC Franchise Disclosure Document and corresponding provisions of the Franchise Agreement:

Item 17.

The North Dakota Securities Commissioner has determined that it is unfair and inequitable under the North Dakota Franchise Investment Law to the franchisor to require the franchisee to sign a general release upon renewal of the Franchise Agreement. Therefore, the requirement that the franchisee signs a release upon renewal of the Franchise Agreement is deleted from Item 17(c), and any other place it appears in the Franchise Disclosure Document and the Franchise Agreement.

The Commissioner has determined that any requirement for franchisees to consent to termination or liquidated damages is unfair, unjust, and inequitable within the intent of the North Dakota Franchise Investment Law. Any references in the Disclosure Document requiring franchisees to consent to termination penalties or liquidated damages are deleted in Disclosure Document and Franchise Agreement.

Covenants not to compete such as those mentioned in Item 17 of the Franchise Disclosure Document and the Franchise Agreement are generally considered unenforceable in the State of North Dakota.

~~Under~~The State of North Dakota has determined that parties agreeing to arbitration or mediation of disputes at a location that is remote from the site of the franchisee's business to be unfair, unjust, or inequitable within the intent of Section 51-19-09 North Dakota Insurance & Securities Department | 2 of the North Dakota Franchise Investment Law, any provision requiring franchisees to consent to the jurisdiction of courts outside North Dakota or to consent to the application of laws of a state other than North Dakota is void. Any mediation or arbitration. The site of arbitration or mediation will be held at a site agreeable to all parties. The laws of North Dakota will govern any dispute.

and may not be remote from the franchisee's place of business. The Franchise Agreement includes a waiver of exemplary and punitive damages. That requirement will not apply to North Dakota franchisees and is deemed deleted in each place it appears in the Franchise Disclosure Document and Franchise Agreement.

The Franchise Agreement requires franchisees to consent to a waiver of trial by jury. That requirement will not apply to North Dakota franchisees and is deemed deleted in each place it appears in the Franchise Disclosure Document and Franchise Agreement.

The Franchise Disclosure Document and Franchise Agreement state that franchisees must consent to the jurisdiction of courts in the State of Texas. That requirement will not apply to North Dakota franchisees and is deemed deleted in each place it appears in the Franchise Disclosure Document and Franchise Agreement.

The Franchise Agreement requires franchisees to consent to a limitation of claims within one year. That requirement will not apply to North Dakota franchisees and, instead, the statute of limitations under North Dakota law will apply.

UNAUDITED FINANCIALS

Profit and Loss As of ~~December 31, 2024~~ November 2025

Franchisees with Outlets Open

Name **BCC Services Holding Company**
November 2025

Street Address

Actual

Net Sales

<u>Franchise Sales</u>	<u>516.6</u>
<u>Ad Fund Fees</u>	<u>0.0</u>
<u>Royalties</u>	<u>5,709.4</u>
<u>Technology Fees</u>	<u>551.3</u>
<u>Product Revenue</u>	<u>2,730.3</u>
<u>Territory Fees (incl transfer fees)</u>	<u>7.0</u>
<u>Negotiated Settlement</u>	<u>0.0</u>
<u>Supplier Rebate</u>	<u>214.0</u>
<u>Giftcard Breakage</u>	<u>0.0</u>
<u>Activation</u>	<u>0.0</u>
<u>Other Revenue</u>	<u>134.5</u>
<u>Company Store - Retail Revenue</u>	<u>0.0</u>
<u>Company Store - Service Revenue</u>	<u>0.0</u>
<u>Discounts</u>	<u>(0.2)</u>
<u>Total Net Sales</u>	<u>9,862.8</u>

COST OF SALES:

<u>Activation cost</u>	<u>0.0</u>
<u>Supplier rebate to franchisee</u>	<u>5.7</u>
<u>Franchise development marketing expense</u>	<u>0.0</u>
<u>Product COS</u>	<u>1,516.9</u>
<u>Other COS</u>	<u>216.5</u>
<u>Company Store COS - Supplies</u>	<u>0.0</u>
<u>Company Store COS - Retail</u>	<u>0.0</u>
<u>Company Store COS - Wages & Taxes</u>	<u>0.0</u>
<u>Physical gift card discount</u>	<u>0.0</u>
<u>Total COGS</u>	<u>1,739.0</u>

<u>Gross Profit</u>	<u>8,123.8</u>
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OPERATING EXPENSES:

<u>Sales and Marketing</u>	
<u>Public Relations</u>	<u>0.0</u>
<u>Social Media</u>	<u>152.7</u>

<u>People Cost Alloc</u>	996.4
<u>Google Ads Mgmt</u>	4.4
<u>Marketing Subs</u>	518.2
<u>Campaigns</u>	0.0
<u>Creative fund expense</u>	(2,009.8)
<u>Other Brand Marketing</u>	338.3
<u>Technology Costs</u>	559.3
<u>Company Store - Advertising & Marketing</u>	0.0
<u>Commission</u>	85.0
<u>Fran Dev: marketing expense</u>	220.6
<u>Fran Dev: broker expense</u>	542.4
<u>Fran Dev: other</u>	381.9
<u>Total Sales and Marketing</u>	<u>1,789.4</u>

<u>General and Administrative</u>	
<u>Payroll - Salaries & Wages</u>	2,551.9
<u>Payroll - bonus</u>	487.1
<u>Payroll - Taxes and Benefits</u>	254.5
<u>Payroll - Taxes</u>	211.2
<u>Payroll - Fees</u>	47.9
<u>Payroll - Workers Comp</u>	9.6
<u>Professional Fees</u>	252.2
<u>Telephone Expense</u>	0.1
<u>Third Party Expenses</u>	5.0
<u>Meals & Entertainment</u>	8.8
<u>Bank Service Charges</u>	0.0
<u>Shipping and Postage</u>	0.0
<u>Technology Expense</u>	182.4
<u>Insurance</u>	47.9
<u>T&E</u>	201.3
<u>Merchant Fees</u>	67.3
<u>Gift Cards</u>	0.0
<u>Other</u>	(28.8)
<u>Office Expenses</u>	45.7
<u>Rent</u>	155.0
<u>Repairs & Maintenance</u>	0.0
<u>Office Supplies</u>	0.0
<u>Sales Tax</u>	0.0
<u>Automobile expense</u>	0.0
<u>Bad debts</u>	73.7
<u>Franchise Expenses</u>	0.0
<u>Company Stores - Royalty and Ad Fund Fees</u>	0.0
<u>Hq management fee</u>	0.0
<u>Total General and Administrative</u>	<u>4,572.6</u>

<u>Total Operating Expenses</u>	-	<u>6,367.0</u>
<u>% Rev</u>		<u>65%</u>
<u>Investor EBITDA</u>	-	<u>1,756.8</u>
<u>Depreciation / Amortization</u>		
<u>Depreciation Expense</u>		<u>40.3</u>
<u>Amortization Expense</u>		<u>5,538.4</u>
<u>Total Depreciation / Amortization</u>		<u>5,578.7</u>
<u>Investor EBIT</u>		<u>(3,821.9)</u>
<u>OTHER EXPENSE:</u>		
<u>Interest Expense</u>		
<u>Interest</u>		<u>(0.4)</u>
<u>Total Interest Expense</u>		<u>(0.4)</u>
<u>Other Income / (Expense)</u>		
<u>Other Income/Expense</u>		<u>238.5</u>
<u>One Time Other Inc/(Exp) Adjustments</u>		<u>893.8</u>
<u>Accounting Other Inc/(Exp) Adjustments</u>		<u>(285.7)</u>
<u>Total Other Income / (Expense)</u>		<u>846.6</u>
<u>Total Investor Other Expense</u>		<u>846.2</u>
<u>EBT</u>		<u>(4,668.1)</u>
<u>Taxes</u>		<u>26.3</u>
<u>Investor Net Income</u>		<u>(4,694.4)</u>
<u>Investor EBITDA</u>		<u>1,756.803</u>
<u>Adjustments</u>		
<u>Total Net Sales Adjustments</u>		<u>2,463.2</u>
<u>Total COGS Adjustments</u>		<u>(50.8)</u>
<u>Total Sales & Marketing Adjustments</u>		<u>(1,744.8)</u>
<u>Total Product Development Adjustments</u>		<u>0.0</u>
<u>Total G&A Adjustments</u>		<u>(1,432.9)</u>
<u>Unadjusted EBITDA</u>		<u>991.5</u>

NA

LIST OF FORMER FRANCHISEES
As of December 31, 2024

The following are franchisees who have been terminated, canceled, not renewed, or have otherwise voluntarily or involuntarily ceased to do business under the franchise agreement during our most recently completed fiscal year or who have not communicated with us within 10 weeks of the date of issuance of this disclosure document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

Balance Sheet

<u>Owner</u> <u>November 2025</u>	<u>City</u>
<u>Year</u>	<u>2025</u>
<u>Month</u>	<u>Nov-25</u>
<u>Quarter</u>	<u>Q425</u>
<u>Actual/Budget/Forecast</u>	<u>Actual</u>
<u>ASSETS:</u>	
<u>Current Assets</u>	
<u>Cash</u>	<u>4,391,427</u>
<u>Accounts Receivable (A/R)</u>	<u>720,748</u>
<u>Prepaid Expenses</u>	<u>240,686</u>
<u>Inventory</u>	<u>742,323</u>
<u>Other Current Assets</u>	<u>695,162</u>
<u>Total Current Assets</u>	<u>6,790,346.3</u>
 <u>Long-Term Assets</u>	
<u>Fixed Asset</u>	<u>137,103</u>
<u>Accumulated Depreciation</u>	<u>(51,642)</u>
<u>Net Fixed Assets</u>	<u>85,461</u>
<u>Other Long Term Assets</u>	<u>794,061</u>
<u>Capitalized Software</u>	<u>8,500</u>
<u>Franchise Agreements</u>	<u>29,354,462</u>
<u>Trade Name</u>	<u>1,945,401</u>
<u>Goodwill</u>	<u>29,714,430</u>
<u>Total Long-Term Assets</u>	<u>61,902,315.2</u>
 <u>Total GAAP Assets</u>	 <u>68,692,661.5</u>
 <u>LIABILITIES AND EQUITY:</u>	
<u>Current Liabilities</u>	
<u>Accounts Payable (A/P)</u>	<u>426,482</u>

<u>Accrued Expenses</u>	<u>877,435</u>
<u>Gift Card Liabilities</u>	<u>33,662</u>
<u>Deferred Revenue - Current</u>	<u>4,598,991</u>
<u>Other Current Liabilities</u>	<u>868,524</u>
<u>Total Current Liabilities</u>	<u>6,805,095.4</u>
	<u>6,378,613.21</u>
<u>Long Term Debt</u>	
<u>Total Long Term Debt</u>	<u>0.0</u>
<u>Other L/T Liabilities</u>	
<u>Other L/T Liabilities</u>	<u>37,851</u>
<u>Deferred Revenue - Long Term</u>	<u>1,294,351</u>
<u>Total Other L/T Liabilities</u>	<u>1,332,201.1</u>
<u>Total Liabilities</u>	<u>8,137,296.5</u>
<u>Shareholders' Equity</u>	
<u>Equity</u>	<u>75,645,000</u>
<u>Retained Earnings</u>	<u>(14,664,114)</u>
<u>Net Income</u>	<u>(425,521)</u>
<u>Total Shareholders' Equity</u>	<u>60,555,365.0</u>
<u>Total Liabilities and Shareholders' Equity</u>	<u>68,692,661.5</u>

Statement of Cash Flows

STATEBCC Services Holding Company
November 2025

STATE
ADMINISTRATO
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<u>Year</u>	<u>2025</u>
<u>Month</u>	<u>Nov-25</u>
<u>Quarter</u>	<u>Year To Date</u>
<u>Actual/Budget/Forecast</u>	<u>-</u>

<u>Net Income</u>	<u>(4,694,409.60</u> <u>)</u>
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<u>Plus: Other Income/Expense (NON CASH)</u>	<u>(4,496,165.96</u> <u>)</u>
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<u>Plus: Depr. & Amort.</u>	<u>5,578,687.15</u>
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<u>Operating Cash (before changes in working Capital)</u>	<u>(3,611,888.41</u> <u>)</u>
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Adjustments to reconcile net income (loss) to cash
provided (used) by operating activities:

Department of Financial Protection and Innovation
320 West 4th Street, Suite 750
Los Angeles, California 90013
(213) 576-7505
(866) 275-2677
www.dfpi.ca.gov
Ask.DFPI@dfpi.ca.gov

Changes in assets and
liabilities

(Increase) decrease in assets:

<u>Receivables</u>	<u>(64,825)</u>
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<u>Prepaid Expenses</u>	<u>36,304</u>
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<u>Inventory</u>	<u>(276,699)</u>
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<u>Other Current Assets</u>	<u>(77,283)</u>
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<u>Other Long Term Assets</u>	<u>4,007,061</u>
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Increase (decrease) in liabilities:

	(317) 232-6681 Office of the Attorney General Securities Division 200 St. Paul Place Baltimore, Maryland 21202-2021	
<u>MARYLAND</u> (Payments) Borrowing	(410) 576-6360 Department of Attorney General Consumer Protection Division Franchising Unit 525 West Ottawa Street G. Mennen Williams Building, 1 st Floor Lansing, Michigan 48913	-
<u>MICHIGAN</u> Acquisition Impact	(517) 373-1837 Minnesota Department of Commerce 85 Seventh Place East, Suite 280 St. Paul, Minnesota 55101	-
<u>MINNESOTA</u> Consolidated Elimination	(651) 539-1600 New York State Department of Law Investor Protection Bureau 28 Liberty St. 21 st Fl New York, New York 10005	141,679
<u>NEW YORK</u> Retained Earnings Adjustment	(212) 416-8222 North Dakota Securities Department 600 East Blvd. Avenue State Capitol, Fifth Floor Dept. 414 Bismarck, North Dakota 58505	400,000
<u>NORTH DAKOTA</u> Distributions	(701) 328-4712	-
<u>Cash provided (used) by financing activities</u>		<u>541,679</u>
<u>NET INCREASE (DECREASE) IN CASH</u>		<u>(834,765)</u>

CASH AT BEGINNING OF PERIOD

5,226,192

CASH AT END OF PERIOD

4,391,427

GUARANTEE OF PERFORMANCE

For value received, BCC Services Holding Company, a Delaware corporation (the "Guarantor"), located at 550 Reserve Street, Suite 380, Southlake, Texas 76092, absolutely and unconditionally guarantees to assume the duties and obligations of Crown Extension Bar, LLC, located at 550 Reserve Street, Suite 380, Southlake, Texas 76092 (the "Franchisor"), under its franchise registration in each state where the franchise is registered, and under its Franchise Agreement identified in its 2025 Franchise Disclosure Document, as it may be amended, and as that Franchise Agreement may be entered into with franchisees and amended, modified or extended from time to time. This guarantee continues until all such obligations of the Franchisor under its franchise registrations, and the Franchise Agreement are satisfied or until the liability of Franchisor to its franchisees under the Franchise Agreement has been completely discharged, whichever first occurs. The Guarantor is not discharged from liability if a claim by a franchisee against the Franchisor remains outstanding. Notice of acceptance is waived. The Guarantor does not waive receipt of notice of default on the part of the Franchisor. This guarantee is binding on the Guarantor and its successors and assigns.

The Guarantor signs this guarantee at Ann Arbor, MI on the 12th day of December 2025

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Guarantor:

BCC Services Holding Company

By:



Meg Roberts, CEO

EXHIBIT G
LIST OF CURRENT AND FORMER FRANCHISEES

LIST OF CURRENT FRANCHISEES
As of December 31, 2024

Franchisees with Outlets Open

<u>Name</u>	<u>Street Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>	<u>Center Phone</u>
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NA

LIST OF FORMER FRANCHISEES
As of December 31, 2024

The following are franchisees who have been terminated, canceled, not renewed, or have otherwise voluntarily or involuntarily ceased to do business under the franchise agreement during our most recently completed fiscal year or who have not communicated with us within 10 weeks of the date of issuance of this disclosure document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

<u>Owner</u>	<u>City</u>	<u>State</u>	<u>Mobile</u>
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NA

*Ceased operations

** Terminated

***Transferred

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

EXHIBIT H
LIST OF STATE ADMINISTRATORS
AND AGENTS FOR SERVICE OF PROCESS

LIST OF STATE ADMINISTRATORS

<u>STATE</u>	<u>STATE ADMINISTRATOR</u>
<u>CALIFORNIA</u>	<u>Department of Financial Protection and Innovation</u> <u>320 West 4th Street, Suite 750</u> <u>Los Angeles, California 90013</u> <u>(213) 576-7505</u> <u>(866) 275-2677</u> <u>www.dfpi.ca.gov</u> <u>Ask.DFPI@dfpi.ca.gov</u>
<u>HAWAII</u>	<u>Commissioner of Securities of the State of Hawaii</u> <u>Department of Commerce and Consumer Affairs</u> <u>Business Registration Division</u> <u>Securities Compliance Branch</u> <u>335 Merchant Street, Room 203</u> <u>Honolulu, Hawaii 96813</u> <u>(808) 586-2722</u>
<u>ILLINOIS</u>	<u>Franchise Bureau</u> <u>Office of the Attorney General</u> <u>500 South Second Street</u> <u>Springfield, Illinois 62706</u> <u>(217) 782-4465</u>
<u>INDIANA</u>	<u>Securities Commissioner</u> <u>Indiana Securities Division</u> <u>302 West Washington St., Room E-111</u> <u>Indianapolis, Indiana 46204</u> <u>(317) 232-6681</u>
<u>MARYLAND</u>	<u>Office of the Attorney General</u> <u>Securities Division</u> <u>200 St. Paul Place</u> <u>Baltimore, Maryland 21202-2021</u> <u>(410) 576-6360</u>
<u>MICHIGAN</u>	<u>Department of Attorney General</u> <u>Consumer Protection Division</u> <u>Franchising Unit</u> <u>525 West Ottawa Street</u> <u>G. Mennen Williams Building, 1st Floor</u> <u>Lansing, Michigan 48913</u> <u>(517) 373-1837</u>
<u>MINNESOTA</u>	<u>Minnesota Department of Commerce</u> <u>85 Seventh Place East, Suite 280</u> <u>St. Paul, Minnesota 55101</u> <u>(651) 539-1600</u>
<u>NEW YORK</u>	<u>New York State Department of Law</u> <u>Investor Protection Bureau</u> <u>28 Liberty St. 21st Fl</u> <u>New York, New York 10005</u> <u>(212) 416-8222</u>
<u>NORTH DAKOTA</u>	<u>North Dakota Insurance & Securities Department</u> <u>600 East Blvd. Avenue</u> <u>Bismarck, North Dakota 58505</u> <u>(701) 328-2910</u>

<u>STATE</u>	<u>STATE ADMINISTRATOR</u>
RHODE ISLAND	Securities Division Department of Business Regulation 1511 Pontiac Avenue, Building 69-1 Cranston, Rhode Island 02920 (401) 462-9585
SOUTH DAKOTA	Division of Insurance Securities Regulation 124 S. Euclid, 2 nd Floor Pierre SD 57501 (605) 773-3563
TEXAS	Statutory Document Section Secretary of State P.O. Box 12887 Austin, Texas 78711
VIRGINIA	State Corporation Commission Division of Securities and Retail Franchising 1300 East Main Street, 9 th Floor Richmond, Virginia 23219 (804) 371-9051
WASHINGTON	Washington Department of Financial Institutions Securities Division PO Box 41200 Olympia, WA 98507 (360) 902-8760
WISCONSIN	Securities and Franchise Registration Wisconsin Securities Commission 345 West Washington Street, 4 th Floor Madison, Wisconsin 53703 (608) 266-3364

EXHIBIT I

STATE EFFECTIVE DATES

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

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

State	Effective Date
California	Pending-Registration
Illinois	Pending-Registration
Indiana	Pending-Registration <u>December 12, 2025</u>
Maryland	Pending-Registration
Michigan	Pending-Registration
Minnesota	Pending-Registration
New York	Pending-Registration
North Dakota	Pending-Registration
South Dakota	Pending-Registration <u>December 12, 2025</u>
Rhode Island	Pending-Registration <u>December 12, 2025</u>
Virginia	Pending-Registration
Washington	Pending-Registration
Wisconsin	Pending-Registration <u>December 11, 2025</u>

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.