



FRANCHISE DISCLOSURE DOCUMENT

Helpful Heroes International, LLC
A Delaware Limited Liability Company
5405 Data Court, Ann Arbor, MI 48108
734-864-9799
info@belfrangroup.com
www.helpfulheroes.com

The franchise offered is for the establishment and operation of a business offering residential and commercial repair, maintenance, and improvement services and other services primarily by off-duty firefighters, utilizing the HELPFUL HEROES Franchised Business system.

The total investment necessary to begin operation of a HELPFUL HEROES Franchised Business is \$74,564 to \$129,609. This includes \$62,999 to \$70,944 that must be paid to the franchisor or its affiliates.

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

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact the Legal Administrator, 5405 Data Court, Ann Arbor, MI 48108, 734-864-9799.

The terms of your contract will govern your franchise relationship. Don't rely on the disclosure document alone to understand your contract. Read all of the contract carefully. Review your contract and this disclosure document to an advisor, such as a lawyer or an accountant.

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

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

Issuance date: March 30, 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 F and G.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit B 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 HELPFUL HEROES 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 HELPFUL HEROES franchisee?	Exhibits F and G lists current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need To Know About Franchising *Generally*

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

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

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

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

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

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

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

Some States Require Registration

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

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

Special Risks to Consider About *This* Franchise

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

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by mediation and/or litigation only in Michigan. Out-of-state mediation or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate or litigate with the franchisor in Michigan than in your own state.
2. **Spousal Liability.** Your spouse must sign a document that makes your spouse liable for all financial obligations under the franchise agreement even though your spouse has no ownership interest in the franchise. This guarantee will place both your and your spouse's marital and personal assets, perhaps including your house, at risk if your franchise fails.
3. **Sales Performance Required.** You must maintain minimum sales performance levels. Your inability to maintain these levels may result in loss of any territorial rights you are granted, termination of your franchise, and loss of your investment.
4. **Short Operating History.** The franchisor is at an early stage of development and has a limited operating history. This franchise is likely to be a riskier investment than a franchise in a system with a longer operating history.

Certain states may require other risks to be highlighted. If so, check the "State Specific Addenda" pages for your state.

ADDITIONAL DISCLOSURES FOR THE STATE OF MICHIGAN.

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.

Each of the following provisions is void and unenforceable if contained in any documents relating to a franchise:

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

(v) 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).

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

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

If the franchisor's most recent financial statements are unaudited, and show a net worth of less than \$100,000, the franchisee may request the franchisor to arrange for the escrow of initial investment and other funds paid by the franchisee until the obligations, if any, of the franchisor 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.

Any questions regarding this notice should be directed to:

State of Michigan
Consumer Protection Division
Attn: Franchise
670 G. Mennen Williams Building
525 West Ottawa
Lansing, Michigan 48933
(517) 373-7117
miag@michigan.gov

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

1.1 The Franchisor and its Parents.

The franchisor is Helpful Heroes International LLC (“Helpful Heroes”, “we”, “us” or the “Company”). Our principal place of business is 5405 Data Court, Ann Arbor, MI 48108.

We were formed on April 24, 2025, as a Delaware Limited Liability Company. We do business under our business name and the name “HELPFUL HEROES.” We do not do business under any other name. We do not conduct and have not conducted business in any other line of business. We do not and have not offered franchises in any other line of business. We began offering franchises under the name and trademarks “HELPFUL HEROES” beginning June 1, 2025.

Our agent authorized to receive service of process is listed in Exhibit C of this Disclosure Document.

Our parent, BELFOR Franchise Group, LLC (“BFG”) is a Delaware limited liability company formed on July 3, 2007 and has a principal business address of 5405 Data Court, Ann Arbor, MI 48108. BFG is a wholly owned subsidiary of BELFOR (USA) Group, Inc. (“BELFOR”), a Colorado corporation formed on June 9, 1995, and located at 185 Oakland Avenue, Suite 150, Birmingham, MI 48009. BELFOR is a wholly owned subsidiary of BELFOR Holdings, Inc., a Delaware corporation incorporated on May 24, 2006 and located at 185 Oakland Avenue, Suite 150, Birmingham, MI 48009. BELFOR offers property and electronic restoration, machinery refurbishment, data and document restoration, mold remediation, emergency and rapid response. BELFOR does not currently operate any, nor has it offered, franchises in any line of business, although it reserves the right to do so in the future. As of December 31, 2025, BELFOR owns and operates approximately 154 locations in the United States and Canada.

BELFOR Holdings, Inc. is fully owned by ASP BF Intermediate Sub, LLC, a Delaware limited liability company formed on December 21, 2018. Its principal business address is 299 Park Avenue, 34th Floor, New York NY 10171. ASP BF Intermediate Sub, LLC purchased BELFOR Holdings, Inc. on April 4, 2019.

Our affiliates are listed in Sections 1.5 and 1.6 below.

1.2 Prior Business Experience and Predecessor.

Our predecessor, Hidrent, Inc., operated a business similar to the business franchisees will operate beginning in May 2019, under the name “HIDRENT.” We acquired the assets of our predecessor’s business on January 10, 2024. Hidrent, LLC (“Hidrent”) is our affiliate and has operated a business offering the Services, similar to that which the franchisee will operate, using the Marks, since January 2024. Hidrent does not offer franchises in any line of business at this time, although they reserve the right to do so in the future. Its principal address is 5405 Data Court, Ann Arbor, MI 48108.

1.3 Our Business and the Franchises Offered

We grant franchises for the establishment and operation of a business that offers repair, maintenance, and improvement services, and other services to residential and commercial customers (the “Services”). You will operate your Franchised Business under the trademarks,

service marks, trade names, emblems, signs, slogans, insignia and copyrights we have designated for use in connection with a Franchised Business (“Marks”).

The Franchised Business is based on a distinctive service model that connects homeowners and businesses with off-duty firefighters or other professionals to provide residential and commercial repair, maintenance, and improvement services (the “Services”).

1.4. Market and Competition

Following the System, you will market your Franchised Business services directly to residences, commercial entities, and governments/municipalities that require the Services. We encourage you to study potential markets and the competition that may already exist. You will experience competition from other independent businesses and national franchisors that provide similar services and products.

The market for residential and commercial repair, maintenance, and improvement services and other services is developed in most geographic areas and competition will depend upon the number of businesses in your area capable of performing similar services, and the number of people in the area aware of the availability and benefits of such services.

1.5 Laws and Industry Regulations

Your Franchised Business will be subject to various federal, state and local laws and regulations affecting the repair business including safety and health codes, environmental codes, waste disposal requirements, and standards and requirements on how contractors or subcontractors may be paid, on work hours, or other requirements governing your contract labor. Your Franchised Business must comply with all state and local laws and regulations. You may need to obtain special licenses such as electrical, plumbing, or a general contractor’s license as well as any other permits and licenses required by your state and local government. These licenses are state regulated.

You should investigate whether there are any state or local regulations or requirements that may apply in the geographic area in which you intend to conduct business. You should consider both their effect on your business and the cost of compliance. You are responsible for obtaining all licenses and permits which may be required for your business.

1.6 Affiliates

BELFOR, or our parent, BFG, also owns the companies that offer franchises in the chart below. The franchising companies have offered franchises since their year of formation, only offer franchises in the line of business in the chart and have never offered franchises in any other line of business. All of the franchising companies in the chart below have the following principal business address: 5405 Data Court, Ann Arbor, MI, except the Canadian companies, which have the following principal business address: 3300 Bridgeway Street, Vancouver, British Columbia V5K 1H9. The principal business address for Winmar is 175 Stronach Crescent, London, ON N5V 3G5.

Company	State/Type of Entity	Date of Formation	Number of Outlets	Franchise Offering
HOODZ International, LLC (“HOODZ”)	Delaware LLC	Oct. 3, 2008	135	Performing commercial kitchen exhaust system cleaning, inspection, maintenance and restoration services.

Company	State/Type of Entity	Date of Formation	Number of Outlets	Franchise Offering
DUCTZ International, LLC (“DUCTZ”)	Michigan LLC	Mar. 30, 2004	63	HVAC system restoration, coil cleaning, and dryer vent services.
1 800 WATER DAMAGE International, LLC (“1 800 WD”)	Delaware LLC	Apr. 16, 2015	160	Water damage restoration services, mold remediation, odor removal, fire and smoke and related cleaning services.
PLUMBERZ International, LLC (“Z PLUMBERZ”)	Delaware LLC	Mar. 25, 2019	46	Plumbing, sewer, and drain service to residential, commercial, and industrial buildings.
PACKOUTZ International, LLC (“BLUE KANGAROO PACKOUTZ”)	Delaware LLC	August 29, 2019	134	Contents restoration, packing, cleaning, and permanent climate-controlled storage.
Patch Boys International, LLC (“THE PATCH BOYS”)	Delaware LLC	May 6, 2020	264	Performing light restoration and reconstruction services in residential homes and commercial businesses.
RedBox+ International, LLC (“REDBOX+”)	Michigan LLC	May 28, 2021	253	Dumpster and portable restroom rental services
JunkCo+ International, LLC	Delaware LLC	January 25, 2024	200	Junk hauling and demolition services
1-800 BOARDUP International, LLC* (“1-800 BOARD UP”)	Delaware LLC	July 8, 2022	49 LSP, 59 Company-owned	Emergency structural stabilization services
Cool Binz International, LLC (“COOL BINZ”)	Michigan LLC	September 29, 2022	9	Temperature-controlled portable storage solutions
Safer Home Services International, LLC (offering services as “CLEAR PEST PROS”)	Michigan LLC	September 29, 2022	5	Residential and commercial pest control
HOODZ Canada, Inc.	Federal company (Canada)	Oct. 4, 2011	0	Performing commercial kitchen exhaust system cleaning, inspection, maintenance and restoration services.
DUCTZ Canada, Inc. (offers services as “DUCTBUSTERS”)	Federal company (Canada)	Jan. 12, 2018	0	HVAC system restoration, coil cleaning, and dryer vent services.
Patch Boys Canada, Inc. (offers services as “THE PATCH AUTHORITY”)	Federal company (Canada)	Jan. 12, 2018	0	Performing light restoration and reconstruction services in residential homes and commercial businesses.
Winmar (Canada) International Ltd. (“Winmar”)	Federal company (Canada)	Dec. 7, 2018	85	Restoration services for residential and commercial properties across Canada that specialize in water damage, fire and smoke restoration services, mold inspection and removal as well as damage restoration and recovery.

Our parent, BFG, also owns the following companies that do not currently have or offer franchises, but reserve the right to do so in the future, and may offer products or services to franchisees:

Company	State/Type of Entity	Date of Formation	Principal Address	Number of Outlets	Industry
BFG					
DUCTZ North America, LLC (“DZNA”)	Delaware LLC	July 24, 2007	5405 Data Court, Ann Arbor, MI 48108	0	HVAC system restoration, coil cleaning, and dryer vent cleaning services.
HOODZ North America, LLC (“HZNA”)	Delaware LLC	Nov. 12, 2009	5405 Data Court, Ann Arbor, MI 48108	7 (company-owned HOODZ Businesses)	Commercial exhaust hood system and oven cleaning, inspection, maintenance and restoration services.
PACKOUTZ North America, LLC (“BLUE KANGAROO NA”) (predecessor is O'Donnell Brothers' Professional Furniture Service Inc.)	Michigan LLC	March 25, 2019	5405 Data Court, Ann Arbor, MI 48108	1	Contents restoration, packing, cleaning, and permanent climate-controlled storage.
PLUMBERZ North America, LLC (“Z PLUMBERZ NA9”)	Michigan LLC	March 25, 2019	5405 Data Court, Ann Arbor, MI 48108	6	Plumbing, sewer, and drain service to residential, commercial, and industrial buildings.
Cool Binz North America, LLC (“CBNA”)	Michigan LLC	September 29, 2022	5405 Data Court, Ann Arbor, MI 48108	1	Portable storage containers, devices and equipment, including climate-controlled and non-climate-controlled storage containers, mobile offices, mobile refrigeration units and freezers
Safer Home Services North America, LLC (“SHSNA”)	Michigan LLC	September 29, 2022	5405 Data Court, Ann Arbor, MI 48108	2	Pest protection, termite control, rodent control, and other related services to residential and commercial customers
BHI Distribution, LLC (“BHI”)	Delaware LLC	Feb. 19, 2008	5405 Data Court, Ann Arbor, MI 48108	1	Procurement and distribution of vehicles, equipment and supplies for BELFOR USA and its affiliates and subsidiaries.
DRIPLOC, LLC (predecessor is DRIPLOC, LLC, formed on June 4, 2002)	Delaware LLC	May 12, 2010	5405 Data Court, Ann Arbor, MI 48108	1	Grease containment; may provide equipment and related services to franchisees.
JunkCo North America, LLC	Michigan LLC	December 5, 2023	5405 Data Court, Ann Arbor, MI 48108	0	Junk removal and demolition services

*1-800 BOARDUP International, LLC is a “fractional franchise” as it is defined in 16 CFR §436,2(d)(2007). In some states, 1-800 BOARDUP, International, LLC is not considered a franchise.

BFG Holdco, Inc., (“BFG Holdco” formerly known as HRI Holding, Inc.), our affiliate and wholly owned subsidiary of BELFOR also owns the following franchise companies that offer the franchise offerings in the chart below and that may also offer products or services to franchisees:

Company	State/Type of Entity	Date of Formation	Principal Address	Number of Outlets	Industry
Chem-Dry, Inc. (“CDI”)	Utah Corp.	March 1994 (originally a California Corp. formed in Nov. 1977)	5405 Data Court, Ann Arbor, MI 48108	923 in the US and 40 in Canada	Offers Chem-Dry franchises, which is a carpet cleaning and upholstery cleaning franchise, since 1978. Offered N-Hance franchises in the U.S. and Canada from May 2003 until August 2017. Began offering Chem-Dry Plus Franchises in 2025.
NHance, Inc. (“NHI”)	Delaware Corp.	Dec. 31, 2012	5405 Data Court, Ann Arbor, MI 48108	209	Wood cleaning, coating, protection and other wood care and renewal products and services for wood flooring, cabinetry, trim, and other wood furnishings
Devere International, Inc. (“DII”)	California Corp.	Sept. 1987	5405 Data Court, Ann Arbor, MI 48108	17	Offers Chem-Dry master franchises outside of the United States and Canada

ITEM 2: BUSINESS EXPERIENCE

Following is a list of our directors, principal officers, and other key executives who will have management responsibility relating to the sale or operation of a Helpful Heroes franchise. Some of these executives may serve leadership roles with BELFOR or across other BFG Brands.

President: Dave Heimbuch

Mr. Heimbuch has been President of Hidrent, LLC and Helpful Heroes International, LLC, each located in Ann Arbor, MI, since January 10, 2024. Prior to that, Mr. Heimbuch was founder and CEO of Hidrent Inc. located in Prosper, TX, from May 2019 through joining us in January 2024.

President of BELFOR Franchise Group, LLC: Rusty Amarante

Mr. Amarante has served as President of BELFOR Franchise Group, LLC located in Ann Arbor, MI from March 2012 to the present. Mr. Amarante also served as President of 1 800 WATER DAMAGE International, LLC, and 1 800 WATER DAMAGE North America, LLC, both located in Ann Arbor, MI from October 2015 to August 2018. Mr. Amarante has served as Director of Operations for BELFOR USA Group, Inc., located in Birmingham, MI, from November 1999 to the present. Mr. Amarante also serves as Executive Chairman of BFG Holdco, located in Ann Arbor, MI from July 2019 to the present and served as the President of Redbox+ International, LLC, located in Ann Arbor, MI from September 2022 until January 2024.

Chief Executive Officer of Belfor Franchise Group, LLC: Sheldon Yellen

Mr. Yellen has been Chief Executive Officer of HOODZ International, LLC, BELFOR Franchise Group, LLC and HOODZ North America, LLC, located in Ann Arbor, MI from October 2008 to the present. Mr. Yellen also has served as Chief Executive Officer for DUCTZ International LLC and DUCTZ North America, LLC, located in Ann Arbor, MI from July 2007 to the present. Mr. Yellen also serves as Chief Executive Officer of 1 800 WATER DAMAGE International, LLC and 1 800 WATER DAMAGE North America, LLC, located in Ann Arbor, MI, from April 2015 to the present. Mr. Yellen has served as Chief Executive Officer for BELFOR USA Group, Inc., located in Birmingham, MI, from April 2004 to the present. Mr. Yellen also has served as Director and CEO of BELFOR Holdings, Inc., in Birmingham, MI, since its inception in September 2006 to the present. Mr. Yellen also serves as Director of BFG Holdco, located in Ann Arbor, MI from July 2019 to the present.

Chief Development Officer Director of Operations: Michael J. Reddy

Mr. Reddy has been our Chief Development Officer Director of Operations since March 2025, and General Manager of BELFOR Franchise Group, LLC, located in Ann Arbor, MI from July 2024 until present. Prior to joining BELFOR Franchise Group, LLC, Mr. Reddy served as Deputy Mayor and Chief of Staff in the city of Westland, Michigan from 2016 through November 2023 and as Fire Chief in the city of Westland from 2001 - 2016.

Treasurer and Secretary: Chris Jones

Mr. Jones has been Treasurer and Secretary of HOODZ International, LLC, BELFOR Franchise Group, LLC, and HOODZ North America, LLC, located in Ann Arbor, MI, from October 2008 to the present. Mr. Jones also has served as Treasurer and Secretary of DUCTZ North America, LLC and DUCTZ International, LLC, located in Ann Arbor, MI, from July 2007 to present. Mr. Jones also serves as Treasurer and Secretary of 1 800 WATER DAMAGE International, LLC and 1 800 WATER DAMAGE North America, located in Ann Arbor, MI, from April 2015 to the present. Mr. Jones has also served as Group Controller for BELFOR USA Group, Inc., located in Birmingham, MI, from July 2005 to the present.

Senior Vice President of Legal and Franchise Administration: Melanie Parker

Ms. Parker has been the Senior Vice President of Legal and Franchise Administration for all brands owned by BELFOR Franchise Group, LLC since September 2019. Ms. Parker became the Vice President of Legal and Franchise Administration for CDI in October 2015, and serves in the same capacity for NHI, since October 2015, since March 2018.

Senior Vice President of Marketing: Abigail Baker

Ms. Baker became the Sr. Vice President of Marketing in May 2023 after serving as Vice President of Marketing for NHI and CDI in Ann Arbor, MI beginning February 2021. Previously, she joined CDI and NHI in July 2016 as the Director of Marketing in Ann Arbor, MI.

ITEM 3: LITIGATION

No litigation is required to be disclosed in this Item.

ITEM 4: BANKRUPTCY

No bankruptcy is required to be disclosed in this Item.

ITEM 5: INITIAL FEES

5.1. Initial Fees for Franchises

Upon signing the Franchise Agreement, you must pay an initial franchise fee of \$49,999 (the “Initial Franchise Fee”) for a specific geographic territory comprised of 250,000 to 300,000 people (the “Territory”), although you may purchase additional population for a cost of \$0.10 per person up to a maximum of 400,000 people (“Additional Territory Fee”). The Initial Franchise Fee is deemed fully earned upon payment and non-refundable under any circumstances.

If you wish to purchase multiple Franchise Territories at the time you sign your first Franchise Agreement with us, then we will discount the Initial Franchise Fee for the additional Franchise Agreement(s) by \$10,000. The discount is only applicable if you purchase additional Franchise Territories at the same time as your initial Franchise purchase, and the discount will be applied to the Initial Franchise Fee for the additional territories only. The discount cannot be combined with any other discount and will not be granted toward any future Territory expansions.

Initial fees paid may not be uniform. From time to time, we may vary, reduce, negotiate or make an exception to our standard initial fee structure and/or payment terms related to mergers, conversions or other transactions, for our existing franchisees or franchisees of our Affiliates, and for promotional programs we may offer. For example, we may offer opportunities to purchase a franchise at a reduced initial fee to our affiliates’ qualified existing franchisees in good standing. We may discontinue, modify, withdraw or reinstate any such opportunities or variations to initial fees without notice to you at any time.

In 2025, we charged Initial Franchise Fees ranging from \$0 to \$9,999.

Initial Package Fee

You are required to purchase an Initial Package at a cost of \$12,750 (the “Initial Package Fee”). This package includes the essential promotional materials, supplies, and the digital marketing plan needed to launch your Franchised Business, such as branded apparel, marketing collateral, and promotional items. It also includes the registration fee for the first HELPFUL HEROES convention following your completion of Initial Training (the “Convention Allowance”). The current Convention Allowance is \$850 and may not be applied to any other business expenses or obligations.

The Initial Franchise Fee offsets the expenses we incur in registering, marketing, awarding, training, and opening new franchises. Except for the Convention Allowance described above, the Initial Franchise Fee, and Initial Package Fee, is non-refundable and deemed fully earned upon payment.

Discounts

We provide a twenty percent (20%) discount on the Initial Franchise Fee for the first Franchise to veterans of U.S. Armed Forces who have been honorably discharged or otherwise meet the requirements of IFA’s VetFran program. We reserve the right to require proof that the applicant qualifies for this discount.

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

5.2 Related Franchisee Package

If you are currently a franchisee in good standing, as determined by us, with one of our franchising affiliates (a “Related Franchisee”), then you may qualify to purchase a Franchised Business with a discounted Initial Franchise Fee. The initial fees for a Related Franchisee will be twenty-five percent (25%) off of the then-current Initial Franchise Fee, and such discounted fee is limited to up to two (2) Franchises, which must be purchased at the same time.

A Related Franchisee cannot use any other discounts. The Initial Franchise Fee offsets the expenses we incur in registering, marketing, awarding, training, and opening new franchises. Except for the Convention Allowance described above, the Initial Franchise Fee, and Initial Package Fee, is non-refundable and deemed fully earned upon payment.

ITEM 6: OTHER FEES

Name of Fee	Amount	Due Date	Remarks
Royalty	5% - 8% of Gross Sales generated; if you fail to achieve the minimum gross sales designated then we may collect a minimum Royalty beginning in month 5 of Term. (See Notes 1, 2 and 4)	This fee is due by automatic debit each month by the 10 th (or another day we may designate) for Gross Sales generated during the preceding month (Note 3)	See Notes 1, 2, 4, 5 and 6
Brand Marketing Fee	2% of Gross Sales, beginning in month 13 of the Term	This fee is due by automatic debit each month by the 10 th (or another day we may designate) for Gross Sales generated during the preceding month	Your contribution to our Brand Marketing Fund for the common benefit of System franchisees.
Local & Digital Marketing Requirement	Franchisees are required to spend a minimum of \$2,000 per month beginning the month immediately following the completion of quickstart training, on advertising, including local advertising, online digital marketing, and social media.	As incurred	
Technology & Software Fee	\$999/month	This fee is due by automatic debit each month by the 10 th (or another day we may designate)	Helpful Heroes app for job management. Custom franchise dashboard to track performance, jobs, and revenue. Firefighter & customer matching system to streamline job assignments. Customer Relationship Management (CRM) system to track leads and customer

Name of Fee	Amount	Due Date	Remarks
			interactions. Invoicing & payment processing (including Stripe or other integrations). Microsite or landing page for franchisee's territory. Lead distribution system for incoming job requests in their area. Email & SMS marketing automation for follow-ups and promotions. Training portal with videos, FAQs, and best practices. Financial tracking & bookkeeping integration (QuickBooks, etc.). This fee may be modified during the Term of the Franchise Agreement. Such increases will vary but will be based on the actual cost charged by any third party vendor, plus up to a 15% administration fee.
Insurance Reimbursement/ Non-Compliance Fee	Cost of insurance; If you fail to maintain the required insurance, we have the right to procure insurance on your behalf and you must pay us, on demand, for the costs and premiums we incur, plus a 20% administration charge.	As invoiced	You are required to maintain the types and amounts of insurance specified in Item 8 and, as more detailed, the Franchise Agreement.
Additional Training Fee	\$100 per person, per day, of any training conducted at our headquarters, plus all travel, lodging, and meal expenses.	Due by automatic debit the following Friday (or any other day we may designate) after the completion of training	Initial Training to you or your Designated Manager and one other person is included with the franchise. You may designate, with our approval and on a "space available basis," additional persons to attend initial training. We may increase this fee by up to 10% each year of the Term.
Convention, Regional Meetings and/or Additional Training	Our then current fee, which is (a) \$850 maximum per person to attend the Convention, and (b) \$0 - \$500 per person per event for Regional Meetings and/or Additional Training	Before the start of the event	To help offset our out-of-pocket expenses for meeting space, meals, audio visual rental, workbooks, speakers, etc. Does not include travel, lodging or all meals. Location varies, these fees are payable to and imposed and collected by third parties.

Name of Fee	Amount	Due Date	Remarks
			We may increase this fee by up to 10% each year of the Term.
Transfer Fee	Our then-current fee, per Territory; currently 20% of Initial Franchise Fee.	Due upon the transferee signing the new Franchise Agreement	We reserve the right to increase or decrease the Initial Franchise Fee up to 15% per year of the Term, which may make the Transfer Fee differ from its current fee.
Transfer - Broker Fee	Actual costs, typically 10% of sale price, or \$30,000, whichever is greater	Due upon closing of the sale of the Business	Payable to us only if you authorized us to enlist a third-party broker to locate the transferee. This cost is determined by and imposed by the third-party broker, and thus may vary and be increased by the broker.
Outstanding Royalties, Support Fees, and other fees of Transferor	Actual Costs, will vary under the circumstances	Due 6 weeks from the transferee's execution of is Franchise Agreement	In a transfer, the transferee promises to pay us at the time of closing the following fees if they are not timely paid by the transferor: Royalties, Referral Fees, amounts owed for purchases from us, Late Payment Fees, Late Report Fees, Interest Fees, NSF Fees and any other fees owed, plus interest, as well as any applicable broker fees.
Renewal Term Fee	25% of the then-current Initial Franchise Fee, which is currently \$12,5000.	At the time you sign a Franchise Agreement for a renewal term after year 10 and thereafter	You will sign our then-current Franchise Agreement for the renewal term, which may include materially different terms, including the Royalty rate and/or Territory. We do not charge a Renewal Fee for the first renewal of the franchise agreement. You will pay the Renewal Fee for the second and all subsequent renewals. We reserve the right to increase or decrease the Initial Franchise Fee up to 15% per year of the Term, which may make the Renewal Fee differ from its current fee.
Late Report Fee	\$50 per day that a report is late	Due by automatic debit the Friday after the report is late	Due for each day a report is late. We may increase this fee by up to 10% per year of the Term.

Name of Fee	Amount	Due Date	Remarks
Late Payment Fee	5% of amount due or \$50 per week, whichever is greater.	Due by automatic debit on the Friday following the due date for each late payment	Due for any payment that is not paid when due. We may increase this fee by up to 10% per year of the Term.
Administrative Fee	\$500 per transaction.	As incurred	Due upon your request or when we are required to amend the Franchise Agreement or when you ask us to consent to various transactions or to services for which a specific fee is not imposed elsewhere in this agreement or the System. We may increase this fee by up to 10% per year of the Term.
Collection Fee	35% of gross amounts collected on your behalf	As incurred	Due when we collect payment on your behalf for customers who are delinquent in their payment of ninety (90) days or more
Non-Sufficient Funds (NSF) Fee	\$50 per NSF	Due by automatic debit the Friday after the NSF occurs	Due if and when we debit your account for monies owed and there are insufficient funds available. We may increase this fee by up to 10% per year of the Term.
Convention Non-Attendance Fee	\$1,000	Due to us if you fail to attend the Convention and did not receive our prior written permission.	See Note 7. We may increase this fee by up to 10% each year of the Term.
Non-Compliance Fee	The greater of \$1,000 or 50% of the total invoice for the job for each incident of Out- of- Territory Conduct, or \$1,000 per instance for other non-compliant acts or omissions	Due by automatic debit thirty (30) days after written notice	Due if you advertise, solicit, or provide services to customers or customer locations outside of the Territory without our prior written consent, or otherwise engage in conduct that violates the terms of the Franchise Agreement. We may increase this fee by up to 10% each year of the Term. See Note 8
Audit	Cost of inspection or audit at \$2,500-\$600, plus 100% of understated Gross Revenue and interest, at the rate of 18% per annum or the maximum rate permitted by applicable law, whichever is greater,	Due by automatic debit fifteen (15) days after billing	Due if an inspection or audit is made necessary by your failure to (a) furnish reports, supporting records, or other information as required, (b) furnish these items on a timely basis, (c) use the HELPFUL HEROES Required Software for scheduling and invoicing, or if an understatement of Gross

Name of Fee	Amount	Due Date	Remarks
	and all late fees, from the date originally due until the date of payment; if an understatement of Royalty is greater than 3%, you also must pay us an additional penalty fee equal to 10% of the total amount of the understated Gross Sales		Revenue is greater than 3% for any period reviewed.
Interest Fee	18% per annum or the maximum permitted by law	Due by automatic debit each Friday	Due on all overdue amounts from the date the amounts were originally due.
Indemnification	Actual Costs incurred	As incurred	You must reimburse us if we are held liable for claims directly or indirectly arising out of your Franchised Business's operation. Your obligation to indemnify us will survive the termination or expiration of your Franchise Agreement.
Costs and Attorneys' Fees	Actual Costs	As incurred	See Note 9.
NORA Fee	None currently assessed; if we manage accounts through a national or regional accounts program you will pay up to 5% of Gross Sales	As incurred	See Note 10
Testing, New Product or New Supplier Approval	Cost of review and testing with a minimum fee of \$500 plus costs which is refunded if approved for use by the Franchisor for the System.	Upon request by us.	You may request approval of a new service to be offered, product, or a supplier under our published procedures. We or the independent testing facility that we designate may charge a fee for the testing. We may also charge you a fee for services in making a determination on the proposed product or supplier.

Notes:

The preceding table describes other recurring or isolated fees or payments that you must pay to us or our affiliates, or which we or our affiliates may impose or collect on behalf of a third party, in whole or in part.

1. All fees, unless otherwise specified, are uniformly imposed and collected by and payable to us. All fees are non-refundable and deemed fully earned upon payment.

2. Subject to a Minimum Monthly Royalty beginning in month 5 of Term, you shall pay to us a monthly royalty (the “Royalty”) as follows:

Monthly Gross Sales	Royalty Amount
“Tier 1”: \$0 to \$15,000	8%
“Tier 2”: \$15,001 to \$50,000	7%
“Tier 3”: \$50,001 to \$100,000	6%
“Tier 4”: \$100,001+	5%

The royalty rate for the previous month’s sales is assessed the first week of each month, based on the Gross Sales achieved in the previous month.

3. Before opening your Franchised Business, you must sign and deliver to us the prescribed form of authorization to debit the Franchised Business’s checking account automatically for all fees due us which is attached to the Franchise Agreement as Exhibit E.
4. You will pay the Royalty based on a percentage of your Gross Sales. You will be required to pay the Minimum Monthly Royalty Required amount in the chart below if that sum is higher than the percentage Royalty, and you must generate minimum monthly gross sales as stated below in the below chart. For the following months, the minimum level of Gross Sales will be:

Months in Operation	Minimum Monthly Gross Sales Required Per Territory	Minimum Monthly Royalty Required Per Territory
5 to 12 months	N/A	\$200
13 to 24 months	\$7,500	\$600
25 to 36 months	\$11,250	\$900
37 to 48 months	\$13,125	\$1,050
49 to 60 months	\$15,000	\$1,200
Greater than 61 months	\$16,875	\$1,350

5. For purposes of paying the Royalty, we follow the calendar month. The Royalty will be assessed to you upon the date of the original invoice issued to the Customer, regardless of whether the invoice is paid in full. If you transfer the Franchise Agreement to a new owner, the Royalty for all jobs completed prior to the transfer must be paid on the day of closing, regardless of whether the invoice(s) is paid in full. On the effective date of termination of the Franchise Agreement, either by you or us, you must pay us the Royalty for all jobs. We will draft the Royalty from your bank account on the tenth (10th) day of the calendar month (or another day we may designate) for the preceding month. You must pay the Royalty by electronic funds transfer or by such other means as we may specify. We may periodically specify other dates for payment of the Royalty.
6. Royalties are payment for the use of the Marks, System, Territory, and Manuals. “Gross Sales” means all revenue generated from operating the Franchised Business, whether in cash, in services in kind, from barter and/or exchange, or otherwise, less any sales tax or refunds for non-salvageable items. Commissions paid to lead sources are subject to the Royalty.

7. If you fail to attend the Convention, without our prior written permission, you must pay the Convention Non-Attendance Fee. If you miss your first Convention offered following your franchise acquisition, the Convention Allowance included in the Initial Package will be applied toward the Convention Non-Attendance Fee.
8. You may not advertise, establish an office location, or provide services outside the Territory without our prior written consent and if you do you must pay us a Non-Compliance Fee which is presently the greater of \$1,000 or fifty percent (50%) of the total invoice for the job for each incident of Out-of-Territory Conduct or, \$1,000 per instance in case of other acts or omissions which are not compliant with the Franchise Agreement (“Non-Compliance Fee”). This fee is in addition to, and not in lieu of, any other rights we have under the Agreement.
9. If you are in breach or default of any monetary or non-monetary material obligation under the Franchise Agreement or any related agreement between you and us or our affiliates, and we engage an attorney to enforce our rights (whether or not formal judicial proceedings are initiated), you must pay all reasonable attorneys’ fees, court costs and litigation expenses we incur. If you institute any legal action to interpret or enforce the terms of the Franchise Agreement, and your claim in such action is denied or the action is dismissed, we are entitled to recover our reasonable attorneys’ fees, and all other reasonable costs and expenses incurred in defending against same, and to have such an amount awarded as part of the judgment in the proceeding.
10. We may provide services to national and/or regional accounts that require centralized overview and support, and for purposes of responding to requests and referrals for Services through our franchise system, managing those relationships, answering calls placed to our toll-free number or a national account on-line access system. In that case, we may charge you a National or Regional Accounts Fee (“NORA Fee”) of up to five percent (5%) of Gross Sales generated by the account. The purpose of this fee is to defray the cost of providing national/regional account management services to the franchise system. We do not plan to charge a fee for simple referrals where we do not directly manage the relationship with the customer, but we reserve the right to do so.

ITEM 7: ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

A. Franchise

Type of Expenditure	Amount		Method of Payment	When Due	To Whom Payment Is To Be Made
Initial Franchise Fee ⁽¹⁾	\$49,999	\$49,999	Lump sum	On signing the Franchise Agreement	Us
Initial Package Fee ⁽²⁾	\$12,750	\$12,750	Lump sum	On signing the Franchise Agreement	Us

Type of Expenditure	Amount		Method of Payment	When Due	To Whom Payment Is To Be Made
Miscellaneous Tools ⁽³⁾	\$350	\$1,000	As incurred	Before opening as incurred	Third Parties
Vehicles ⁽⁴⁾	\$250	\$8,195	As arranged	Before opening, monthly or as incurred	Us or Third Parties
Insurance ⁽⁵⁾	\$550	\$1,650	As agreed	Before opening, monthly or as incurred	Insurance Companies
Business Telephone Fee ⁽⁶⁾	\$15	\$15	Lump sum	As incurred	Third Parties
Technology System / Computer and Software. ⁽⁷⁾	\$1,000	\$5,000	Lump sum	As incurred	Third Parties
Licenses/Permits	\$150	\$5,000	As incurred	Before opening as incurred	Governmental Entities
Costs Incurred While Attending Training ⁽⁸⁾	\$2,000	\$5,000	As incurred	Before opening as incurred	Airlines, Hotels, Restaurants, Employees
Initial Launch Advertising and Marketing ⁽⁹⁾	\$2,000	\$10,000	As incurred	Before opening as incurred	Third Parties
Leasehold Improvements ⁽¹⁰⁾	\$0	\$5,000	As incurred	As incurred	Third Parties
Security Deposits ⁽¹⁰⁾	\$0	\$6,000	As incurred	As incurred	Third Parties
Miscellaneous Pre-launch Expenses ⁽¹¹⁾	\$500	\$5,000	As incurred	Before opening as incurred	Third Parties
Additional Funds – 3 months ⁽¹²⁾	\$5,000	\$15,000	As incurred	As incurred	Vendors, Employees and Third Parties
TOTALS ⁽¹³⁾	\$74,564 to \$129,609				

Notes

Our estimate of your initial investment to develop one Franchised Business is described in the table above. The estimate covers the period before the opening of your franchise and includes a category for additional expenses you may incur during the initial three (3) months phase after the launch of your franchise. The estimate does not include an owner's salary or draw. The estimate also does not include cash requirements to cover operating losses or owner's draw after the initial three (3) month phase of the franchise. You may need additional funds available, whether in cash or through unsecured credit lines or have other assets that you may liquidate, or that you may borrow against to cover your personal living expenses and operating losses after the initial phase of your franchise. Your actual investment may vary depending on local conditions particular to your geographic area or market. We urge you to retain the services of an experienced accountant or financial advisor in order to develop a franchised business plan and financial projections for your franchise.

1. See Item 5 for an explanation of the amount and refundability of the Initial Franchise Fee. We may offer you financing for a portion of the Initial Franchise Fee if you meet our qualifications. We may finance up to fifty percent (50%) of the Initial Franchise Fee for a Franchise with a minimum down payment of fifty percent (50%) of the Initial Franchise Fee for a term of three (3) years with nine percent (9%) interest. The monthly payment will vary depending on the amount you choose to finance, any discounts you may receive, and the term of the loan.

2. See Items 5 and 11. You must purchase from an Initial Package consisting of logo wear, digital marketing, promotional items, and a Convention Allowance from us.

3. You must purchase various tools and equipment for use in the operation of the Franchised Business. These items are listed in the Operations Manual and include, but are not limited to hammers, screwdrivers, tape measures, pliers, levels and stud finders, cordless drill and drill bits, oscillating multi-tool, power sander, nails, screws, anchors, wall plugs, mounting kits, caulk gun and caulk, ladder or step stool, tool bag/box, painters tape, spackle, extension cords, flashlight, etc. . We do not currently restrict your purchase of these items from any specific vendor but reserve the right to do at our discretion.

4. You are not required to purchase or lease a branded vehicle for use in the Business but we reserve the right to require you to do so in the future. If you use your own vehicle, it must be in good operating condition regardless of age of vehicle and meet our specifications. All vehicles must be rust and dent free. We reserve the right to inspect and approve all vehicles used in your Franchised Business, and we may require you to upgrade, refurbish or remodel your vehicles such that they comply with our System at any time. The low range in the above chart assumes that you have an existing vehicle that complies with our specifications that needs branding. All vehicle branding must be approved, and ordered through one of our authorized vendors. The high range in the above chart is the potential amount due at closing assuming that you are purchasing a brand new wrapped vehicle through one of our authorized vendors.

5. You must procure, maintain, and provide liability and other insurance policies for your trucks and your Franchised Business as described in the Franchise Agreement. Currently, you are not obligated by the terms of the Franchise Agreement to purchase your insurance from any specific provider, although we reserve the right to specify the specific provider that you must use in the future. These costs will increase if you operate more than one Territory or if you choose to accept and perform National Account work. See Item 8 of this Disclosure Document for more information regarding our insurance requirements.

6. We will provide you with the business phone number to be used by the Franchised Business. The number will be forwarded to any device that you choose. The low and high estimates are based on having this business number forwarded to your existing device(s).

7. You must have a computer that meets the requirements of System and for handling our then-current franchise management software, QuickBooks, and any other software we may require. This estimate also includes both necessary and optional equipment, supplies and inventory necessary to operate your Franchised Business in one territory over the first three (3) months of operation, including an IOS phone or tablet, or approved equivalent for use in connection with your Franchised Business.

8. Although we do not charge any additional fees for the Initial Training program for up to two people, you must pay any wages due to your employees as well as travel, food and lodging expenses incurred by you and your employees during Initial Training. The cost will depend on the distance you and your employees must travel and the type of accommodation you choose.

9. You will be required to spend at least \$24,000 in the first twelve (12) months of operation on local advertising and marketing for your Franchised Business. This estimate is the amount we expect you to spend within the first three (3) months. See Item 11 for more requirements.

10. You must operate your business from a residential or commercial location within your Territory. You may not locate your office outside of your Territory without our prior written consent. If you operate your business from a residential location you own, you will not incur any costs for Leasehold Improvements or Security Deposits.

11. Your miscellaneous pre-launch expenses may include utility or other deposits, installation of telephones, legal or accounting services, office supplies, internet access and email account.

12. These estimates represent the additional funds necessary for the first three (3) months of your Franchised Business operations if you are developing one Territory. You will need more funds if you are developing more than one Territory. This item includes a variety of expenses and working capital items during your start-up phase such as legal and accounting fees, the cost of additional supplies, and other miscellaneous costs. This item does not include owner's salary or a draw. We relied on the experience of our Affiliate-Owned location to arrive at these estimates. Your expenses may vary depending on the demographic area where you choose to open your Franchised Business.

13. These estimates are amounts needed for each Territory in which you operate your Franchised Business. We relied on our Affiliate's experience to compile these estimates. You should review these figures carefully with a franchised business advisor before making any decision to purchase the franchise. The availability and terms of financing from third parties will depend on such factors as the availability of financing generally, your creditworthiness, collateral you may have and lending policies of financial institutions.

ITEM 8: RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

8.1 Required Purchase of Initial Package and Equipment

You must purchase the Initial Package from us as described and listed above in Item 5 and in the Franchise Agreement. The items included in the Initial Package may change to reflect the changing needs of the Franchised Business in accordance with System procedures, and changes in

suppliers and/or product specifications. We retain the right to derive revenue or other material consideration from required purchases and leases of products and services.

The marketing materials and trademarked office supplies that are included in the Initial Package are shipped, F.O.B. from our approved supplier(s).

While most franchisees choose to order items using our Marks from our approved suppliers, you are only required to do so when you order your Initial Package and vehicle decals. The remaining items using our Marks for the operation of your Franchised Business may be ordered from third-party suppliers provided that they meet our standards and specifications for representation of the Marks and are pre-approved by us.

Some of our officers have an ownership interest in our affiliates BELFOR, CDI, and BHI, which may become approved suppliers in the future. There are no other suppliers in which any of our officers owns an interest at this time, although they reserve the right to do so in the future.

8.2 Standards and Specifications and Services

You must operate your Franchised Business according to our standards, specifications, and operating procedures (the “System”). We will formulate and modify specifications based on our and our franchisees’ experience in operating the Franchised Business. Our standards and specifications may contain mandatory and suggested specifications, operating procedures, impose requirements for performance, reputation, quality, and appearance (the “System Standards”). Various elements of the System are incorporated into the operations manual, online training modules and the HELPFUL HEROES owner’s intranet website (collectively, the “Operations Manual”). Our Manuals or other communications identify our specifications and/or names of designated or approved suppliers. We may require you to remodel or refurbish your leased premises, vehicles, and other branded items to meet our then-current System Standards at any time during the Term, in our sole discretion.

You must offer all of and may only offer the services approved by us (“Services”), as set forth in the System Standards, through your Franchised Businesses. You do not have to be a firefighter to buy a franchise, but you must utilize firefighters as much as possible to perform the Services. Any non-active duty firefighters and non-firefighter employees or contractors that you task to provide the Services must complete a background check that meets with our specifications.

8.3 Vehicles and Specifications

Currently, you are not required to purchase or lease a vehicle from us or any approved supplier(s), but we reserve the right to require you to do so in the future. We also reserve the right to require that you purchase all additional vehicles through our approved supplier(s). Franchised Businesses will use vehicles for the Franchised Business that meet our design and operating specifications for model type, color, trademark representation, and appearance. These specifications are included in our Manuals. All vehicles used for the Franchised Business are to be, and maintained, in a “good” condition as defined by KELLEY BLUE BOOK (“good” condition means that the vehicle is free of any major defects). The paint, body and interior must have only minor (if any) blemishes, and there may not be any major mechanical problems. In states where rust is a problem, this should be very minimal. All vehicles used in connection with the Franchised Business are to be decaled as required by us and the decals are to be free of defects. We may require that you purchase/lease a new vehicle or remodel/refurbish your existing vehicles to meet our then-current System Standards at any time during the Term, at your expense.

8.4 Business Phone

Franchised Businesses may be required to use the phone models and type from the supplier(s) that we designate. We may provide you with the business phone number and fax number to be used by the Franchised Business. This number will be forwarded to any device(s) that you choose.

8.5 Purchase Arrangements

Aside from certain intangible benefits associated with group buying, you receive no material franchise benefits (for example, the award of additional franchises or a renewal term) for using an approved supplier.

8.6 Email and Web Site

You must also maintain, on your HELPFUL HEROES business computer, an electronic mail account that must enable you to receive and send electronic mail and transfer computer files with us. You must also maintain a fiber-optic internet or other high speed internet,, cable or satellite high speed internet connection. You must use an email name that we have approved that will have “@helpfulheroes.com” as its suffix for all business-related correspondence.

We may, but are not obligated to, create interior pages on the website(s) that contain information about the Franchised Business and other Franchised Businesses. If we do create such pages, we may require you to prepare all or a portion of the page for the Franchised Business, at your expense, using a template that we provide. All such information will be subject to our approval prior to posting.

Except as approved in advance in writing by us, you must not establish or maintain a separate website, splash page, profile, including Google MyBusiness Profile, or other presence on the Internet, or otherwise advertise on the Internet or any other public computer network in connection with your HELPFUL HEROES Business, including any profile on Facebook, X formerly known as Twitter, LinkedIn, YouTube, Pinterest, Instagram, or any other social media and/or networking site. If such approval is granted by us, you must: (i) establish and operate such World Wide Web or Internet site in accordance with System Standards and any other policies we designate in the HELPFUL HEROES System Standards or otherwise in writing from time to time; and (ii) utilize any templates that we provide to you to create and/or modify such site(s).

8.7 Insurance

Before attending the Initial Training Program, you promise to purchase and maintain in full force and effect throughout the term of the Franchise Agreement and at your expense, insurance protecting you, your employees, and us, our officers, and our employees, against loss, liability, fire, personal injury, death, property damages, or theft arising from, or occurring in connection with, the operation and promotion of the Franchised Business as specified in detail in the Franchise Agreement or otherwise in writing from us, including, but not limited to, a commercial general liability insurance policy with a limit of at least \$2,000,000 general aggregate, \$2,000,000 products and completed operations aggregate, \$1,000,000 personal and advertising injury limit and \$1,000,000 per occurrence limit, Occupational Accident Insurance with a combined single limit of \$500,000, a commercial umbrella liability policy with a limit of at least \$2,000,000 that sits over the general liability, Cyber Liability with a policy aggregate of \$1,000,000 and should include incident/breach response costs and First and Third party coverages, and any other insurance as required by any state, county, local, or other municipal insurance

requirements. We may modify the types and amounts of insurance you are required to purchase as we deem appropriate in our reasonable discretion. You acknowledge and agree that (a) the insurance you will maintain reflects the minimum amounts of coverage we require, (b) these minimums are not meant to reflect the actual needs you may have, and (c) it is your responsibility to carefully evaluate if these minimums will adequately meet your needs.

All policies will be written by an insurance company(ies) that is/are licensed in the state in which you are doing business, and that has an A.M. Best rating of “A” or better. Currently, you are not obligated by the terms of the Franchise Agreement to purchase your insurance from any specific provider, although we reserve the right to specify the specific provider that you must use in the future.

We may periodically determine and modify the minimum insurance limits and require different or additional kinds of insurance to reflect changes in insurance s, normal business practices, higher court awards and other relevant circumstances. To gain adequate protection, you should discuss with your insurance agent and financial advisor to determine if your personal situation requires you to maintain coverage in excess of the minimums that we require. If any lease or Customer contract requires an insurance policy amount to be higher than the amounts we have listed above, you must obtain the highest amount for such policy.

All general liability and cyber liability insurance policies will name us, BELFOR Franchise Group, LLC, BELFOR USA Group Inc., and our designated affiliates, employees, officers and directors (the “Indemnified Parties”) as additional insureds, and will contain no provision which in any way limits or reduces coverage for you if a claim is made by any one or more of the Indemnified Parties, and will extend to and provide indemnity for all obligations assumed by you and all items for which you are required to indemnify us, will be primary to and without right of contribution from any other insurance purchased by the Indemnified Parties, and will provide, by endorsement, that we receive at least thirty (30) days’ notice of any intent to cancel or materially alter any policy.

At least ten (10) days before attending Training, commencing the operation of the Franchised Business, whenever a change is made to your policy, and before expiration of any insurance coverage, you promise to have your insurance provider send us a copy or certificate or other acceptable proof of such insurance. If you do not maintain the required insurance coverage, or do not furnish us with satisfactory evidence of insurance coverage and premium payments, we may obtain, at our sole option and in addition to our other rights and remedies under the Franchise Agreement, any required insurance coverage on your behalf. We are under no obligation whatsoever to obtain such insurance, but if we do so, you must fully cooperate with us in our efforts and must promptly sign all forms required to obtain or maintain the insurance. You must also allow any inspections of your Franchised Business required to obtain or maintain the insurance. Finally, you must pay us, on demand, any costs and premiums we incur in obtaining insurance on your behalf. Neither your obligation to maintain insurance coverage nor our maintenance of insurance on your behalf will reduce or absolve you of any obligations of indemnification described in the Franchise Agreement. You must promptly report all material claims, or potential claims, against you, any Indemnified Party or us, to the insurer and to us.

You may not commence your Franchised Business until you have provided the certificates of insurance or other acceptable proof of all insurance. You may not reduce the policy limits, restrict coverage, cancel, or otherwise alter or amend any insurance policy without our written consent.

You must provide us with copies of any insurance claims or insurance cancellations within twenty-four (24) hours. You have a twenty-four (24)-hour opportunity to cure any lapses in insurance coverage. No insurance policy must be subject to cancellation, termination, non-renewal or material modification, except upon at least thirty (30) days prior written notice from the insurance carrier to us. We have the right to increase or otherwise modify the minimum insurance requirements upon thirty (30) days prior written notice to you, and you shall comply with any such modification within the time specified in said notice.

8.8 Approval of Alternative Suppliers

All products must meet System Standards for representation of the Marks and must be pre-approved by us regardless of the supplier. In the event you wish to purchase an unapproved item, including inventory, and/or acquire approved items from an unapproved supplier, you must provide us with proof of the materials you wish to order and a written request for approval. We will notify you in writing of our approval or disapproval within ten (10) days of receipt of the materials and your written request. We have no obligation to approve any particular products, service, or supplier. If you do not receive approval within ten (10) days, you should consider the materials disapproved. All materials must meet the quality of our current suppliers and correctly bear the Marks. Standards and specifications are periodically modified to meet changing market conditions and are published in our Manuals and on our website. Approval of a supplier may be conditioned on requirements relating to product quality, production and delivery capabilities, ability to meet our supply commitments and financial stability. s and specifications are updated periodically at our sole determination and are made available to you in our Manuals, other publications, and on our web site. There is no fee to secure approval to purchase from alternative suppliers, but you must reimburse us for our reasonable costs, regardless of if we subsequently approve your request. At our discretion, we may, with notice to you, revoke our approval of any previously approved products due to changes in s and specifications or if such products subsequently fail to meet the quality of our current suppliers.

Use of products and materials that have not received our prior written approval and/or do not meet our s and specifications can result in the termination of the Franchise Agreement.

8.9 Revenues from Franchisee Purchases

In the fiscal year ending December 31, 2025, we derived revenue from franchisees' required purchases or leases of \$167.00.

We estimate that the cost of the items purchased according to our specifications will be approximately 50% to 70% of the overall purchases in establishing the business and approximately 15% to 30% of the total purchases during the operation of the business.

We reserve the right to mark up and earn a profit from the products purchased from us, our affiliates, or our suppliers.

8.10 Cooperatives

As of the date of this offering, we do not have any purchasing or distribution cooperatives, but we reserve the right to establish them in the future.

8.11 Advertising

You must use our approved advertising and marketing materials or receive our written approval of any and all other advertising and marketing materials from us before their first use.

ITEM 9: FRANCHISEE'S OBLIGATIONS

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

Obligation	Section in Franchise Agreement	Disclosure Document Item
a. Site selection and acquisition/lease	Section 1.D	Item 6 and 12
b. Pre-opening purchases/leases	Sections 2.A, 2.B, 2.G, 2.H, 2.I, and 7.C	Items 6, 7 and 8
c. Site development and other pre-opening requirements	Sections 1.D, 2.G and 3.A	Items 7 and 11
d. Initial and ongoing training	Section 3	Items 6, 7 and 11
e. Opening	Sections 2 and 3	Item 11
f. Fees	Sections 2, 10.B, 11.D, 13.A, 15.C and 16	Items 5 and 6
g. Compliance with Standards and Policy/Operating Manual	Sections 1.C, 1.D, 2, 3, 4, 5, 6 and 7	Items 8, 9, 13, and 16
h. Warranty and customer service requirements	Section 7.A	None
i. Trademarks and proprietary information	Sections 1.E, 4, 5, 6, 7.A, 7.B, 13.B, 13.C, 13.D, and 13.E	Items 8, 13 and 14
j. Restrictions on products/services offered	Sections 1.C, 1.E, 1.F, 1.G and 7	Items 8, 12 and 16
k. Territorial development and sales quotas	Sections 1.D and 2.F	Item 6 and 12
l. Ongoing product/service purchases	Sections 2 and 7	Item 8
m. Maintenance, appearance and remodeling requirements	Sections 7.A and 7.B	None
n. Insurance	Section 7.C	Items 6, 7, and 8
o. Advertising	Sections 1.D, 2.F, 2.G, and 7.A	Items 6, 8 and 11
p. Indemnification	Section 14.C	Items 6, 8 and 12
q. Owner's participation/ management/ staffing	Sections 1.C and 7.A	Items 11 and 15
r. Records/reports	Sections 2.D, 7.D and 8	Item 6 and 11
s. Inspections and audits	Section 8	Item 6, 11 and 17
t. Transfer	Section 10	Items 6 and 17
u. Renewal	Section 11	Item 6 and 17
v. Post-termination obligations	Sections 6 and 13	Item 17
w. Non-competition covenants	Sections 6 and 13.D	Item 17
x. Dispute resolution	Section 15.F	Item 17
y. Personal Guaranty	Exhibit D	None

ITEM 10: FINANCING

10.1 Initial Franchise Fee

If we grant you the right to open and operate a Franchised Business for a Franchise, we may offer you financing for a portion of the Initial Franchise Fee if you meet our qualifications. The following table summarizes the financing we may offer you for Initial Franchise Fee.

Source of Financing	Us
Amount Financed	Up to 50% of the Initial Franchise Fee
Down Payment	Minimum of 50% of the Initial Franchise Fee
Term (number of years)	Up to 36 months
Rate of Interest plus Finance Charge	9%
Monthly Payment	Varies depending on amount financed and term.
Prepayment Penalty	None
Payment Start Date	Principal payments start the month after training, but no longer than three months after signing the Franchise Agreement
Security Required	Personal Guaranty
Guaranty	Personal Guaranty
Liability upon Default	Termination or other loss of Franchise; you must also pay entire amount due and our attorneys' fees and court costs in collecting debt
Loss of Legal Rights Upon Default	You must waive presentation for payment, demand, notice of non-payment, protest, and all other demands and notices required by law (statutory or otherwise)

If you would like to finance a portion of the Initial Franchise Fee, and you meet our credit standards, you may do so through a promissory note (the "Note"), which is currently attached as Exhibit A-2 to the Franchise Agreement. You must make a down payment of at least fifty percent (50%) of the Initial Franchise Fee. We are currently offering an interest rate of nine percent (9%). We will not adjust APR of the Note once your Franchise Agreement has been signed. If you fail to make timely payments or your payments are returned to us with non-sufficient funds, then we have the option to either (a) require that the balance of the Note be paid in full upon notice to you or (b) charge a late fee of five percent (5%) or \$50, per week, whichever is greater. The only security we require is a personal guaranty of the Note by you and by all the owners, as well as all respective spouses, of the company, although we reserve the right to request additional security in our sole discretion.

The term of the Note will be up to thirty-six (36) months, as agreed between you and HELPFUL HEROES. You may prepay the Note without penalty at any time during its term. If you fail to make any payment, we can call the Note and demand immediate payment of the full outstanding balance. We can also terminate your Franchise Agreement if you fail to make payments as agreed; however, before your Franchise Agreement can be terminated, you will receive a notice of default and have a ten (10)-day period to cure the default. The Note shall survive the termination of the Franchise Agreement.

10.2 Additional Information

Other than described above, we will not guarantee any notes, leases or obligations. We and our affiliates have no past practice or future intent of selling, assigning or discounting franchisees' financing arrangements to a third party, although we reserve the right to do so in the future. We and our affiliates do not receive any direct or indirect payments or any other consideration from any person for the placement of financing with the lender; however, we reserve the right to do so in the future.

ITEM 11: FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

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

11.1 Our Pre-Launch Obligations

Before you launch your Franchised Business, we will:

1. Designate the protected Territory for a Franchised Business (Section 1.D and the Summary Page of the Franchise Agreement). We do not provide any assistance with (a) selecting a business site or negotiating any lease or purchase of any site, (b) conforming the site to local ordinances and codes and obtaining any required permits, or (c) hiring and training employees (other than the required training discussed in Section 3.A of the Franchise Agreement). You must operate your Franchised Business from a residential or commercial space located within the Territory. Any space must be approved by us, in our sole discretion, which we will not unreasonably withhold provided that the site meets our minimum specifications. (Section 1.D of the Franchise Agreement). We will use commercially reasonable efforts to approve a suggested site in thirty (30) days. Failure to find a site and commence operation of the Franchised Business within four (4) months of signing the Franchise Agreement may result in termination of the Franchise Agreement (Section 12.B of the Franchise Agreement). We do not generally (a) own the premises from which franchisees operate the Franchised Business or (b) lease any premises to franchisees to operate the Franchised Business.
2. Provide your Initial Package that includes logo wear, digital marketing, promotional items, and the Convention Allowance as described in Item 5 and in the Franchise Agreement (Section 2.B of the Franchise Agreement). The items in the Initial Package are provided by us and by designated suppliers named by us. Other than providing the Initial Package we do not provide, install or supply any signs, fixtures, equipment, opening inventory, signs, or other inventory or supplies.
3. Loan to you a copy of our copyrighted Operations Manual and System Standards, and other proprietary materials or manuals as we may publish and distribute to you periodically (Section 3.C of the Franchise Agreement).
4. Give prior approval for use of business forms, business stationery, business cards, advertising materials, permanent materials, and forms that you intend to use (Section 7.A of the Franchise Agreement). We will continue to do this after you open the Franchised Business.

5. Give prior approval of all marketing, advertising, and promotional materials prepared by you within ten (10) days of our receipt of the proposed materials for Franchises (Section 2.G of the Franchise Agreement). We will continue to do this after you open the Franchised Business.
6. Specify minimum policy limits for certain types of insurance coverage (Section 7.C of the Franchise Agreement). We will continue to do this after you open the Franchised Business.
7. Provide you with a training program (described in more detail below) and to the Designated Manager, if applicable, at no additional fee or other charge (Section 3.A of the Franchise Agreement).
8. Provide you with the business phone number to be used by the Business. (Section 2.I. of the Franchise Agreement).

11.2 Franchisor's Obligations After the Launch of the Franchised Business

Once you have opened your Franchised Business, you will have access to information helpful to the operation of your Franchised Business based on reports you submit to us and/or inspections that we make (Sections 7 and 8 of the Franchise Agreement). In addition, we or our designee will furnish guidance to you, to the extent we determine necessary in our sole discretion, regarding the following:

1. New products, services, and methods that we may have discovered or have developed for the System (Sections 3 and 7 of the Franchise Agreement);
2. The purchase and use of supplies and products (Sections 3 and 7 of the Franchise Agreement);
3. The formulation and implementation of marketing, advertising, and promotional programs using the merchandising, advertising, and research data and advice as we may, periodically, develop for use in your local market (Sections 3 and 7 of the Franchise Agreement);
4. The financial and daily operation of the Franchised Business including its accounting and record keeping functions (Sections 3 and 7 of the Franchise Agreement);
5. Other business and marketing advice (Sections 3 and 7 of the Franchise Agreement);
6. Support for our required franchise software management system, as defined in the Licensing Agreement (Exhibit B of Franchise Agreement);
7. Periodic modifications to the Operations Manuals and periodic modifications to the System Standards, including guidelines regarding the prices at which you sell the approved products and services, so you may establish your own pricing (Section 3.E of the Franchise Agreement); and
8. Periodic refresher training courses and conferences, not to exceed one per year. (Section 3.A of the Franchise Agreement).

11.3 Estimated Typical Length of Time to Open the Franchised Business

The estimated typical length of time between the signing of the Franchise Agreement and payment of any consideration for the Franchised Business, and the launch of the Franchised Business, is approximately thirty (30) to sixty (60) days. Factors affecting this length of time usually include normal business startup considerations, completion of training, the vehicle delivery date, whether or not you have an existing Approved Location in the Territory, and whether or not you obtain outside financing. However, you must commence the operation of the Franchised Business within four (4) months of signing the Franchise Agreement and if you do not, then we may terminate the Franchise Agreement. (Section 12.B.2 of the Franchise Agreement).

11.4 Initial Launch and Local Marketing and Advertising

Except for any marketing included in the Initial Package, we are not required to conduct advertising for you or the System. We are not required to spend any amount on advertising in your Territory. We may provide you with advertising, promotional or marketing materials for you to use in local advertising, but we are not obligated to do this. We will provide you with the business phone number and fax number to be used by the Franchised Business. This number will be forwarded to any device(s) that you choose.

You will be required to spend between \$2,000 - \$10,000 in the first three (3) months of operation and at least \$24,000 in the first twelve (12) months of operation on local advertising and marketing for your Franchised Business (“Initial Launch Advertising”). Following completion of the Initial Training, you must spend a minimum of \$2,000 a month on local advertising and marketing.

You must use our approved advertising and marketing materials or receive our written approval of any and all other advertising and marketing materials before their first use. In order to obtain approval of advertising and marketing materials, you must submit such proposed advertising material to us for review at least ten (10) business days before the proposed first use. If we take no action within such ten (10)-business day period, the materials shall be deemed disapproved and you may not use such materials. Approval or disapproval is in our sole discretion. We also may, in our sole discretion, require you to immediately discontinue use of any advertising or marketing materials at any time, even if previously approved or provided by us. All advertising and marketing materials must meet our then-current standards and specifications. We may, in our sole discretion, offer and sell advertising, marketing, and promotional materials at any time. Certain items, such as your truck, yard signs and furnace stickers must reference the HELPFUL HEROES national toll-free number. You may not alter or remove reference to the national toll-free number. You have no obligation to purchase any of these materials or forms from us, but you may be required to purchase such materials from approved or designated suppliers, or participate in our local marketing programs, like our call center and/or direct mail solicitations at your expense. (Section 2.G of the Franchise Agreement).

Following the System, primarily through affinity marketing programs, direct mail, networking, and sales calls, you will market your Franchised Business’s services directly to residences, commercial entities, and governments/municipalities located within the Territory that require residential and commercial repair, maintenance, and improvement services and other services. Included in your Initial Package is an opening inventory of promotional materials to initiate your marketing program. The primary marketing media we have found to be effective are affinity marketing programs, direct mail and face to face meetings, networking and partner

development. We may vary the source of advertising by using one or a combination of in-house, national agencies and/or regional agencies.

We do not currently require you to participate in an advertising cooperative, however we reserve the right to implement cooperatives in the future and require you to participate. The area of the cooperative will be determined on a regional basis depending on where our future franchisees operate. We, along with franchisees that are members of the cooperative will determine the amount contributed and each will contribute equally or on a pro-rata basis, as determined by the cooperative. Company Stores are not required to contribute but may do so. We will administer the cooperatives, and the cooperatives will operate from written governing documents that will be available for review to franchisees. No such structure exists at this time.

If two or more Franchised Businesses and/or Company Stores are serviced by the same telephone directory, we will require you to list all businesses under one HELPFUL HEROES heading. Should this instance arise, you promise to pay your pro-rata share of the total expense of the joint listing. Any other forms of advertising that would also advertise zip-codes both inside and outside of the Territory must be pre-approved by HELPFUL HEROES in writing. We will notify you within ten (10) days of our receipt of your written request. If we do not respond within ten (10) days, the material is unapproved. Additionally, if we implement local marketing programs, like a call center and/or direct mail solicitations, you may be required to participate, at your expense.

You are also required to be a member of at least one local or community-based business organization, such as your local Chamber of Commerce, BNI, Caerusnet, or similar organization. We reserve the right to change this requirement from time to time. (Section 2.G of the Franchise Agreement).

We have the right to formulate and design the content of the materials, and to discontinue the materials if, in our sole business judgment, we determine a more effective alternative method of advertising. Any other forms of advertising must be approved by us in writing. (Section 2.G of the Franchise Agreement).

Other than the advertising requirements described above, there are no additional advertising fees required by us and we are not required to spend any particular amount in your Territory. It is at our discretion to determine how much to spend, and where to market, advertise and promote the System.

11.5 Brand Marketing Fund

We have established a Brand Marketing Fund (the “Brand Marketing Fund”) for the common benefit of System franchisees. You will be required to contribute two percent (2%) of your Gross Sales monthly to the Brand Marketing Fund (the “Brand Marketing Fee”) in the manner we prescribe. You must pay the Brand Marketing Fee on a monthly basis. (Section 2.G of the Franchise Agreement).

We will use the Brand Marketing Fees, in our sole discretion, to develop, produce and distribute national, regional and/or local advertising, and to create advertising materials and public relations programs which promote, in our sole judgment, the services offered by HELPFUL HEROES franchisees. We have the sole right to determine contributions and expenditures from the Brand Marketing Fund, or any other advertising program, and the sole authority to determine, without limitation, the selection of the advertising materials and programs; provided, however, that we will make a good faith effort to expend Brand Marketing Fees in the general best interests

of the System on a national or regional basis. We may use the Brand Marketing Fund to satisfy any and all costs of maintaining, administering, directing, preparing, producing, and implementing advertising, including the cost of: (i) preparing, producing, and implementing television, radio, magazine and newspaper advertising campaigns, the cost of direct mail and outdoor billboard advertising; (ii) public relations activities and advertising agencies; (iii) developing and maintaining an internet website; and personnel and other departmental costs for advertising that we internally administer or prepare. Nevertheless, we acknowledge that not all System franchisees will benefit directly or on a pro-rate basis from such expenditures, and we do not have any obligation to spend any amount on advertising in your Territory. While we do not anticipate that the Brand Marketing Fund will be used for advertising which is principally a solicitation for franchisees, we reserve the right to use the Brand Marketing Fund for public relations or recognition of the “HELPFUL HEROES” brand, for the creation and maintenance of a website, a portion of which can be used to explain the franchise offering and solicit potential franchisees, and to include a notation in any advertisement indicating “Franchises Available.”

We may periodically assist HELPFUL HEROES franchisees to maintain high quality s through customer surveys, customer interviews, and other similar initiatives (“Surveys”). The cost of such programs will be borne by the Brand Marketing Fund. The cost of these programs may be charged directly to you if the results from a Survey fall below System established minimum s for such Surveys.

We have the right to reimburse ourselves from the Brand Marketing Fund for such reasonable costs and overhead, if any, that we may incur in activities reasonably related to the direction and implementation of the Brand Marketing Fund, and for losses or litigation costs we may incur as a result of any franchisees’ marketing or advertising activities that violate our requirements, including violation of consumer privacy laws, TCPA actions, ADA compliance, the use of artificial intelligence in violation of a consumer privacy law, etc.

We are not required to contribute to the Brand Marketing Fund. We may, but are not obligated to, advance money to the Brand Marketing Fund to fund Brand Marketing Fund programs. In the event that we advance monies to the Brand Marketing Fund, we will determine, in our sole discretion, the manner and timing for the repayment, to us, of some, or all, of the funds we advance.

We will prepare on an annual basis, within one hundred and twenty (120) days of the end of the fiscal year, and make available to you upon written request, a statement of contributions and expenditures for the Brand Marketing Fund. The Brand Marketing Fund does not have to be independently audited.

There are currently no requirements for participation in an advertising council or any local or regional advertising cooperatives and, accordingly, you are not required to participate in one. However, we reserve the right to establish an advertising council or advertising cooperatives in the future and require your participation.

11.6 Computer Software, Internet, and System

We may develop “HELPFUL HEROES Software”, which will consist of software program(s) which you must use to maintain customer records, create estimates and invoices, and operate the HELPFUL HEROES business system. Until we do, you are required to use our designated software for business management, which will be detailed in the Operations Manual, System Standards, or otherwise in writing. You are also required to use our then-current designated

accounting software which is currently QuickBooks Online. In addition, you are required to follow our specified chart of accounts. We will have automatic password access to your financial reports on this system. You may not utilize any other accounting or reporting software that is not approved by us. We have the right to change these requirements at our discretion.

We shall have the right to specify or require that certain brands, types, makes, and/or models of communications, computer systems, and hardware be used by you, including without limitation: (i) a compatible “back office” computer system that complies with our standards and specifications; (ii) a custom and proprietary point of sale system (the “POS System”), if we make such a POS System part of our proprietary operating system in the future; (iii) printers and other peripheral hardware or devices; (iv) archival back-up systems; (v) internet access mode and speed; and (vi) physical, electronic, and other security systems (collectively, the “Computer System”). Currently, your Computer System must include a laptop or tablet computer with a DSL or cable modem high-speed internet connection that meets the requirements of the System Standards for handling of our then-current HELPFUL HEROES Software or other Required Software. You promise to subscribe to, maintain, and utilize a DSL, cable, or satellite high speed internet connection and email network account with independent suppliers which periodically we approve. If you do not receive written approval within ten (10) days of our written receipt of your request, such supplier will be considered disapproved. We estimate the cost of the computer system to be approximately \$500 - \$5,000.

We shall have the right, but not the obligation, to develop or designate one or more: (i) computer software programs you must use in connection with any component of the Computer System, including the HELPFUL HEROES Software, designated business management software, mobile application and dashboard, invoicing, payment processing, and bookkeeping integration technology, lead tracking and distribution technology, and designated accounting software (the “Required Software”), which you shall install at your own expense; (ii) updates, supplements, modifications, or enhancements to the Required Software, which you shall install at your own expense; (iii) the tangible media upon which you record data; and (iv) the database file structure of the Computer System. You will be responsible for the payment of all fees associated with the Required Software (including the HELPFUL HEROES Software), Computer System, and POS System.

We may also require you to use certain internet and cloud-based services or subscriptions as may become relevant as the System and technology changes, at your sole expense. You agree to pay all fees associated with the use of HELPFUL HEROES Software and any other Required Software, which may be payable to us or our approved or designated suppliers. You expressly agree to strictly comply with our then-current standards and specifications for all items associated with your Computer System, HELPFUL HEROES Software, and any other Required Software, including any security software, and internet and cloud-based products. You agree, at your own expense, to keep your Computer System in good maintenance and repair and install such upgrades, additions, changes, modifications, substitutions, and/or replacements to your Computer System or Required Software as we direct from time to time in writing. You agree that your compliance with these requirements shall be at your sole cost and expense, which we estimate to be less than \$500 per year. We currently do not require that you purchase a maintenance, repair, upgrade or update service contract for the Computer System, but we reserve the right to do so in the future.

We may require that your Computer System be programmed to automatically transmit data and reports about the operation of the Franchised Business to us. We shall also have the right to,

at any time without notice, electronically connect with your Computer System to monitor or retrieve data stored on the Computer System or for any other purpose we deem necessary. There are no contractual limitations on our right to independently access the information and data on your POS System, HELPFUL HEROES Software, and Computer System. You shall deliver to us all access codes, static internet protocol (“IP”) addresses and other information to facilitate our access to the data described in this Section within thirty (30) days of launching the Franchised Business. All client and customer data is our property and any data not accessible to us upon termination or expiration of the Franchise Agreement must be provided to us immediately.

You are required to participate in any System-wide computer network, intranet system, or extranet system that we implement and may be required by us to use such computer network, intranet system, or extranet system to, among other things: (i) submit your reports due under the Franchise Agreement to us online; (ii) view and print portions of the System Standards and Operations Manuals, including any updates or modifications thereto; (iii) download approved local advertising materials; (iv) communicate with us and other HELPFUL HEROES franchisees; and (v) to complete any initial or ongoing training. You agree to use the facilities of any such computer network, intranet system or extranet system in strict compliance with the standards, protocols, and restrictions that we include in the System Standards and/or Operations Manuals, including those related to the encryption of confidential information and prohibitions against the transmission of libelous, derogatory or defamatory statements.

You must use an email name that we have approved that will have “@helpfulheroes.com” as its suffix for all business-related correspondence. You also promise to subscribe to, maintain, and utilize the phone model, type, and provider that we designate as well as the phone service from the company we designate.

You are required to use, subscribe to, and pay for, as directed by us, a customized website page connected to our website and managed by our website provider. We may require you to prepare all or a portion of the page for the Franchised Business, at your expense, using a template that we provide. All such information will be subject to our approval prior to posting. You may not attempt to redirect the customized website. You may not implement a website or URL for the Franchised Business either yourself or through a third-party provider. We have sole discretion and control over the website (including timing, design, contents and continuation).

As technology advances and new discoveries are made, we have the right to require that you use other technological items, as well as to designate the specific companies, models and/or types that you must use for these technological services.

You agree to establish and maintain a separate profile, page, or other presence on social media in connection with the Franchised Business in accordance with the System Standards. Prior to establishing such social media page(s), you are required to obtain our prior written approval of the content to be posted on such social media page(s). If such approval is granted by us, you must: (i) establish and operate such social media page(s) in accordance with System Standards and any other policies we designate in the Operations Manuals or otherwise in writing from time to time; and (ii) utilize any templates that we provide to you to create and/or modify such site(s). We recommend, but do not require, that you update the social media page(s) at least monthly. We shall have the right to modify the provisions of this Item.

We may use a portion of the Brand Marketing Fund or the weekly usage/support/upgrade fee to pay or reimburse ourselves for the costs incurred in connection with the development, maintenance and update of our website.

11.6 Telephone Listings

We will provide you with the business phone number to be used by the Business. This number will be forwarded to any device that you choose. As part of your local marketing, this number must be dedicated to your Franchised Business. You must continually list the Franchised Business in the primary internet and telephone directory servicing the Territory and, at a minimum, to maintain a trademark listing advertising your Business in the primary directory servicing the Territory.

We may offer a service through which selected phone calls to our toll-free phone number will be forwarded to you or us. In the phone routing process, we use commercially reasonable efforts to route calls from prospective customers requesting service in the Territory to you. We do not guarantee that every phone call requesting service in the Territory will be routed to you. We reserve the right to modify or terminate this service at any time, in our sole discretion, including, without limitation, the right to require that all customer calls be directed through our toll-free line or any other telephone number we designate. Currently, the cost of this toll-free number and forwarding call is included in the Technology Fee. (Section 2.I of the Franchise Agreement).

11.7 Reference Guides

We maintain “Operations Manuals” and “System Standards” that contain mandatory and suggested specifications, standards, operating procedures, and rules that we prescribe periodically for the operation of a Franchised Business, and information on your other obligations under the Franchise Agreement and related agreements. However, you will set your own prices. We may modify the Operations Manual and System Standards periodically to reflect changes in the System and you will be required to follow the revised Operations Manual and System Standard standards.

You must keep your copies of the Operations Manuals and System Standard standards current and in a secure location in the principal office of the Franchised Business. If there is a dispute over the contents, the master copy of each of the Operations Manuals/System Standard standards that we maintain at our principal office will be controlling. You may not at any time copy, duplicate, record, or otherwise reproduce any part of the Operations Manuals or System Standard standards. If all or any of the Operations Manuals or System Standard standards are lost, destroyed, or significantly damaged, you promise to obtain replacements at our then applicable charge. The Operations Manuals and System Standard standards are specifically incorporated by reference into the Franchise Agreement, and you must comply with the Operations Manuals and System Standard standards as essential aspects of your obligations under the Franchise Agreement. Failure to substantially comply with the Operations Manuals and/or System Standard standards may be considered a breach of the Franchise Agreement.

The table of contents of our Operations Manual totals 38 pages and is attached here as Exhibit D.

11.8 Site Approval

Your Approved Location must be within the Territory and we must approve such Approved Location in our sole discretion. You may not locate your office outside of the Territory without our express written approval.

11.9 JumpStart Training and Initial Training (Section 3.A of the Franchise Agreement)

You must successfully complete our JumpStart Initial Training program (hereinafter, “JumpStart,” Section 3.A of the Franchise Agreement) within two (2) months of signing the

Franchise Agreement, before attending in-person business operations and managerial Training (hereinafter, “Initial Training”) and before the launch of the Franchised Business. This includes our comprehensive preparation program that includes numerous pre-launch activities and may last two to four weeks, depending on the pace you establish to complete activities. During the JumpStart training program, with guidance from our training team, along with training manuals and online modules, you must prepare a comprehensive financial plan, review the Operations Manuals, complete a territory review, coordinate your initial advertising program, acquire proper insurance, select and lease office space (if applicable), and acquire all permits, licenses, and approved vehicles. Most JumpStart activities are conducted in your hometown with assistance from our home office staff. You begin JumpStart immediately upon your execution of the Franchise Agreement and payment of the Initial Franchise Fee. During JumpStart, we will schedule Initial Training for you to attend. Initial Training sessions may be offered as many times a year as is necessary. Final confirmation of your scheduled classroom training may be contingent upon your successful completion of the JumpStart program and activities.

Initial Training takes place at our headquarters in Ann Arbor, Michigan, or another location designated by us. It may be attended by you and the Managing Owner or, if applicable, the Designated Manager, at no additional fee. You may designate, with our approval and on a “space available basis,” additional persons to attend Initial Training for our then-current fee, which is currently \$100 per person, per day. The Managing Owner or, if applicable, the Designated Manager must complete the Initial Training to our satisfaction. Failure to do so will result in the termination of the Franchise Agreement. Initial Training will last up to five (5) days in duration and must be completed within four (4) months of signing the franchise agreement. Although we do not charge a fee for attending training, you will be responsible for all travel and living expenses that you and your employees/owners incur. Additional persons employed by you may attend on a space available basis, contingent upon our receipt of our training fee to offset the expenses we incur. All attendees who are not party to the Franchise Agreement must sign our prescribed form of confidentiality and non-disclosure agreement (Exhibit A-3 of the Franchise Disclosure Document). After you return from Initial Training, you are ready to open for business.

Our Operations Manuals, videos, and other handouts comprise the instructional materials for our Initial Training. Initial Training will be led by Dave Heimbuch, but we may involve other employees of us or our affiliates or other industry experts from time to time. As disclosed in Item 2, Mr. Heimbuch is the founder of our predecessor and joined us in January 2024. He began his career in the residential and commercial repair, maintenance, and improvement services industry, in addition to small business ownership, in 2017.

Listed below are the general modules and details of the Initial Training. We reserve the right to modify the Initial Training, including the training materials, training subjects, hours of training, and overall length of training at any time.

TRAINING PROGRAM

Initial Training Schedule	Estimated Classroom (Hours)	Estimated on The Job (Hours)	Training Location(s)
Welcome, Introductions, Map Ceremony, Overview of Academy	N/A	N/A	Ann Arbor, MI, or another location we designate

Helpful Heroes Overview: Apps, Web App and Website	2	2	Ann Arbor, MI, or another location we designate
Sales Technique & Role Play	N/A	N/A	Ann Arbor, MI, or another location we designate
Marketing: Customer Acquisition/Retention and Firefighter Acquisition/Retention	10	10	Ann Arbor, MI, or another location we designate
Safety Training	N/A	N/A	Ann Arbor, MI, or another location we designate
Financial Management Software / Royalty Reporting	4	4	Ann Arbor, MI, or another location we designate
Hiring & Retention	N/A	N/A	Ann Arbor, MI, or another location we designate
Helpful Heroes Operations Software	5	5	Ann Arbor, MI, or another location we designate
Royalty Reporting	N/A	N/A	Ann Arbor, MI, or another location we designate
Compliance	N/A	N/A	Ann Arbor, MI, or another location we designate
Wrap-Up and Final Q&A	1	1	Ann Arbor, MI, or another location we designate
TOTAL HOURS	22	22	

11.10 Additional Training

If this is a renewal term or if this is an additional Franchised Business being awarded to you, and your Managing Owner or, if applicable, the Designated Manager, have already attended Initial Training, the requirement that you attend Initial Training is waived, except as with respect to the JumpStart online training modules and continuing training obligations. In such cases, if your Managing Owner or, if applicable, the Designated Manager do attend Initial Training, you will be assessed our then-current training fee, which is currently \$500 per person, per event. You will also be responsible for all travel and living expenses that you and your employees/owners incur while training.

The Managing Owner or, if applicable, the Designated Manager, must attend the Convention every year it is offered and pay our then-current registration fee, which is currently (a) \$850 maximum per person to attend the Convention, and (b) \$0 to \$500 per person per event for Regional Meetings. The Managing Owner or, if applicable, Designated Manager also must attend periodic refresher training courses and conferences, not to exceed one convention/conference per year, at the times and locations we determine, and for which we may charge the fees described above, including \$0 to \$500 per person for additional training. We will determine the duration, curriculum, and location of any such sessions. You will be responsible for all travel and living expenses that are incurred by you or your employees/owners while attending such sessions.

11.11 Accounting and Financial Reporting

You promise to establish and maintain, at your expense, an accounting system that conforms to the requirements and formats that, from time to time, we prescribe in the Operations Manuals and/or System Standards. You shall furnish us, in the manner and format that we require:

1. on the 15th day of each month of the Franchised Business' operation, an unaudited income statement for the preceding calendar month, in a form satisfactory to us, and such additional reports as we may require;
2. within ninety (90) days after the close of your fiscal year, a complete income statement and other financial statements in a form we may prescribe in our sole discretion;
3. within ten (10) days of our request, exact copies of any state, federal, or other income tax returns covering the operation of the Franchised Business, as well as the state, federal and other income tax returns from your existing business(es) that provide residential and commercial repair, maintenance, and improvement services and other services, which we may need to review to ensure all Gross Sales have been accurately reported;
4. by November 1 of each year, financial projections and a marketing plan for the upcoming year in the form we may prescribe in our sole discretion; and
5. any other reports we may require in the future.

We can require you to have audited financial statements prepared on an annual basis if you fail to comply with any provision of the Franchise Agreement.

If you fail to provide the information listed above as requested, we may require you to give us independent access to your specific online accounting software, so we may obtain the required financial reports, for which there may be a fee.

You shall maintain all records, reports, and financial statements for a period of five years during and following the termination, transfer, or expiration of the Franchise Agreement.

ITEM 12. TERRITORY

12.1 The Territory

You will operate the Franchised Business from a location within the Territory that we approve and that will be identified in Summary Page to the Franchise Agreement. Your protected "Territory" will consist of specific zip-code(s) that have been awarded to you. We identify your Territory zip codes as determined by Census Bureau statistics.

A Territory will have between 250,000 and 300,000 people, although you may purchase additional population for a cost of \$0.10 per person up to a maximum of 400,000 people. You will sign a franchise agreement for each Territory purchased. As of the date of this Disclosure Document, we are utilizing data that has been collected by a national demographics company to determine the number of people in each Territory. During the term of the Franchise Agreement, we will not allow you to relocate the Territory; however, the exact boundaries of the Territory may change in the future, as future zip code changes are made by the United States Postal Service or Census Bureau.

Other Helpful Heroes franchisees are permitted to engage national or regional businesses (“NORAs”) located within your Territory as indicated below for the purpose of soliciting jobs to be performed outside of the Territory. The term “NORA” includes any customer which on its own behalf or through agents, licensees, or other third parties own, manage, control, or otherwise has responsibility for a business in more than one (1) state or province.

Portions of the Territory may be subject to restricted or exclusive hauler arrangements, which may limit your ability to service certain areas, municipalities, counties, or other sectors of your Territory. These regulations vary and may affect residential areas only in some cases. In areas where exclusive or limited hauler arrangements exist, you are permitted to apply to be named a permitted hauler. Because such arrangements are subject to change during the Term of the Franchise Agreement, we do not modify your Territory in response to such exclusions. You are responsible for investigating such arrangements prior to purchasing a Franchised Business.

We have the right to restrict the number of Territories in any given geographic area.

You will not receive an exclusive Territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution, or competitive brands that we control.

12.2 Relocation

You may relocate the Approved Location within the Territory at your sole discretion but must immediately notify us of the change in address.

12.3 National or Regional Accounts (“NORAs”)

We have the exclusive right to negotiate and enter into agreements or approve forms of agreement to provide services to National or Regional Account (“NORA”) customers. The term NORA includes any customer which on its own behalf or through agents, licensees, or other third parties own, manage, control, or otherwise has responsibility for a business in more than one location, for the benefit of the System, and regardless of the aggregate contract amount of the services to be performed. Any dispute as to whether a particular customer is a NORA shall be determined by us in our sole discretion and our determination shall be final and binding. Following the execution of a contract with or the acceptance of a bid by a NORA customer which contemplates the provision of services to one or more NORA customers who are located in your Territory, we may, if you are qualified to perform the services and conditioned upon your substantial compliance with the terms of the Agreement and any other applicable agreements, provide you the opportunity to perform such services pursuant to the terms and conditions of the NORA contract or on such terms and conditions as we, at our sole discretion, determine are appropriate. You agree to provide services to all NORA customer referrals within your Territory. You further agree to provide all services in strict adherence to the HELPFUL HEROES performance and process standards and all service guidelines and performance standards of the NORA. You may be required to enter into a service agreement to participate in certain NORA programs.

If you are not able or not willing to provide services to a NORA customer in conformity with the terms and conditions of the NORA contract, or fail to make an election within the time we specify after being offered the opportunity, we have the right, exercisable in our sole discretion, to (i) provide, directly or through any affiliate or other franchisee or Managing Operator, services to the NORA customer; and/or (ii) contract with another party to provide such services to the

NORA customer. In either event, neither you nor the Business shall be entitled to any proceeds from the provision of Services provided to the customer of a NORA.

12.5 Reservation of Restrictions

Although we are not required to do so, we reserve the right to manage any project or enterprise undertaken jointly by two or more HELPFUL HEROES franchisees and to limit or prohibit your negotiating directly with other HELPFUL HEROES franchisees on these jobs.

12.6 Reserved Rights

We and/or our affiliates retain, as we deem appropriate, the rights to:

1. establish and operate, and license third parties the right to establish and operate, other Franchised Businesses using the Proprietary Marks and System at any location outside of your Territory;
2. acquire, merge with, engage in joint ventures with, or otherwise affiliate with, and thereafter own and operate and franchise others the right to own and operate, any business of any kind, including businesses that offer products or services that are similar to those provided by a Franchised Business, outside the Territory;
3. establish solicit, market to, and build NORA relationships, whose offices may be located within your Territory as is further outlined in the Franchise Agreement;
4. sell and distribute, directly or indirectly, or license others to sell and distribute, directly or indirectly, any products, services, or merchandise, from any location or to any purchaser, through any channel or method of distribution (including, but not limited, to sales made by or through telemarketing, and/or on the internet);
5. offer and sell services and products anywhere that do not comprise a part of the System and, in connection with this right, to exploit our Marks, name, reputation, and know-how; and
6. engage in any other activities authorized by and not expressly prohibited under the Franchise Agreement.

We do not currently operate franchised businesses providing the same services under different marks, but we reserve the right to do so. You acknowledge and agree that the Franchise Agreement does not grant you any right to (a) offer any product or service via e-commerce without our prior approval, (b) establish an independent website or to establish a URL incorporating the Proprietary Marks or any variation thereof, or (c) distribute, market, or implement our products and services in any channel of distribution not specifically identified in the Franchise Agreement.

12.7 Additional Franchises and Expansions

Upon your request, we may, but are not obligated to, award you an additional Franchised Business or additional Territory, but any decision to do so will be in our sole discretion and judgment. At a minimum, to be considered for an additional Franchise you must be in compliance with your Franchise Agreement and have sufficient capital, service technicians, and equipment to market and service both your Territory and the additional Territory.

If you are approved for an expansion territory, you must sign a new Franchise Agreement and pay the appropriate fee in full within fourteen (14) days of receiving the documents. The Initial Package Fee may be waived for franchisees who qualify to expand; however, you need to

pay the Initial Franchise Fee and sign a new Franchise Agreement, which may contain materially different economic terms than the initial Franchise Agreement you signed. You may not, without our prior written permission, solicit or perform services for customers geographically located within the proposed Territory until you have purchased the Territory and signed a then current Franchise Agreement.

12.8 Minimum Gross Sales Requirement

You must maintain the following minimum levels of monthly Gross Sales (the “Minimum Gross Sales”) in the Territory:

Months in Operation	Minimum Monthly Gross Sales Required in Franchise	Minimum Monthly Royalty Required
5 to 12 months	N/A	\$200
13 to 24 months	\$7,500	\$600
25 to 36 months	\$11,250	\$900
37 to 48 months	\$13,125	\$1,050
49 to 60 months	\$15,000	\$1,200
Greater than 61 months	\$16,875	\$1,350

You must pay the greater of (i) the Royalty due or (ii) the Minimum Monthly Royalty. If the Franchised Business fails to achieve the required Minimum Gross Sales Requirement during any consecutive three (3)-month period, we reserve the right to terminate the Franchise Agreement. If you are not in compliance with your Franchise Agreement, you agree that any franchise or Company Store we designate may provide Services in the Territory. Neither the franchise, Company Store nor we are liable or obligated to pay you any compensation for doing so, and neither the franchise nor we will be considered in breach of any provision of this Agreement or any other agreement between you and us regardless of if minimum sales are achieved in the future.

If this is a renewal term, you will be required to meet the Minimum Gross Sales requirement for the greater than sixty-one (61)-month level for the first year of the Renewal Term. For all subsequent years of the Renewal Term, you must achieve Minimum Gross Sales growth of at least three percent (3%) per year, each year.

Once a Royalty Fee is paid, it is neither refundable nor applied to any future or past fees owed.

The Minimum Gross Sales Requirement is not intended to be a financial performance representation. Financial performance representation can be found in Item 19.

ITEM 13: TRADEMARKS

You will operate your Franchised Business under the trademarks, service marks, trade names, emblems, signs, slogans, insignia and copyrights we have designated for use in connection with a Franchised Business (“Marks”). Our affiliate, Belfor Franchise Group, or its parent, Belfor USA Group, owns the common law trademarks, service marks, trade names, logotypes, and numerical symbols listed below and licensed us the right to use such marks for promotion, use, license, and sale throughout the United States, its territorial possessions, and the District of Columbia and has licensed all rights for use to us and Hidrent. The Franchise Agreement grants you the license to operate the System under the HELPFUL HEROES name and under any other

trade names, trade dress, indicia, trademarks, service marks, and logos currently used or that may be used in the operation of the System.

The following trademarks, service marks, trade names, logotypes, or other commercial symbols have been applied for with the United States Patent and Trademark Office (“USPTO”), and such applications are still pending, and all required affidavits have been filed unless otherwise noted:

MARK	SERIAL/ REGISTRATION NUMBER	APPLICATION DATE/REGISTRATION DATE	REGISTER
HELPFUL HEROES	Registration No. 7828682	June 10, 2025	Principal
HELPFUL HEROES	Registration No. 7828680	June 10, 2025	Principal
HELPFUL HEROES	Pending: Serial No. 98505924	April 17, 2024	Principal
	Pending: Serial No. 98870680	November 25, 2024	Principal
	Pending: Serial No. 98870666	November 25, 2024	Principal
	Pending: Serial No. 98871722	November 25, 2024	Principal
	Pending: Serial No. 98870992	November 25, 2024	Principal
OFF DUTY. ON DEMAND.	Registration No. 6592818	December 21, 2021	Principal
EXTINGUISH YOUR TO-DO LIST	Registration No. 8041770	November 25, 2025	Principal
EXTINGUISH YOUR TO-DO LIST	Registration No. 8041785	November 25, 2025	Principal
HELPFUL HEROES	Registration No. 7828681	June 10, 2025	Principal

We or our affiliate or parent have filed all required affidavits and renewals with respect to these registrations.

We or our affiliate or parent intend to commence an on-going practice of registering new trademarks for promotional or related advertising activities.

No state trademark registrations have been filed.

There are no pending proceedings or material litigation involving Marks that are relevant to their use.

There are no agreements currently in effect that significantly limit our rights within the United States, to use, or license the use, of the above-mentioned Marks in any manner material to the Franchise.

You will follow our rules when you use the Marks. You may not use any Mark (including the name HELPFUL HEROES) as part of your corporate or legal business name or with modifying words, terms, designs, or symbols (except for those we license to you). You may not use any Mark in selling any unauthorized services or products or in any other way we have not expressly authorized in writing.

You promise to notify us immediately of any apparent infringement or challenge to your use of any Mark, or of any claim by any person of any rights in any Mark, and not to communicate with any person other than us and our attorneys, and your attorneys, in any infringement, challenge, or claim. We have sole discretion to take the action we deem appropriate and the right to control exclusively any litigation, USPTO proceeding or any other administrative proceeding arising out of any infringement, challenge, claim or otherwise relating to any Mark.

Provided that you have timely notified us of the claim or proceeding and complied with the Franchise Agreement as we determine in our sole discretion, we shall indemnify and hold you harmless against any loss or expense incurred in connection with any such infringement, challenge or claim. If we, in our sole discretion, determine that you have not used the Marks in accordance with the Franchise Agreement, you will bear the cost of such defense, including the cost of any judgment or settlement. You promise to sign any and all instruments and documents, render the assistance, and do the acts and things that, in the opinion of our attorneys, may be necessary or advisable to protect and maintain our interests in any litigation or USPTO or other proceeding, or otherwise to protect and maintain our interest in the Marks, including, without limitation, becoming a nominal party to any legal action. Except to the extent that such litigation is the result of your use of the Marks in a manner inconsistent with the terms of the Franchise Agreement, we agree to reimburse you for your out-of-pocket costs in performing such acts.

If it becomes advisable at any time in our sole discretion to modify or discontinue the use of any Mark and/or use one or more additional or substitute names or marks, you must comply with our direction no later than ten (10) days after you have received notice. We will not be liable to you for any expenses, losses, or damages you sustain as the result of any such addition, modification, substitution, or discontinuance of a Mark and you must not commence or join in any litigation or other proceeding against us for any such expenses, losses, or damages.

We do not know of any superior prior rights or infringing uses that could materially affect your use of our principal Mark in any state.

We, our affiliates, or our parents are the lawful and sole owner of all HELPFUL HEROES domains, including www.helpfulheroes.com. You cannot register any of the Marks that are now or in the future owned by us or any abbreviation, acronym or variation of the Marks, or any other name that could be deemed confusingly similar, as internet domain names. We retain the sole right to advertise the system on the internet and to create, operate, maintain and modify, or discontinue using any website containing the Marks. You may access our website. Except as we authorize in writing in advance, however, you cannot: (i) link or frame our website; (ii) conduct any business or offer to sell or advertise any products or services on the internet; or (iii) create or

register any internet domain names in connection with your Franchised Business. The only exception is that you may list the Franchised Business in the local online directory.

ITEM 14: PATENTS, COPYRIGHTS, AND PROPRIETARY INFORMATION

14.1 Patents and Copyrights

You do not receive the right to use any item covered by a patent. There are no pending patent applications that are material to the franchise. We do not own any registered copyrights which are material to the franchise; however, we claim copyrights in the Operations Manuals, System Standards, advertising materials, HELPFUL HEROES Software, business forms, videos, CDs and other printed and advertising material used in operating the System. We have not registered these copyrights with the United States Registrar of Copyrights. You must use these items only in the way we specify and only while operating your Franchised Business. You do not have any rights, including the right to compensation, under the Franchise Agreement if we require you to modify or discontinue using the subject matter covered by any patent or copyright.

The Operations Manuals and System Standard standards are described in Item 11. You can use the proprietary information contained in the Operations Manuals and System Standards in connection with the operation of your Franchised Business. Although we have not filed an application for a copyright registration for the Operations Manuals or System Standards, we claim a copyright, and the information is proprietary. Item 11 describes limitations on the use of the Operations Manuals by you and your employees. You must promptly tell us if you learn about unauthorized use of our proprietary information. We are not obligated to take any action, but will respond to this information as we think appropriate.

There currently are no effective determinations of the Copyright Office (Library of Congress) or any court regarding any of the copyrighted materials. There are no agreements currently in effect that significantly limit our right to use or allow others to use the copyrighted materials. We do not actually know of any infringing uses that could materially affect your use of the copyrighted materials in any state. We need not protect or defend copyrights, although we may do so when this action is, in our opinion, in the best interest of the System.

The Operations Manuals, System Standards and other materials we possess contain our confidential information and/or trade secrets. This information may include (a) general operating procedures for a Franchised Business; (b) the proprietary HELPFUL HEROES Software and any other Required Software; (c) personnel guidelines for hiring, training, retaining, promoting, and supporting the marketing and sales staff; (d) the training programs; (e) written marketing and advertising materials, audiotapes, videos, and programs for their utilization; (f) knowledge of specifications and suppliers of certain equipment and supplies for the Franchised Business; (g) information on operating results and financial performance of Franchised Businesses other than your own; (h) the Operations Manuals and the HELPFUL HEROES owners internet site and its contents; (i) sales guidelines and strategies for developing business relationships in the insurance industry; (j) Customer Information, as defined below; and (k) any other information we deem confidential. We also own any and all customer lists and their contents that we provide to you and/or that you subsequently develop during the normal course of operating the Business. You are required to keep an up-to-date list of all current and former customers in the HELPFUL HEROES Software, including their name, telephone number, complete mailing address, frequency of service, last date serviced, and price of service (“Customer Information”).

14.2 Proprietary Information

You must disclose to us all ideas, concepts, methods, techniques and products concerning the development and operation of the Franchised Business that you, the Managing Owner, the Designated Manager, or employees conceive or develop during the term of the Franchise Agreement.

We shall own the rights to all such ideas, concepts, methods, techniques and products, regardless of the source, and you must grant to us and agree to procure from your affiliates, owners or employees a perpetual, exclusive and worldwide right to use such ideas, concepts, methods, techniques and products concerning the development and operation of the Franchised Business that you or your employees conceive or develop during the term of the Franchise Agreement.

You must sign all documents we request to evidence our ownership or to assist us in securing intellectual property rights in such ideas, concepts, techniques or materials. We will have no obligation to make any lump sum or on-going payments to you with respect to any such idea, concept, method, technique or product. You must agree that you will not use, nor will you allow any other person or entity to use any such concept, method, technique or product without obtaining our prior written approval.

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

You must at all times faithfully, honestly, and diligently perform your obligations under the Franchise Agreement. Except as stated herein, you must designate at least one managing owner (the “Managing Owner”) who will be our primary individual contact with the Franchised Business and who we will approve in our sole discretion. A Managing Owner may, in our sole discretion, serve as the Managing Owner of more than one Franchised Business that is owned by you; provided, however, that we may, in our sole discretion, require you to designate a person who will serve as the primary individual contact for this Franchised Business (the “Designated Manager”). We must approve of the Designated Manager in writing, which we may grant in our sole discretion. The Managing Owner and, if applicable, the Designated Manager, must successfully complete our JumpStart and Initial Training Programs as described in and required by the Franchise Agreement. The Designated Manager is not required to have an ownership interest in the Franchised Business. The Managing Owner or, if applicable, the Designated Manager must continuously exert their full-time best efforts to manage, promote and enhance the Franchised Business, and such other Franchised Businesses as we permit in our sole discretion. Without our prior written permission, the Managing Owner and, if applicable, the Designated Manager, must not engage in any other business or activity that conflicts with their obligations to operate the Franchised Business on a full-time, year-round basis. In the case of multiple owners, the owner with day-to-day responsibility and authority to run the Franchised Business and with whom we will communicate shall be identified on the signature line as the first Managing Owner.

Before attending the Initial Training and/or upon any change to the legal entity ownership, you must submit to us a corporate resolution, or similar action, which states the name of the corporation or LLC, the legal names of all of the partners or shareholders, the percentage of ownership that each member controls, their place of residence and their agreement to be bound by the terms of the Franchise Agreement. In the case of multiple owners, you must submit a dispute resolution procedure acceptable to us in our sole discretion that states what you will do in the event that there is a conflict between any owners of the franchisee entity. In addition, at all times, the owners who have executed the Franchise Agreement must control one hundred percent (100%) of

the franchisee entity. The remaining owners must sign a written confidentiality and non-compete agreement in the form we prescribe.

During the term of the Agreement, you and your immediate family may not engage in any other business or activity other than your employment as a first responder/firefighter and cannot have an interest in or business relationship with any competitor of HELPFUL HEROES. Additionally, if you are a corporation, limited liability company, partnership, or other entity, each of your owners, owner's spouses, members and member's spouses, or officers must personally guarantee your obligations under the Franchise Agreement and agree to be bound personally by every contractual provision, whether containing monetary or non-monetary obligations, including the covenant not to compete.

At the start of their employment, you must require, as consideration for employment, each of your employees, Managing Owner, Designated Managers to sign non-disclosure and confidentiality agreements that we have specified or approved. Such agreements will prohibit disclosure, by the employee to any other person or legal entity, of any trade secrets, customer lists, or other information, knowledge, or know-how regarding the System or the operation of the Franchised Business, which is deemed confidential and/or proprietary by us. Such employee non-disclosure and confidentiality agreements will, to the fullest extent permitted by applicable law, prevent employees from servicing or soliciting any of the customers of your Business, except in their capacities as employees of the Franchised Business. We may require you to send us a copy of such agreements once fully signed.

ITEM 16: RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You must offer and provide only and all of the services that we periodically require for HELPFUL HEROES franchisees in the manner that we prescribe, and you may only provide the residential and commercial repair, maintenance, and improvement services and other services that we have authorized ("Services"). You may not market or perform any other services, except the Services, without our express, prior written approval. There are no limits on our right to periodically change required and/or authorized services and service categories, and we may do so at our discretion. Other than the advertising and territorial restrictions (See Item 12), we do not restrict the types of customers that you may service through your Franchised Business.

ITEM 17: RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

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

THE FRANCHISE RELATIONSHIP

	Provisions	Section in Franchise Agreement	Summary
a.	Length of the franchise term	Section 1.C	5 years
b.	Renewal or extension of the term	Section 11.A	Two additional, consecutive term of 5 years. The first renewal is at no cost. For the second and any subsequent renewals, you will be required to pay the Renewal Fee
c.	Requirements for franchisee	Section 11	In order to renew you must: (i) be in compliance with your Franchise Agreement; (ii) not have made certain repeated defaults of your Franchise

	Provisions	Section in Franchise Agreement	Summary
	to renew or extend		Agreement; (iii) provide us with notice of your intent to renew within the required time; (iv) sign our then-current franchise agreement, which may contain materially different terms; (v) upgrade and remodel the Franchised Business, as necessary; (vi) sign a general release (such requirement to sign a general release is subject to change in our sole discretion); and (vii) if you request and we agree to grant you a second or subsequent renewal term (which you are not entitled to under the Franchise Agreement), pay us a renewal fee (there is no renewal fee required in connection with the first renewal term). “Renewal” means a continuation of the operation of your Franchise Business by entering into a new franchise agreement with us, which may contain materially different terms and conditions from the original franchise agreement.
d.	Termination by franchisee	Not Applicable	Not Applicable. You may terminate the Franchise Agreement by any grounds permitted by state law.
e.	Termination by franchisor without cause	Not Applicable	Not Applicable
f.	Termination by franchisor with cause.	Section 12.B	We may terminate your Franchise Agreement with cause as described in (g)-(h) of this Item 17 Chart.
g.	“Cause” defined – curable defaults	Section 12.C	We may terminate the Franchise Agreement after providing you with notice and a fifteen (15)-day cure period if you: (i) fail to pay any amounts due to us, or you do not record funds paid to you for jobs completed as required or you default on any loan made to you by us or our preferred lender for the purchase of the Territory; (ii) fail to employ for two (2) consecutive months a Designated Manager as required; (iii) fail to comply with any applicable law, regulation or ordinance; (iv) fail to comply with the Franchise Agreement, the intranet website, Manuals and/or other confidential materials; (v) fail to comply with modifications to the System Standards, intranet website, or Manuals; (vi) fail to make payments on the vehicle resulting in repossession; (vii) use products or materials that do not meet our System Standards; (viii) fail to provide any required report, statement, or return; (ix) fail to service all customers in a manner consistent with our System Standards; (x) market or advertise to a customer in another Territory without permission; (xi) establish an office location outside of your Territory without our prior written consent; (xii) fail to endorse any payments due to us that is erroneously made to you; (xiii) fail to maintain the hours of operation at the Franchised Business; (xiv) fail to personally supervise day-to-day operation or fail to employ a sufficient personnel; (xv) fail to maintain the strict quality controls; (xvi) conduct yourself in a manner that reflects adversely on the System, the Marks, or the products; or (xvii) fail to procure or maintain any required licenses, certifications, or permits.
h.	“Cause” defined – non-	Sections 12.A & B	The Franchise Agreement will automatically terminate without notice or an opportunity to cure if: (i) you make an assignment for the benefit of creditors, file a voluntary petition in bankruptcy, are adjudicated bankrupt

	Provisions	Section in Franchise Agreement	Summary
	curable defaults		or insolvent; (ii) proceedings are commenced to have you adjudicated bankrupt or to seek your reorganization under any bankruptcy or insolvency law, and are not dismissed within sixty (60) days, or a trustee or receiver is appointed for you or the Franchised Business without your consent, and is not vacated within sixty (60) days; or (iii) you make or attempt to make an unauthorized transfer. We may terminate the Franchise Agreement, immediately, and without an opportunity to cure, effective upon notice, if: (i) your Managing Owner/Designated Manager, fail to attend or successfully complete the required training or the pre-training requirements; (ii) you fail to commence operation of the Franchised Business within the required time period; (iii) you have made a material misrepresentation; (iv) you receive three (3) or more notices to cure a similar defaults, within any two (2)-year period; (v) you are convicted, or plead no contest to, a felony; (vi) you understate your Gross Sales by three percent (3%) or more on three (3) or more occasions, during any two (2)-year period; (vii) you engage in any dishonest or unethical conduct; (viii) you violate any provision regarding confidentiality or non-disclosure; (ix) you abandon; (x) you fail to acquire or maintain the required insurance; (xi) you fail to attend Convention as required; (xii) your Managing Owner/Designated Manager fails to attend required refresher training; (xiii) you fail to train your employee(s) as required; (xiv) any other franchise agreement you have with us or our affiliate is terminated; (xv) you commit three (3) or more defaults-in any twelve (12) month period; (xvi) you materially breach any other agreement with us or our affiliates, or any lease, and fail to cure such breach within any cure period; (xvii) you materially violate any provision pertaining to Marks or Confidential Information; (xviii) you violate any health, safety, or sanitation law, ordinance or regulation; (xix) you violate the in-term restrictive covenant; (xx) a levy or writ of attachment or execution or any other lien is placed against you and not released or bonded within thirty (30) days; (xxi) you become insolvent; (xxii) you order or purchase supplies, signs, furnishings, fixtures, equipment or inventory from an unapproved supplier; (xxiii) you misuse or make unauthorized use of any HELPFUL HEROES /Required Software; (xxiv) you fail to comply with the anti-terrorism provision; (xxv) you take for your own personal use any assets or property of the Franchised Business; or (xxvi) if there are insufficient funds in your bank account to cover a check or EFT payment three (3) or more times within any twelve (12)-month period or you fail to achieve minimum sales for three (3) consecutive months.
i.	Franchisee's obligations on termination/n on-renewal	Section 13	Upon termination or early expiration of the Franchise Agreement, your obligations include: (i) pay all amounts owed to us; (ii) de-identify and otherwise stop using the Marks in any manner, including in business names and telephone listings; (iii) return all Confidential Information and customer lists to us; (iv) comply with post-term non-competition covenants; and (v) deliver proof of compliance.

	Provisions	Section in Franchise Agreement	Summary
j.	Assignment of contract by franchisor	Section 10.A	No restriction on our right to assign.
k.	“Transfer” by franchisee – definition	Section 10.B	Includes transfer or assignment of the Franchise Agreement, the Franchised Business or any part thereof, and change of your ownership in the franchisee entity and/or Franchised Business.
l.	Franchisor’s approval of transfer by franchisee	Section 10.B	We must approve all transfers, but we will not unreasonably withhold our approval if you meet our conditions.
m.	Conditions for franchisor approval of transfer	Section 10.B	Conditions to transfer: (i) you are in full compliance with the Franchise Agreement or any other related agreement and you have paid all accrued monetary obligations; (ii) the transferee meets our then current s; (iii) the transferee is not operating a competitive business, unless all competitive services as part of the Franchised Business; (iv) you permit us to release to the transferee information about the Franchised Business; (v) transferee signs the then-current form of franchise agreement; (vi) you pay us a transfer fee, all Royalties and other fees owed, and all commissions and broker fees, if applicable; (vii) you and the transferee sign a general release (such requirement to sign a general release is subject to change in our sole discretion); (viii) we have approved the material terms of the purchase agreement; (ix) any of transferee’s financing obligations are subordinate to payments to us; (x) if transferred to a wholly owned company, then you retain a required percentage of such company; (xi) you have attended training and the Franchised Business is open; (xii) you comply with all post-term obligations; (xiii) transferee obtains all required permits and licenses; (xiv) lessors have consented to transfer, if applicable; (xv) transfer is made in compliance with all laws; and (xvi) transferee purchases an Initial Package if required.
n.	Franchisor’s right of first refusal to acquire franchisee’s business	Section 10.D	Before transferring your interest in the Franchise Agreement, you must first offer us the right to purchase the interest on the same terms and conditions contained in any bona fide offer and we have thirty (30) days to decide.
o.	Franchisor’s option to purchase franchisee’s business	Section 10.C	We have the right, exercisable by written notice delivered to you within thirty (30) days from the date of the delivery to us of both an exact copy of the offer and all other information we request, to purchase the interest for the same price, less the Transfer Fee, and on the same terms and conditions contained in the offer provided that: (1) We may substitute cash for any form of payment proposed in the offer; (2) Our credit will be deemed equal to the credit of any proposed purchaser; (3) We will have ninety (90) days, after giving notice of our election to purchase, to prepare for and complete the closing; and (4) We are entitled to receive, and you must make, the same representations and warranties given to the proposed purchaser.

	Provisions	Section in Franchise Agreement	Summary
p.	Death or disability of franchisee	Section 10.D	You must transfer within twelve (12) months of your death or disability. If you are an individual, your heirs may continue to operate your Franchised Business.
q.	Non-competition covenants during the term of the franchise	Section 6.A	During the Term, you, your Managing Owner, your Designated Manager, and Service Technician (if applicable), and your immediate family members shall not: (i) engage in any capacity in any other business residential and commercial repair, maintenance, and improvement services and other services (except for other franchises or authorizations we enter into with you); (ii) use our Confidential Information, System, intranet website, Manuals, Marks, customer lists, Customer Information, or any colorable imitations, in connection with any business other than the Franchised Business; (iii) attempt to or divert any business or customer of the Franchised Business to any competitor, or do any other act injurious or prejudicial to the goodwill of the Marks or the System. This provision is subject to state law.
r.	Non-competition covenants after the franchise is terminated or expires	Section 13.D	For eighteen (18) months from expiration or termination of the Franchise Agreement, you, your owners and, your Designated Manager, and your immediate family members shall not (a) engage in any capacity in any business residential and commercial repair, maintenance, and improvement services and other services, (b) solicit business from customers of your former Franchised Business, or (c) attempt to or divert any business or customer of the Franchised Business or do any other act injurious to the goodwill of the Marks or the System or engage in any business relationship with any of your customers or former customers, within: (i) the Territory; (ii) the Territories of any HELPFUL HEROES franchisees, HELPFUL HEROES Company Store, or any other HELPFUL HEROES business operator; or (iii) a radius of 50 miles from the Territory. This provision is subject to state law.
s.	Modification of Agreement	Section 15.J	Modification of the Franchise Agreement must be in writing and agreed upon by both parties.
t.	Integration/merger clause	Section 15.L	Only the terms of the Franchise Agreement are binding (subject to state law). Any representations or promises outside of the Disclosure Document and Franchise Agreement may not be enforceable.
u.	Dispute resolution by arbitration	Sections 15.F.1 and 15.F.2	You must bring any disputes arising out of the Franchise Agreement or any other agreement with us to our President prior to bringing a claim before any third party in an attempt to resolve the dispute internally. After exhaustion of this internal dispute resolution procedure claims or disputes must be submitted to arbitration in Ann Arbor, Michigan, in accordance with the American Arbitration Association's Commercial Arbitration Rules then in effect. This provision is subject to state law.
v.	Choice of forum	Section 15.F.3	All claims not subject to arbitration must be commenced in the state, or federal court of general jurisdiction in Washtenaw County, Michigan or the United States District Court for the Eastern District of Michigan (subject to applicable state law).

	Provisions	Section in Franchise Agreement	Summary
w.	Choice of law	Section 15.H	Except federal law, Michigan law applies (subject to applicable state law).

ITEM 18: PUBLIC FIGURES

We do not use any public figures to promote our franchise. You have no right to use the name of any public figure for promotional efforts, advertising, or endorsements, except with our prior written consent. No public figure has any investment in the franchise.

ITEM 19: FINANCIAL PERFORMANCE REPRESENTATIONS

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

Helpful Heroes is a new franchise opportunity entering the growing home service industry. The following financial performance representation is a projection of job pricing metrics, based on the experience of our affiliate location in the year 2025 (the “Affiliate Location”). The Affiliate Locations offered services substantially similar to the Service that Helpful Heroes franchisees will offer.

Below is the average job pricing charged by the Affiliate Location to customers in the fiscal year 2025 for Services that will be provided by Helpful Heroes franchisees.

Job Pricing:

2025	Average	Median	Highest	Lowest
General Handyman Direct to Consumer Services	\$269	\$191	\$4,429	\$50
General Handyman Business to Business “NORA” Services	\$216	\$195	\$990	\$50

These figures are only estimates of what we think you may earn. Your individual results may differ. There is no assurance that you’ll earn as much.

Other than the foregoing information, we do not make any representations about a franchisee’s future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor’s management by contacting Franchisor’s management at 5405 Data Court, Ann Arbor,

MI 48108, 734-864-9799, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20. OUTLETS AND FRANCHISEE INFORMATION

TABLE NUMBER 1

**Systemwide 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	0	0	0
	2024	0	0	0
	2025	0	1	+1
Company Owned	2023	0	0	0
	2024	0	1	+1
	2025	1	1	0
Totals	2023	0	0	+0
	2024	0	1	+1
	2025	1	2	+1

TABLE NUMBER 2

**Transfers of Outlets from Franchisees to New Owners
(other than to Franchisor)
For Years 2023 to 2025**

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

TABLE NUMBER 3
Status of Franchised Outlets
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
Arizona	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1
Totals	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1

TABLE NUMBER 4
Status of company-owned outlets
For Years 2023 to 2025

State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired from Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of the Year
Michigan	2023	0	0	0	0	0	0
	2024	0	1	0	0	0	1
	2025	1	0	0	0	0	1
Totals	2023	0	0	0	0	0	0
	2024	0	1	0	0	0	1
	2025	1	0	0	0	0	1

TABLE NUMBER 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
Alabama	0	1	0
Arizona	0	1	0
Arkansas	0	1	0
California	0	1	0

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
Georgia	0	1	0
Kansas	0	1	0
Michigan	0	2	0
Nevada	0	1	0
New York	0	2	0
North Carolina	0	2	0
South Carolina	0	1	0
Texas	0	1	0
Totals	0	15	0

Exhibit F to this Disclosure Document includes the names, addresses and telephone numbers of all franchise owners as of December 31, 2025. Exhibit G includes the name, city and state, and the current business telephone number (or if unknown, the last known home telephone number) of every franchisee who had an outlet terminated, cancelled, not renewed or otherwise voluntarily or involuntarily ceased to do business under the Franchise Agreement between January 1, 2025 and December 31, 2025, or who has not communicated with us within ten weeks of the issuance date of this Disclosure Document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

Exhibit H lists the independent franchisee organizations that have asked to be included in this Disclosure Document. As of the date of this issuance, there are no organizations that have asked to be included in this Disclosure Document.

ITEM 21: FINANCIAL STATEMENTS

Exhibit B contains the consolidated audited financial statements of our affiliate, BFG Holdco, Inc. which guarantees our obligations to you, as of and for the years ended December 31, 2025, December 31, 2024, and December 31, 2023. Our fiscal year-end is December 31.

ITEM 22: CONTRACTS

The following contracts are exhibits within this Disclosure Document:

Exhibit A: Form of Agreements:

A-1 - Franchise Agreement and Addenda

A-2 - Promissory Note

A-3 - Confidentiality / Non-Disclosure Agreement

A-4 - General Release(s) – Upon Renewal or Assignment

Exhibit E: State-Specific Addenda

Exhibit I—Disclosure Questionnaire

ITEM 23: RECEIPTS

The final pages of this Disclosure Document (Exhibit L of the Disclosure Document) are detachable receipt pages acknowledging your receipt of the Disclosure Document. If these pages, or any other pages or exhibits are missing from your copy, please notify us immediately. You should sign both copies of the receipt. You should retain one signed copy for your records and return the other signed copy to your Franchise Seller, 5405 Data Court, Ann Arbor, MI 48108, 734-864-9799.

EXHIBIT A
TO FRANCHISE DISCLOSURE DOCUMENT

EXHIBIT A-1

HELPFUL HEROES FRANCHISE AGREEMENT



**HELPFUL HEROES FRANCHISE AGREEMENT
(the “Franchise Agreement”)**

SUMMARY PAGE

The following terms are used throughout this Franchise Agreement, its Exhibits and Addenda, and are defined as follows:

1. Helpful Heroes International, LLC, a Delaware Limited Liability Company, with its principal place of business at 5405 Data Court, Ann Arbor, Michigan 48108 (referred to in this Agreement as “we,” “us,” “ourselves,” “Franchisor,” or “Licensor”).
2. _____, (a sole proprietorship, limited liability company, corporation organized under the State of _____) whose principal address is _____ (referred to in this Agreement as “you,” “your,” “Franchisee,” or “Licensee”). If different than the principal address, the Approved Location address is: _____.

If Franchisee is an entity, its owners are:

Owner	Ownership Percentage

3. This Franchise Agreement is made and entered into on the last date executed by an authorized representative of Franchisor (the “Effective Date”).
4. The “Marks” referred to in Section 1.A of the Franchise Agreement shall refer to “Helpful Heroes” or other Marks at our discretion.
5. The “Initial Franchise Fee” referred to in Section 2.A of the Franchise Agreement is \$49,999. Total Initial Franchise Fee owed \$_____.
6. The “Initial Package Fee” referred to in Section 2.B is \$12,750. In addition, you are required to purchase the equipment and supplies listed on Exhibit K to the Franchise Disclosure Document.
7. The “Renewal Fee” referred to in Section 2.A and 11.A is twenty five percent (25%) of the then-current Initial Franchise Fee, per territory. The first Renewal of the Franchise Agreement shall not require a Renewal Fee. For the second and all subsequent Renewals of the Franchise Agreement, Franchisee shall pay the Renewal Fee.
8. The “Transfer Fee” referred to in Section 2.A and 10.B is twenty percent (20%) of the then-

current Initial Franchise Fee. Due at the time of Transfer.

9. The “Territory” referred to in Section 1.D of the Franchise Agreement will be defined by the following zip codes and attached map: **[insert map and zip codes here]**

This is to confirm your acknowledgement and understanding that zip codes and/or their boundaries change periodically, and in the event of a future change you may continue to market to an existing customer, who is now outside the Territory as a result of a zip code change. Provided, it will be your responsibility to clearly demonstrate that the customer was located in the Territory, when they first became a customer. _____ [INITIAL]

In the event a new ZIP code is created entirely within your existing geographic Territory, it will become a part of the Territory, and you may market in it. If a new ZIP code is created along the boundary of the Territory, and if at least one-third of the new ZIP code area is within the Territory, as indicated on the attached map, then you can market to the new ZIP code, with the understanding an adjoining HELPFUL HEROES franchise owner, who also has one-third of the new ZIP code in their previous Territory, may also be able to market in this new ZIP code. _____ [INITIAL]

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Exhibits:

Exhibit A –Designated Personnel

Exhibit B – Franchise Management Software License Agreement

Exhibit C – Telephone and Other Listing Agreement

Exhibit D – Guaranty and Assumption of Franchisee’s Obligations

Exhibit E – Spousal Guaranty

Exhibit F – Electronic Funds (EFT) Authorization

Exhibit G – State Addenda to the Franchise Agreement

Franchise Agreement

THIS FRANCHISE AGREEMENT is made and entered into on the Effective Date by and between the Franchisor and Franchisee.

1. INTRODUCTION, DEFINITIONS, ACKNOWLEDGMENTS, AND AWARD OF FRANCHISE.

A. INTRODUCTION.

We use, promote and license certain trade and service marks and other commercial symbols in operating businesses that offer residential and commercial repair, maintenance, and improvement services and other services in the United States, including but not limited to the trade and service mark(s) included in the Summary Page to this Franchise Agreement (collectively, the “Marks”). The Marks have gained and continue to gain public acceptance and goodwill, and we may continue to create, use, and franchise additional trademarks, service marks, and commercial symbols in operating Franchised Businesses, as defined below.

Through the expenditure of considerable time, we have established a system of marketing, promoting, advertising, managing, conducting, and operating businesses that performs repair, maintenance, and improvement services and other services primarily by firefighters, EMTs, or other independent contractors that successfully pass stringent background checks similar to those given to first responders (the “Services”) under the Marks for both residential and commercial buildings (the “Franchised Business,” or “Business”).

We award to persons, who meet our qualifications and who are willing to undertake the investment and effort, a franchise to own and operate a Franchised Business offering the Services and products we authorize and approve while utilizing our business formats, methods, procedures, signs, standards, specifications, and Marks (the “System”). We (or our affiliates) may enhance, expand, or otherwise modify this model and the System from time to time.

Following your evaluation of the System, you have expressed to us your desire to obtain the right to develop, own, and be franchised to operate a Franchised Business.

This Agreement governs the ongoing relationship between you and us.

B. DEFINITIONS AND ACRONYMS.

The following terms which are used in this Section and throughout this Agreement are defined as follows:

Affiliate: any person or entity directly or indirectly owned or controlled by, under common control with, or owning or controlling you or us. For purposes of this definition, “control” means the power to direct or cause the direction of management and policies.

Company Stores: A HELPFUL HEROES office that is owned by us or Hidrent.

Customer: Any person or company who purchases goods or services from you. It includes those who make the purchase on their own behalf as well as those who purchase on behalf of a third party.

Territory: The specific area where the Franchised Business is to be operated, which consists of a set of zip codes.

C. AWARD OF FRANCHISE.

You have applied for a franchise to own and operate a Franchised Business. Subject to all of the terms and conditions of this Agreement, we hereby award you a franchise (the “Franchise”) to operate a Franchised Business utilizing the System and the Marks in the Territory that you and we have agreed to as described on the Summary Page and in Section 1.D below. We will not allow another System franchisee or Company Store to perform work within your Territory unless you are not in full compliance with this Agreement.

The Franchise Agreement grants you the right to operate the Franchised Business only within the Territory defined in the Franchise Agreement.

The term of the franchise will be five (5) years (the “Initial Term”) commencing on the date of this Agreement.

You must at all times faithfully, honestly, and diligently perform your obligations under this Agreement. Except as stated herein, you must designate at least one (1) managing owner (the “Managing Owner”) who will be our primary individual contact with the Franchised Business and who we will approve in our sole discretion. A Managing Owner may, in our sole discretion, serve as the Managing Owner of more than one (1) Franchised Business that are owned by you; provided, however, that we may, in our sole discretion, require you to designate a person who will serve as the primary individual contact for this Franchised Business (the “Designated Manager”). We must approve of the Designated Manager in writing, which we may grant in our sole discretion. The Managing Owner and, if applicable, the Designated General Manager, must (a) successfully complete the training program as described in and required by this Agreement and (b) possess all required certifications and licenses within thirty (30) days of the completion of training. The Designated General Manager is not required to have an ownership interest in the Franchised Business. The Designated Manager must sign our prescribed form of confidentiality and non-compete agreement. The Managing Owner or, if applicable, the Designated Manager must continuously exert her/his full-time best efforts to manage, promote and enhance the Franchised Business, and such other Franchised Businesses as we permit in our sole discretion. Without our prior written permission, the Managing Owner and, if applicable, the Designated Manager, must not engage in any other business or activity that conflicts with their obligations to operate the Franchised Business on a full-time, year-round basis. In the case of multiple owners, the owner with day-to-day responsibility and authority to run the Franchised Business and with whom we will communicate shall be identified on the signature line as the first Managing Owner.

Before attending the Initial Training and/or upon any change to the legal entity ownership, you must submit to us a corporate resolution, or similar action, which states the name of the corporation or LLC, the legal names of all of the partners or shareholders, the percentage of ownership that each member controls, their place of residence, and their agreement to be bound by the terms of this Agreement. We charge the Administrative Fee to process all changes to the legal entity subsequent to the submission of an initial corporate resolution prior to the commencement of the Franchised Business. In the case of multiple Owners, you must submit a dispute resolution procedure acceptable to us in our sole discretion that states what you will do in the event that there is a conflict between any owners of the franchisee entity. In addition, at all times, the Owners who have executed this Agreement must control at least 67% of the franchisee entity. The remaining owners must sign a personal guaranty, written agreement to maintain confidentiality of the trade secrets and their agreement to abide by the covenant not to compete, as

described in Sections 6 and 13 of this Agreement. Any changes in ownership of the franchisee entity shall be subject to the transfer procedure set forth in Section 10 of this Agreement.

D. TERRITORY.

You recognize that the rights that are granted to you are for the operation of a Franchised Business, in a specific territory, and cannot be transferred to an alternative territory, without Franchisor's prior written consent. You shall establish and operate the Franchised Business within a protected territory identified in the Summary Page to this Agreement (the "Territory"). Except as provided for herein, we shall not operate, or franchise or license any third party the right to operate another Franchised Business within the Territory.

You must select your business office site within the Territory ("Office Site"), and we must approve such Office Site in our sole discretion. You may not locate your office outside of the Territory without our express written consent and if you do so, then we may charge you a Non-Compliance Fee or terminate this Agreement. You may relocate the Office Site within the Territory at your sole discretion but must immediately notify us of the change in address.

You may only advertise the Franchised Business and provide services to customers located within the Territory unless you request and receive our prior written approval. If we approve your request to provide services outside the Territory, which we may withhold for any reason, we may withdraw such approval at any time. Advertising, establishing an office, or servicing customers outside of the Territory in a manner that is not permitted by this Agreement ("Out-of-Territory Conduct") constitutes a default under this Agreement, and we may charge you our then-current Non-Compliance Fee for Out-of-Territory Conduct. This fee is in addition to, and not in lieu of, Franchisor's other rights and remedies for breach under this Agreement, including the right to terminate this Agreement.

E. RIGHTS WE RESERVE.

We and/or our affiliates retain, as we deem appropriate, the rights to:

1. establish and operate, and license third parties the right to establish and operate, other Franchised Businesses using the Proprietary Marks and System at any location outside of your Territory;
2. acquire, merge with, engage in joint ventures with, or otherwise affiliate with, and thereafter own and operate and franchise to others the right to own and operate, any business of any kind, including businesses that offer products or services that are similar to those provided by a Franchised Business, and to be acquired by such a business;
3. establish, solicit, market to, and build NORA relationships, whose offices may be located within your Territory as is further outlined in the Franchise Agreement;
4. sell and distribute, directly or indirectly, or license others to sell and distribute, directly or indirectly, any products, services, or merchandise, from any location or to any purchaser, through any channel or method of distribution (including, but not limited, to sales made by or through telemarketing, and/or on the internet);
5. offer and sell services and products anywhere that does not violate your Territory rights, in connection with this right, to exploit our Marks, name, reputation, and know-how; and

6. contact your customers who are delinquent in their payment of 90 days or more, initiate collection procedures on your behalf, take Royalties on Gross Sales collected and apply collection fees established in the Franchise Agreement; and
7. engage in any other activities authorized by and not expressly prohibited under the Franchise Agreement.

We do not currently operate franchised businesses providing the same services under different marks, but we reserve the right to do so. You acknowledge and agree that the Franchise Agreement does not grant you any right to (a) offer any product or service via e-commerce without our prior approval, (b) establish an independent website or to establish a URL incorporating the Proprietary Marks or any variation thereof, or (c) distribute, market, or implement our products and services in any channel of distribution not specifically identified in the Franchise Agreement.

F. NATIONAL AND REGIONAL ACCOUNT (“NORA”) PROGRAMS.

We have the exclusive right to negotiate and enter into agreements or approve forms of agreement to provide services to national or regional account (“NORA”) customers for the benefit of the System, and regardless of the aggregate contract amount of the services to be performed. The term NORA includes any customer which, on its own behalf or through agents, licensees, or other third parties, owns, manages, controls, or otherwise has responsibility for a business in more than one (1) location. Any dispute as to whether a particular customer is a NORA shall be determined by us in our sole discretion and our determination shall be final and binding. Following the execution of a contract with or the acceptance of a bid by a NORA customer which contemplates the provision of services to one (1) or more NORA customers who are located in your Territory, we may, if you are qualified to perform the services and conditioned upon your substantial compliance with the terms of the Franchise Agreement and any other applicable agreements, provide you the opportunity to perform such services pursuant to the terms and conditions of the NORA contract or on such terms and conditions as we, at our sole discretion, determine are appropriate. You agree to provide services to all NORA customer referrals within your Territory. You further agree to provide all services in strict adherence to performance and process standards and all service guidelines and performance standards of the NORA. You may be required to enter into a service agreement to participate in certain NORA programs.

If you are not able or not willing to provide services to a NORA customer in conformity with the terms and conditions of the NORA contract, or fail to make an election within the time we specify after being offered the opportunity, we have the right, exercisable in our sole discretion, to (i) provide, directly or through any affiliate or other franchisee or franchisor operated location, services to the NORA customer; and/or (ii) contract with another party to provide such services to the NORA customer. In either event, neither you nor the Franchised Business shall be entitled to any proceeds from the provision of services provided to the customer of a NORA.

We may manage or provide support services to national and/or regional accounts that require centralized oversight such as managing those relationships, answering calls placed to our toll-free number, or a national account on-line access system. In that case, we may charge you a National or Regional Accounts Fee (the “NORA Fee”) of up to five percent (5%) of Gross Sales generated by the account. The purpose of this fee is to defray the cost of providing national/regional account management services to the franchise system. We do not plan to charge a fee for simple referrals where we do not directly manage the relationship with the customer, but we reserve the right to do so.

G. OTHER BUSINESSES.

It is agreed and understood no other business or business operations may be undertaken through your legal entity or by the Managing Owner without our prior written consent. Owners, including the Managing Owner, may not own or operate any business which conducts services identical to or similar to us.

2. FEES AND OTHER MONETARY REQUIREMENTS.

A. INITIAL FRANCHISE FEE.

You shall pay us, at the time of execution of this Agreement, the Initial Franchise Fee indicated on the Summary Page of this Franchise Agreement. The Initial Franchise Fee is deemed fully earned by us upon execution of this Franchise Agreement and is non-refundable under any circumstance.

If you wish to purchase multiple Franchise Territories at the time you sign your first Franchise Agreement with us, then we will discount the Initial Franchise Fee for the additional Franchise Agreement(s) by \$10,000. The discount is only applicable if you purchase additional Franchise Territories at the same time as your initial Franchise purchase, and the discount will be applied to the Initial Franchise Fee for the additional territories only. The discount cannot be combined with any other discount and will not be granted toward any future Territory expansions.

We offer a Veteran discount to honorably discharged veterans of the United States armed forces and their spouses. We will discount the Initial Franchise Fee by twenty percent (20%) on the first territory purchased for those veterans and/or their spouses who have received an honorable discharge from the military. A copy of your DD214 will be required to receive this discount. This discount may not be used in conjunction with the Related Franchisee Discount.

If you are currently a franchisee in good standing, as determined by us, with one of our franchising affiliates (a "Related Franchisee"), then you may qualify to purchase a Franchised Business with a discounted initial franchise fee ("Related Franchisee Discount"). The Initial Franchise Fee for a Related Franchisee will be reduced by twenty-five percent (25%) of the then-current Initial Fee for Standard Franchises, and such discounted fee is limited to up to two (2) Franchises, which must be purchased at the same time. This discount may not be used in conjunction with any other discounts, including the Veteran or First Responders Discounts.

If you are acquiring your Franchised Business via transfer, you will not be required to pay the Initial Franchise Fee, but you or the seller must pay our then-current Transfer Fee. If this is a Renewal Term, you will not be required to pay the Initial Franchise Fee, but you must pay our then-current Renewal Fee for the second and all subsequent renewals.

B. INITIAL PACKAGE FEE.

You promise to pay us, or a vendor designated by us in our sole discretion, our then-current fee (the "Initial Package Fee") for specified equipment, products, supplies and services (the "Initial Package"), which monies shall be promptly due and payable before receipt of the Initial Package. The Initial Package consists of logo wear, stationery, digital marketing, consumables, promotional items, and our then-current convention allowance. The Initial Package Fee is non-refundable and deemed fully earned upon payment.

If this is a Transfer Term, you may be required to purchase the complete or a modified Initial Package, in our discretion.

If this is a Renewal Term, you will not be required to purchase the Initial Package, however, you may be required by us to purchase new or additional equipment, at your sole expense.

You are not required to purchase or lease a branded vehicle for use in the Business but we reserve the right to require you to do so in the future. If you use your own vehicle, it must be in good operating condition regardless of age of vehicle and meet our specifications. All vehicles must be rust and dent free. We reserve the right to inspect and approve all vehicles used in your Franchised Business, and we may require you to upgrade, refurbish or remodel your vehicles such that they comply with our System at any time. The low range in the above chart assumes that you have an existing vehicle that complies with our specifications that needs branding. All vehicle branding must be approved, and ordered through one of our authorized vendors.

C. ROYALTY.

Subject to the Minimum Monthly Royalty beginning in month 5 of the Term, you shall pay to us a tiered monthly royalty as follows (collectively, the “Royalty”):

Monthly Gross Sales	Royalty Amount
“Tier 1”: \$0 to \$15,000	8%
“Tier 2”: \$15,001 to \$50,000	7%
“Tier 3”: \$50,001 to \$100,000	6%
“Tier 4”: \$100,001+	5%

The Royalty will be assessed to you by the tenth (10th) of the month, or another day designated by us, based on the Gross Sales achieved in the prior month. The Royalty rate for each month will be assessed based on the Gross Sales Tier in which Gross Sales reached in the previous month. The Royalty will be assessed upon the date of the original invoice issued to the Customer, regardless of whether the invoice is paid in full. You must enter all work performed in the Software within twenty-four (24) hours of the start of the job. If you transfer the Franchise Agreement to a new owner, the Royalty for all jobs completed prior to the transfer must be paid on the day of closing, regardless of whether the invoice(s) is paid in full. On the effective date of termination of the Franchise Agreement, either by you or us, you must pay us the Royalty for all jobs. We will draft the Royalty from your bank account on the tenth (10th) day of the calendar month (or another day we may designate) for the preceding month. You must pay the Royalty by electronic funds transfer or by such other means as we may specify. We may periodically specify other dates for payment of the Royalty.

D. DEFINITION OF GROSS SALES.

You must report your Gross Sales each month. “Gross Sales,” as used in this Agreement, includes all revenue generated from operating the Franchised Business, whether in cash, in services in kind, from barter and/or exchange, or otherwise. All barter and/or exchange transactions for which you furnish Services and/or products in exchange for goods or services will, for the purpose of determining Gross Sales, be valued at the full retail value of the goods and/or services you provide. You may deduct from Gross Sales the amount of all sales tax receipts or similar tax receipts that, by law, are chargeable to customers, if these taxes are separately stated when the Customer is charged. You must pay Royalties only on the receipt of the cash, services in kind, barter and/or other exchange.

E. LATE REPORT FEE, LATE PAYMENT SERVICE FEE AND INTEREST.

If the Royalty or any other fee that is due is not available in your account for debiting when due, a late payment fee will be imposed of \$50, whichever sum is greater, for each day past due (“Late Payment Fee”). If you do not report your Gross Sales as required and/or you fail to submit your Royalty reports when due, a fee will be imposed of five percent (5%) of the amount due or \$50 per week for each week past due, whichever is greater (“Late Report Fee”). Additionally, interest will be imposed at the rate of eighteen percent (18%) per annum or the maximum rate permitted by applicable law, whichever is greater, on all amounts due from the date these amounts were originally due until the date paid (“Interest Fee”). If we debit your account for monies owed and there are insufficient funds available, we will also charge our current non-sufficient fund fee (“NSF Fee”). We can automatically debit your account for the Late Payment Fee, NSF Fee, Late Report Fee, Interest Fees and all other fees owed to us.

You acknowledge that this paragraph does not constitute our agreement to accept any payments after they are due or our commitment to extend credit to, or otherwise finance the operation of the Franchised Business. Notwithstanding the provisions of this Section, your failure to pay all amounts when due constitutes grounds for termination of this Agreement, as provided in Section 12.B. of this Agreement.

F. REQUIREMENT TO ACHIEVE A MINIMUM LEVEL OF GROSS SALES AND PAY MINIMUM MONTHLY ROYALTY.

You acknowledge and agree that we have awarded you this Franchised Business and Territory with the expectation that you will be able to develop a Franchised Business that will achieve a minimum level of monthly Gross Sales (the “Minimum Gross Sales”) in the Territory. Following your first full year of operations, and for the remainder of the Initial Term of this Agreement, the Business will be required to meet the following minimum monthly Gross Sales requirements (the “Minimum Gross Sales Requirement”), and you will be required to pay the minimum monthly Royalty required (“Minimum Monthly Royalty”), if the percentage Royalty set forth above in Section 2.C that is due and payable in any month is less than the Minimum Monthly Royalty that corresponds to your months in operation, as set forth in the below chart, in lieu of the percentage Royalty.

Months in Operation	Minimum Monthly Gross Sales Requirement Per Franchise Territory	Minimum Monthly Royalty Required
5 to 12 months	N/A	\$200
13 to 24 months	\$7,500	\$600
25 to 36 months	\$11,250	\$900
37 to 48 months	\$13,125	\$1,050
49 to 60 months	\$15,000	\$1,200
Greater than 61 months	\$16,875	\$1,350

If the Franchised Business fails to achieve the required Gross Sales Requirement during any consecutive three (3)-month period, we reserve the right to terminate the Franchise Agreement, establish another franchisee or Company Store in the Territory, reduce the Territory granted, or

allow another franchisee to advertise in your Territory. Neither the Franchisor, Company Store, nor other franchisees shall be liable for or obligated to pay you any compensation for doing so, and neither the Franchisor, Company Store, nor any franchisee will be considered in breach of any provision of this Agreement or any other agreement between you and us for exercising the remedies set forth in this paragraph, regardless of whether the monthly Minimum Gross Sales Requirement is achieved in the future.

The Minimum Gross Sales must be met for each Territory as described in the Summary Page of the Franchise Agreement.

If this is a Renewal Term, you will be required to meet the Minimum Monthly Gross Sales requirement for the “49 to 60 months” in year 1 of the Renewal Term, and Gross Sales must continue to grow at a rate of at least three percent (3%) per year in each year of the Renewal Term.

Once a Royalty or Minimum Monthly Royalty is paid, it is neither refundable nor applied to any future or past fees owed.

G. LOCAL ADVERTISING - CUSTOMER ACQUISITION AND RETENTION.

Recognizing the value of advertising to the image and growth of Franchised Business, we may, from time to time in our business judgment, provide you with sample advertising and promotional programs and select creative concepts and materials for use in connection with marketing the Franchised Business. These materials may include direct mailers, print advertising, brochures and other materials. The type, content, media, quality and amount of such advertising and promotional programs are within our best interest and judgment.

You must use our approved advertising and marketing materials or receive our written approval of any and all other advertising and marketing materials before their first use. In order to obtain approval of advertising and marketing materials, you must submit such proposed advertising material to us for review at least ten (10) business days before the proposed first use. If we take no action within such ten (10) business day period, the materials shall be deemed disapproved and you may not use such materials. The approval or disapproval is in our sole discretion. We also may, in our sole discretion, require you to immediately discontinue use of any advertising or marketing materials at any time, even if previously approved or provided by us. All advertising and marketing materials must meet our then-current standards and specifications. You must conduct all advertising in compliance with all required laws and regulations, including but not limited to, consumer privacy and data collection laws, the Telephone Consumer Privacy Act, Americans with Disabilities Act, laws and regulations regarding the use of artificial intelligence in advertising, etc. You are prohibited from using artificial intelligence tools in advertising unless expressly permitted in writing by us.

We may, in our sole discretion, offer and sell advertising, marketing, and promotional materials at any time. We reserve the right to require certain items, such as your vehicle, yard signs, and magnets reference the HELPFUL HEROES national toll-free number. You have no obligation to purchase any of these materials or forms from us, but you may be required to purchase such materials from approved or designated suppliers, or participate in our local marketing programs, like our call center and/or direct mail solicitations at your expense.

We have the right to formulate and design the content of the materials, and to discontinue the materials if, in our sole business judgment, we determine a more effective alternative method of advertising. Any other forms of advertising must be approved by us in writing. We may, with

thirty (30) days' notice to you, require that you use and pay for a call center that we authorize to answer incoming sales calls.

You will be required to spend between \$2,000 and \$10,000 in the first three (3) months of operation and at least \$24,000 in the first twelve (12) months of operation on local advertising and marketing for your Franchised Business ("Initial Launch Advertising"). Following completion of the Initial Training, you must spend a minimum of \$2,000 a month on local advertising and marketing. You are also required to be a member of at least one local or community-based business organization, such as your local Chamber of Commerce, BNI, Caerusnet, or similar organization, at your expense. We reserve the right to change this requirement from time to time.

In addition, we have established a Brand Marketing Fund (the "Brand Marketing Fund") for the common benefit of System franchisees. You will be required to contribute two percent (2%) of your Gross Sales monthly to the Brand Marketing Fund (the "Brand Marketing Fee") in the manner we prescribe. You must pay the Brand Marketing Fee on a monthly basis.

We will use the Brand Marketing Fees, in our sole discretion, to develop, produce and distribute national, regional and/or local advertising and to create advertising materials and public relations programs which promote, in our sole judgment, the services offered by HELPFUL HEROES franchisees. We have the sole right to determine contributions and expenditures from the Brand Marketing Fund, or any other advertising program, and the sole authority to determine, without limitation, the selection of the advertising materials and programs; provided, however, that we will make a good faith effort to expend Brand Marketing Fees in the general best interests of the System on a national or regional basis. We may use the Brand Marketing Fund to satisfy any and all costs of maintaining, administering, directing, preparing, producing, and implementing advertising, including the cost of: (i) preparing, producing, and implementing television, radio, magazine and newspaper advertising campaigns, the cost of direct mail and outdoor billboard advertising; (ii) public relations activities and advertising agencies; (iii) developing and maintaining an internet website; and personnel and other departmental costs for advertising that we internally administer or prepare. Nevertheless, we acknowledge that not all System franchisees will benefit directly or on a pro-rate basis from such expenditures, and we do not have any obligation to spend any amount on advertising in your Territory. While we do not anticipate that the Brand Marketing Fund will be used for advertising which is principally a solicitation for franchisees, we reserve the right to use the Brand Marketing Fund for public relations or recognition of the "HELPFUL HEROES" brand, for the creation and maintenance of a website, a portion of which can be used to explain the franchise offering and solicit potential franchisees, and to include a notation in any advertisement indicating "Franchises Available."

We may periodically assist HELPFUL HEROES franchisees to maintain high quality service through customer surveys, customer interviews, and other similar initiatives ("Surveys"). The cost of such programs will be borne by the Brand Marketing Fund. The cost of these programs may be charged directly to you if the results from a Survey fall below System established minimums for such Surveys.

We have the right to reimburse ourselves from the Brand Marketing Fund for such reasonable costs and overhead, if any, that we may incur in activities reasonably related to the direction and implementation of the Brand Marketing Fund, and for losses or litigation costs we may incur as a result of any franchisees' marketing or advertising activities that violate our

requirements, including violation of consumer privacy laws, TCPA actions, ADA compliance, the use of artificial intelligence in violation of a consumer privacy law, etc.

We are not required to contribute to the Brand Marketing Fund. We may, but are not obligated to, advance money to the Brand Marketing Fund to fund Brand Marketing Fund programs. In the event that we advance monies to the Brand Marketing Fund, we will determine, in our sole discretion, the manner and timing for the repayment, to us, of some, or all, of the funds we advance.

We will prepare on an annual basis, within one hundred and twenty (120) days of the end of the fiscal year, and make available to you upon written request, a statement of contributions and expenditures for the Brand Marketing Fund. The Brand Marketing Fund does not have to be independently audited.

There are currently no requirements for participation in an advertising council or any local or regional advertising cooperatives and, accordingly, you are not required to participate in one. However, we reserve the right to establish an advertising council or advertising cooperatives in the future and require your participation.

H. MANAGEMENT SOFTWARE LICENSING AGREEMENT AND FEES; COMPUTER SYSTEM; INTRANET.

Throughout the term of this Agreement, you must:

1. utilize our then-current franchise management software system in the operation of the Franchised Business, which may be developed by us or designated by us (the “Software”), unless we approve an alternate software supplier;
2. sign and maintain a quarterly renewable Software licensing agreement (attached as Exhibit B to this Agreement);
3. pay the then-current monthly Technology and Software Fee in the same manner and at the same time as you pay the monthly Royalty; and
4. utilize, sign a license agreement for, and pay for, any future proprietary software program we may designate for use with the System.

We have developed “HELPFUL HEROES Software”, which consists of software program(s) which you must use to schedule jobs, maintain customer records, create estimates, and invoices, and operate the HELPFUL HEROES business system. You are required to use our designated software for business management, which will be detailed in the Operations Manual, System Standards, or otherwise in writing. You are also required to use our then-current designated accounting software which is currently QuickBooks Online. In addition, you are required to follow our specified chart of accounts. We will have automatic password access to your financial reports on this system. You may not utilize any other accounting or reporting software that is not approved by us. We have the right to change these requirements at our discretion

We shall have the right to specify or require that certain brands, types, makes, and/or models of communications, computer systems, and hardware be used by you, including without limitation: (i) a compatible “back office” computer system that complies with our standards and specifications; (ii) a custom and proprietary point of sale system (the “POS System”), if we make such a POS System part of our proprietary operating system in the future; (iii) printers and other

peripheral hardware or devices; (iv) archival back-up systems; (v) internet access mode and speed; and (vi) physical, electronic, and other security systems (collectively, the “Computer System”). Currently, your Computer System must include a DSL or cable modem high-speed internet connection located at your Office Site that meets the requirements of the System Standards and for handling our then-current HELPFUL HEROES Software or other Required Software.

We shall have the right, but not the obligation, to develop or designate: (i) computer software programs and web-based applications you must use in connection with any component of the Computer System, including the Software, designated business management software and designated accounting software (the “Required Software”), which you shall install at your own expense; (ii) updates, supplements, modifications, or enhancements to the Required Software, which you shall install at your own expense; (iii) the tangible media upon which you record data; and (iv) the database file structure of the Computer System. You will be responsible for the payment of all fees associated with the Required Software, Computer System, Software and POS System.

At our request, you shall purchase or lease, and thereafter maintain, the Computer System, Software, and the Required Software. You agree to pay all fees associated with the use of Software and any other Required Software, which may be payable to us or our approved or designated suppliers. You expressly agree to strictly comply with our then-current standards and specifications for all items associated with your Computer System, Software and any Required Software, including any security software. You agree, at your own expense, to keep your Computer System in good maintenance and repair and install such upgrades, additions, changes, modifications, substitutions, and/or replacements to your Computer System or Required Software as we direct from time to time in writing. You agree that your compliance with this Section shall be at your sole cost and expense.

We may require that your Computer System be programmed to automatically transmit data and reports about the operation of the Franchised Business to us. We shall also have the right to, at any time without notice, electronically connect with your Computer System to monitor or retrieve data stored on the Computer System or for any other purpose we deem necessary. There are no contractual limitations on our right to access the information and data on your POS System, Software, and Computer System. You shall deliver to us all access codes, static internet protocol (“IP”) addresses and other information to facilitate our access to the data described in this Section within thirty (30) days of opening the Franchised Business. All client and customer data are property of the Franchisor and at the termination or expiration of this Agreement, any data not previously obtained by us shall be transmitted to us immediately. All client and customer data is property of the Franchisor and at the termination or expiration of this Agreement, any data not previously obtained by us shall be transmitted to us immediately. You only have the right to use customer data in connection with the Franchised Business, while the Franchise Agreement is in effect. In the event of a transfer, pursuant to Section 10 of this Agreement, you may transfer the customer data to the new owner as part of the going concern value of the Franchised Business. You must install and maintain adequate security measures and devices necessary to protect the customer data of the Franchised Business from unauthorized access or disclosure. You may not sell or disclose to any third party, any personal or aggregate information concerning any customers.

You must obtain the computer hardware necessary to implement the Software and any Required Software and comply with all specifications and standards prescribed by us regarding the Software and any Required Software as provided in the Operations Manual. We reserve the right to create additional proprietary software programs, which you must use in connection with the Franchised Business and are to be included as part of the Required Software, and to charge a fee for the maintenance and use of such Required Software (the “Technology and Software Fee”). This Software may be our proprietary product, and the information collected therefrom will be deemed our confidential information.

You are required to participate in any System-wide computer network, intranet system, or extranet system that we implement and may be required by us to use such computer network, intranet system, or extranet system to, among other things: (i) submit your reports due under this Agreement to us online; (ii) view and print portions of the Operations Manual, including any updates or modifications thereto; (iii) download approved local advertising materials; (iv) communicate with us and other franchisees; and (v) to complete any initial or ongoing training. You agree to use the facilities of any such computer network, intranet system or extranet system in strict compliance with the standards, protocols, and restrictions that we include in the Operations Manual, including those related to the encryption of confidential information and prohibitions against the transmission of libelous, derogatory or defamatory statements.

I. HIGH SPEED INTERNET CONNECTION, ELECTRONIC MAIL NETWORK, WEBSITE AND BUSINESS PHONE.

You promise to subscribe to, maintain, and utilize a DSL, cable, or satellite high speed internet connection and email network account with independent suppliers which periodically we approve. If you do not receive written approval within ten (10) days of our written receipt of your request, such supplier will be considered disapproved. You must use an email name that we have approved for all business-related correspondence. You also promise to use, subscribe to, and pay for, as directed by us, a customized website connected to our website and managed by our website provider. You may not attempt to redirect the customized website. You also promise to subscribe to, maintain, and utilize the phone model, type and provider that we designate as well as the phone service from the company we designate. As technology advances and new discoveries are made, we have the right to require that you use other technological items, as well as to designate the specific companies, models and/or types that you must use for these technological services.

You also promise to use, subscribe to, and pay for, as directed by us, a customized website connected to our website and managed by our website provider. You may not attempt to redirect any traffic on the customized website. You may not implement a website or URL for the Franchised Business either yourself or through a third-party provider. We have sole discretion and control over the website (including timing, design, contents and continuation). You are required to pay for the use of the website and other system-wide technology that we maintain which cost is included in the Technology and Software Fee which may be increased at our discretion.

We may, but are not obligated to, create interior pages on the website(s) that contain information about the Franchised Business and other Franchised Businesses. If we do create such pages, we may require you to prepare all or a portion of the page for the Franchised Business, at your expense, using a template that we provide. All such information will be subject to our approval prior to posting.

You agree to establish and maintain a separate profile, page or other presence on social media, such as with in connection with the Franchised Business in accordance with the System Standards. Prior to establishing such social media page(s), you are required to obtain our prior written approval of the content to be posted on such social media page(s). If such approval is granted by us, you must: (i) establish and operate such social media page(s) in accordance with System Standards and any other policies we designate in the Operations Manual or otherwise in writing from time to time; and (ii) utilize any templates that we provide to you to create and/or modify such site(s). We recommend, but do not require, that you update the social media page(s) at least monthly.

We shall have the right to modify the provisions of this Section. We may use a portion of the Brand Marketing Fund or the monthly Technology Fee to pay or reimburse ourselves for the costs incurred in connection with the development, maintenance and update of our website.

We will provide you with the business phone number and fax number to be used by the Business. This number will be forwarded to any device that you choose. As part of your local marketing, this number must be dedicated to your Franchised Business. You must maintain a twenty-four (24)-hour answering system on this business number, use an approved script for answering calls, and you must continually list the Franchised Business in the primary internet and telephone directory servicing the Territory and, at a minimum, to maintain a trademark listing advertising your Business in the primary directory servicing the Territory.

We currently offer a service through which selected phone calls to our toll-free phone number will be forwarded to you or us. In the offering of this service, we will use commercially reasonable efforts to maintain this service 24 hours per day, seven (7) days per week, subject to acts of God or circumstances beyond our reasonable control, including power outages and the unavailability of telephone services. In the phone routing process, we use commercially reasonable efforts to route calls from prospective customers requesting service in the Territory to you. We do not guarantee that every phone call requesting service in the Territory will be routed to you. We reserve the right to modify or terminate this service at any time, in our sole discretion, including, without limitation, the right to require that all customer calls be directed through our toll-free line or any other telephone number we designate. Currently, the cost of this toll-free number and forwarding call is included in the Technology Fee.

J. ADMINISTRATIVE FEE.

You must pay to us the then-current administrative fee (the “Administrative Fee”) upon your request or when we are required due to your actions or request, to amend the Franchise Agreement or when you ask us to consent to various transactions or to services for which a specific fee is not imposed elsewhere in this agreement or the System.

K. COLLECTION FEE.

We retain, as we deem appropriate, the right to contact Customers who are delinquent in their payment of ninety (90) days or more, initiate collection procedures on your behalf, and take the full amount of any Royalties owed to us from any amounts collected and apply collection fees up to an additional thirty-five percent (35%) (the “Collection Fee”) of the gross amounts collected on your behalf. We will credit you with any amounts collected, net of any Royalties and Collection Fees. You may not sue or otherwise hold us liable in any way for our pursuit of these collection procedures.

L. OUTSTANDING ROYALTIES AND FEES OF PREDECESSOR.

In the event you were awarded your Franchised Business as a result of your purchase of all or substantially all of the assets of the Franchised Business owned by a previous franchisee in the Territory, you promise to pay us the following fees if they are not timely paid by your predecessor:

1. Our then-current Transfer Fee to defray expenses we incur in the transfer; and
2. Any and all outstanding Royalties, amounts owed for purchases from us, Late Payment Fees, Late Report Fees, Interest Fees, NSF Fees, and any other fees owed, plus interest, as well as any applicable broker fees, whether incurred by you or by your predecessor franchisee.

M. NON-COMPLIANCE FEE

We have the right to assess our then-current fine amount for conduct that violates the terms of this Agreement, including, but not limited to, Out-of-Territory Conduct, use of unapproved equipment in operating the Franchised Business, selling or using unapproved Products or Services through the Franchises Business, misuse of the Marks, use of unapproved marketing materials, and other violations of franchisee's duties under the Franchise Agreement. The Non-Compliance Fee is currently up to \$1,000 per violation, or in the case of Out-of-Territory Conduct, a fine of the greater of (a) \$1,000 or (b) fifty percent (50%) of the total invoice amount on the default job. Three defaults may result in the termination of your Franchise Agreement. We reserve the right to waive the fine if the incident is deemed accidental. This fee may be in lieu or in connection with default and/or terminate your Franchise Agreement, and other available remedies set forth in this Agreement for your default.

O. NORA FEE.

We may provide services to national and/or regional accounts that require centralized overview and support, and for purposes of responding to requests and referrals for Services through our franchise system, managing those relationships, answering calls placed to our toll-free number or a national account on-line access system. In that case, we may charge you a National or Regional Accounts Fee ("NORA Fee") of up to five percent (5%) of Gross Sales generated by the account. The purpose of this fee is to defray the cost of providing national/regional account management services to the franchise system. We do not plan to charge a fee for simple referrals where we do not directly manage the relationship with the customer, but we reserve the right to do so.

3. TRAINING AND GENERAL GUIDANCE.

A. TRAINING.

Your Managing Owner and, if applicable, Designated Manager, must successfully complete our JumpStart initial training program (the "JumpStart Training Program") within two (2) months of signing this Agreement, before attending Initial Training (as defined below) and before the opening of the Franchised Business. The JumpStart Training Program is our preparation program that includes numerous pre-opening activities and may last two to four weeks, depending on the pace you establish to complete activities.

The JumpStart Training Program is a self-guided process, with additional guidance from our training team, along with our Operations Manual (as defined in Section 3.E of this Agreement) which we will loan to you. All JumpStart Training Program activities are to be completed before attending Initial Training. Most JumpStart activities will be conducted in your hometown by you

with assistance from our home office staff. You shall begin the JumpStart Training Program immediately upon your execution of this Agreement and the payment of all initial fees due. During the JumpStart Training Program, we will schedule Initial Training for you to attend at a later time. Initial Training sessions are typically offered each month. Final confirmation of your scheduled classroom training may be contingent upon your successful completion of the JumpStart program and activities.

We may waive your attendance at the Initial Training, in our discretion, if you already operate a Franchised Business and you purchase an additional franchise from us.

Before you begin operating the Franchised Business, we will furnish Initial training (the “Initial Training”) to the Managing Owner or, if applicable, the Designated Manager, at no additional fee. The Managing Owner or, if applicable, the Designated Manager must complete the Initial Training to our satisfaction and failure to do so will result in the termination of this Agreement. The Initial Training may not commence until you have paid all fees due to us and must be completed within four (4) months of the effective date of this agreement.

The Initial Training will last approximately five (5) days in duration at our headquarters, or another location designated by us. You will be responsible for all travel and living expenses that you and your employees/owners incur for this Initial Training.

In the event that you own multiple Franchised Businesses and have your Managing Owner already at another Franchised Business who has already completed the Initial Training, the Managing Owner will still be required to successfully complete the most recent online training modules essential to the role of ownership.

You may designate, with our approval and on a “space available” basis, additional persons to attend other sessions of the Initial Training for which you will be charged our then-current Initial Training fee. In addition, each person we approve to attend the Initial Training will be required to sign our then-current form of confidentiality and non-disclosure agreement before the start of training. The Initial Training fee will be due and payable before the start of the training program, and you will be responsible for the payment of all travel and living expenses incurred by your designees while training.

The Managing Owner or, if applicable, the Designated Manager, must attend the Convention every year it is offered. If you fail to attend the Convention, without our prior written permission, you must pay the Convention Non-Attendance Fee of \$1,000. The Managing Owner or, if applicable, Designated Manager also must attend periodic refresher training courses and/or regional conferences, not to exceed one (1) event per year, at the times and locations we determine, and for which we may charge fees. We will determine the duration, curriculum, and location of any such sessions. You will be responsible for all travel and living expenses that are incurred by you or your employees/owners while attending such sessions.

In the event that the Designated Manager terminates their employment with you, you are required to designate a successor for our written approval, which we will grant in our sole discretion, within ten (10) days of such termination. Such successor Designated Manager must attend the next available Initial Training. In the event that the successor Designated Manager does not successfully complete the next available Initial Training, you may appoint one (1) additional person as the successor Designated Manager. This second successor Designated Manager must attend and successfully complete the next available Initial Training. If this second successor Designated Manager does not successfully complete the next available Initial Training, you will

be in default of this Agreement and this Agreement will be subject to termination pursuant to Section 12 of this Agreement. At all times during the term of this Agreement, you must have employed at the Franchised Business a person who has completed the Initial Training program.

If this is a Renewal Term or if this is an additional Franchised Business being awarded to you, and your Managing Owner or, if applicable, the Designated Manager, have already attended Initial Training, the requirement that you attend the Initial Training is waived, except as described above with respect to the online training modules and continuing training obligations. In such cases, if your Managing Owner or, if applicable, the Designated Manager do attend Initial Training, you will be assessed our then-current training fee. You will also be responsible for all travel and living expenses that you and your employees/owners incur while training.

B. GENERAL GUIDANCE.

You will have access to information helpful to the operation of the Franchised Business based on reports you submit to us and/or inspections that we make. In addition, we may furnish guidance to you, to the extent we determine necessary in our sole discretion, on the following topics:

1. new products, services, and methods which we may have discovered or have developed for the System;
2. the purchase and use of supplies, uniforms, equipment, and products;
3. the formulation and implementation of advertising and promotional programs using such merchandising, marketing, and advertising research data and advice as we may periodically develop for use in your local market;
4. the financial and daily operation of the Franchised Business including its accounting and record keeping functions; and
5. other business and marketing advice.

This guidance will, at our discretion, be furnished in our confidential Operations Manual, bulletins, or other written materials, conferences, conventions, or other training sessions, toll-free telephone consultations, electronic communications, and in consultations at our office or the offices of the Business.

C. REFERENCE GUIDE.

The various elements of the System are incorporated into the Operations Manual, online training modules and the HELPFUL HEROES owner's intranet website (collectively, the "Operations Manual"). We also have a set of system standards that will contain mandatory and suggested specifications, standards, operating procedures, and rules (the "System Standards") that we prescribe periodically for the operation of a Franchised Business, and information on your other obligations under the Franchise Agreement and related agreements. We may modify the Operations Manual and System Standards periodically to reflect changes in the System and you will be required to follow the revised Operations Manual and System Standard standards.

You promise to keep your copies of the Operations Manuals and System Standard standards current and in a secure location in the principal office of the Franchised Business. If there is a dispute over the contents, the master copy of each of the Operations Manuals/System Standard standards that we maintain at our principal office will be controlling. You may not at

any time copy, duplicate, record, or otherwise reproduce any part of the Operations Manuals or System Standard standards. If all or any of the Operations Manuals or System Standard standards are lost, destroyed, or significantly damaged, you promise to obtain replacements at our then applicable charge.

D. DELEGATION OF PERFORMANCE.

You agree that we have the right to delegate the performance of any portion or all of our obligations and duties under this Agreement to designees, whether these designees are our agents or independent contractors with whom we have contracted to perform these obligations.

E. OPERATIONS MANUAL.

Upon attendance at the Initial Training, we will loan to you one (1) or more manuals, technical bulletins or other written or electronically recorded materials covering the proper operating and marketing techniques of the Franchised Business. Such written or electronically recorded materials, including the franchise owner's intranet website, plus all directives, books, pamphlets, bulletins, memoranda, order forms, packing slips, invoices, letters, e-mail, internet or Intranet data, or other publications, documents, software programs, video tapes, transmittances or communications, in whatever form (including electronic form) prepared by or on behalf of us for use by the franchisees generally or for you in particular, setting forth information, advice and standards, requirements, operating procedures, instructions or policies, as same may be added to, deleted or otherwise amended by us from time to time in our sole discretion, relating to the operation of the Franchised Business, are all considered as part of the "Operations Manual." You agree that the Operations Manual is specifically incorporated by reference into this Agreement and that it shall be considered a part hereof, and that you shall comply with the Operations Manual as an essential aspect of your obligations under this Agreement and failure by you to substantially comply with the Operations Manual may be considered a breach of this Agreement. To the extent that any terms in this Agreement conflict with those in the Operations Manual, this Agreement shall govern and supersede such conflicting terms.

You agree to use the Marks and System only as specified in the Operations Manual. The Operations Manual is the sole property of us and shall be used by you only during the term of this Agreement and in strict accordance with the terms and conditions hereof. You agree that such Operations Manual shall be deemed to be a trade secret and you shall not duplicate the Operations Manual nor disclose its contents to people other than your employees or officers who need the information contained therein to perform their jobs and who have signed a nondisclosure and noncompetition agreement in a form approved by us. You shall furnish copies of all such nondisclosure and noncompetition agreements to us immediately upon execution. You shall not make any paper or electronic copies of the Operations Manual without our prior written consent. You shall return the Operations Manual, together with all copies of any portion thereof, to us immediately upon the expiration, termination or assignment of this Agreement.

We reserve the right to revise the Operations Manual from time to time in our sole discretion as we deem necessary to update operating and marketing techniques or standards and specifications. You shall immediately update your copy of the Operations Manual as instructed by us and shall conform your operations with the updated provisions as soon as practicable, but no later than thirty (30) days after receipt of any updated information, unless otherwise agreed to in writing to us. You acknowledge that the master copy of the Operations Manual maintained by us

at our principal office shall be controlling in the event of a dispute relative to the content of any Operations Manual.

If all or any of the Operations Manual is lost, destroyed, or significantly damaged, you promise to obtain replacements at our then applicable charge.

4. MARKS.

A. OWNERSHIP AND GOODWILL OF MARKS.

1. You acknowledge that we own and have all rights to the Marks.
2. Your right to use the Marks is derived only from this Agreement and is limited to your operation of the Franchised Business in accordance and in compliance with this Agreement and all System Standards we prescribe from time to time during its term.
3. You promise to use only the Marks that we designate in writing, and to use them only in the manner that we authorize.
4. You agree that your use of the Marks, and any goodwill established by this use, will be exclusively for our benefit and that this Agreement does not confer any goodwill or other interest in the Marks upon you (other than the right to operate a Franchised Business under this Agreement). Upon expiration or termination of this Agreement, no monetary amount will be assigned as attributable to any goodwill associated with your use of the System and the Marks,
5. All provisions of this Agreement applicable to the Marks apply to any additional proprietary trade and service marks and commercial symbols that we authorize you to use.
6. The right and license of the Marks awarded to you under this Agreement is non-exclusive, and we may:
 - a. award other licenses and franchises for the Marks, in addition to those licenses and franchises already awarded;
 - b. use the Marks in connection with marketing and selling of any products and services as we deem appropriate; and
 - c. develop and establish other systems using the Marks, similar proprietary marks, or any other proprietary marks, and grant licenses thereto without providing any rights therein to you.

B. NOTIFICATION OF INFRINGEMENTS AND CLAIMS.

You promise to notify us immediately of any apparent infringement or challenge to your use of any Mark, or of any claim by any person of any rights in any Mark, and not to communicate with any person other than us and our attorneys, and your attorneys, in any infringement, challenge, or claim. We have sole discretion to take the action we deem appropriate and the right to control exclusively any litigation, U.S. Patent and Trademark Office (“USPTO”) proceeding, or any other administrative proceeding arising out of any infringement, challenge, claim or otherwise relating to any Mark. Provided that you have timely notified us of the claim or proceeding and complied with this Agreement as we determine in our sole discretion, we shall indemnify and hold you

harmless against reasonable litigation expenses incurred in connection with any such infringement, challenge or claim. If we, in our sole discretion, determine that you have not used the Marks in accordance with this Agreement, you will bear the cost of such defense, including the cost of any judgment or settlement. You promise to sign any and all instruments and documents, render the assistance, and do the acts and things that, in the opinion of our attorneys, may be necessary or advisable to protect and maintain our interests in any litigation or USPTO or other proceeding, or otherwise to protect and maintain our interest in the Marks, including, without limitation, becoming a nominal party to any legal action. Except to the extent that such litigation is the result of your use of the Marks in a manner inconsistent with the terms of this Agreement, we agree to reimburse you for your out-of-pocket costs in performing such acts.

C. LIMITATIONS ON YOUR USE OF MARKS.

1. You promise to use the Marks as the only identification of the Franchised Business, except that you must identify yourself as the owner of an independent entity in the manner that we prescribe.
2. You promise to affix the Marks upon such vehicles, uniforms, equipment, containers, fixtures, signs, stationary, advertising, sales/promotional materials, and such other objects, in such size, color, lettering style and fashion, and at such places as we may designate in the Operations Manual.
3. You promise to not use the Marks, or any words or symbols confusingly similar to them, as part of any corporate or other legal name or with any prefix, suffix, or other modifying words, terms, designs, or symbols. You may not use the Marks in connection with the sale of any unauthorized product or service, on an internet website of your own design, or in any other manner not explicitly authorized in writing by us.
4. Except as expressly provided in the Operations Manual, you may not display any other trademarks, logotypes, symbols, or service marks, nor may you use any other marks in connection with the Marks, or with the Franchised Business, without our prior written approval.
5. You promise that all advertising and promotional materials that you use will bear the appropriate “SM,” “TM,” “®,” or “©” registration symbol and/or such other appropriate notice of ownership, registration, or copyright as we may require.
6. You promise to submit to us, for our approval, the assumed or trade name (the “DBA”) you intend to use in the operation of the Franchised Business before filing for it as required by local laws. We may approve or disapprove such DBA at our discretion. The approved DBA is the only DBA that you may use. You may not use a different name under any circumstances, including as a domain name, URL address, marketing, or for any other function.
7. We, our affiliates, or our parent is the lawful and sole owner of all HELPFUL HEROES domains, including the domain name www.helpfulheroes.com. You cannot register any of the Marks that are now or in the future owned by us or any abbreviation, acronym or variation of the Marks, or any other name that could be deemed confusingly similar, as internet domain names. We retain the sole right to advertise the System on the internet and to create, operate, maintain and modify, or

discontinue use of any website(s) using the Marks. You may access our website. Except as we authorize in writing in advance, you may not: (i) link or frame our website; (ii) conduct any business or offer to sell or advertise any products or services on the worldwide web; or (iii) create or register any internet domain names in connection with your Franchised Business. The only exception is that you may list the Franchised Business in the local online directory.

8. In order to obtain approval of any use of the Marks, including all advertising containing any Marks, your identification or your DBA, you must submit such proposed use, identification or DBA to us for review at least ten (10) business days before the proposed first use. If we take no action within such ten (10) business day period, such use, identification or DBA shall be deemed disapproved. The approval or disapproval is at our sole discretion. We also may, at our sole discretion, require you to immediately discontinue use of any Mark, advertising, identification or DBA at any time, even if previously approved or provided by us.
9. You must submit and receive our written approval in advance for any person that you desire to act as a representative for you in connection with local promotion of the Franchised Business or Marks in a public media.

D. DISCONTINUANCE OF USE OF MARKS.

If it becomes advisable at any time in our sole discretion to modify or discontinue the use of any Mark and/or use one (1) or more additional or substitute names or marks, you must comply with our direction no later than ten (10) days after you have received notice. We will not be liable to you for any expenses, losses, or damages you sustain as the result of any such addition, modification, substitution, or discontinuance of a Mark, and you must not commence or join in any litigation or other proceeding against us for any such expenses, losses, or damages.

E. INTELLECTUAL PROPERTY IMPROVEMENTS.

You acknowledge and agree that we shall own all right, title and interest in and to any improvements in the Marks, Patents, and/or Confidential Information that may be created or discovered during the Term of this Agreement, regardless of who contributed to the improvements. By signing this Agreement, you agree to assign any such improvements to us immediately upon discovery, without compensation to you. You agree to take all necessary and required action to assist us in perfecting such ownership of the improvements.

5. CONFIDENTIAL AND PROPRIETARY INFORMATION.

A. CONFIDENTIAL INFORMATION.

1. We possess (and will continue to develop and acquire) certain confidential information (the “Confidential Information”) relating to the development and operation of Franchised Businesses. The Confidential Information includes (without limitation):
 - a. general operating procedures for a Franchised Business;
 - b. the proprietary Software and any other Required Software;
 - c. personnel guidelines for hiring, training, retaining, promoting, and supporting the marketing and sales staff;

- d. the training programs, including Initial Training;
 - e. written marketing and advertising materials, audiotapes, videos, and programs for their utilization;
 - f. knowledge of specifications and suppliers of certain equipment and supplies for the Franchised Business;
 - g. information on operating results and financial performance of Franchised Businesses other than your own;
 - h. The Operations Manual and the franchise owners' intranet website and its contents;
 - i. sales guidelines and strategies for developing business relationships in the insurance industry;
 - j. The Customer Information, as defined in Section 5.B below; and
 - k. Any other information we deem confidential.
2. You acknowledge and agree that you do not acquire any interest in Confidential Information, other than the right to utilize that which is disclosed to you in operating the Franchised Business during the term of this Agreement, and that the use or duplication of any Confidential Information in any other business would constitute an unfair method of competition. You also acknowledge and agree that the Confidential Information is proprietary, includes our trade secrets, and is disclosed to you only on the condition that you promise to, during and at all times after the term of this Agreement:
- a. not use Confidential Information in any other business or capacity;
 - b. maintain the absolute confidentiality of Confidential Information;
 - c. not make unauthorized copies of any portion of Confidential Information disclosed via electronic medium or in written or other tangible form;
 - d. adopt and implement all reasonable procedures that we prescribe from time to time to prevent unauthorized use or disclosure of Confidential Information, including, without limitation, restrictions on disclosure to employees of the Franchised Business and others; and
 - e. immediately upon the expiration or termination of this Agreement, return and cease using in any way all Confidential Information and provide us with immediate access to all computer or other electronic or other storage media, including without limitation, hard drives, memories, CDs, floppy disks, DVDs, zip drives, PDAs, jump drives or other peripheral drives and memory cards, containing any Confidential Information for the purpose of removing such Confidential Information or, if mutually agreed upon, surrender such devices to us.
3. The foregoing restrictions will not apply to the information that:
- a. is now public knowledge or hereafter becomes public knowledge through no fault of yours;

- b. is properly provided to you without restriction by a third party having no such restriction;
 - c. is required to be disclosed by order of a competent court or governmental authority, provided, however, that you provide us with prompt written notice of any claim or litigation that could give rise to such a requirement, you furnish only that portion of the Confidential Information that you are required to disclose, and you advise the governmental authority of your confidentiality obligations under this Agreement and seek to obtain appropriate protective orders or other assurance satisfactory to us of confidential treatment for the information required to be so disclosed.
- 4. You must disclose to us all ideas, concepts, methods, techniques and products concerning the development and operation of the Franchised Business that you, the Managing Owner, the Designated Manager, or employees conceive or develop during the term of this Franchise Agreement. We shall own the rights to all such ideas, concepts, methods, techniques and products, regardless of the source, and you must grant to us and agree to procure from your affiliates, owners or employees a perpetual, exclusive and worldwide right to use such ideas, concepts, methods, techniques and products concerning the development and operation of the Franchised Business that you or your employees conceive or develop during the term of this Agreement. You must sign all documents we request to evidence our ownership or to assist us in securing intellectual property rights in such ideas, concepts, techniques or materials. We will have no obligation to make any lump sum or on-going payments to you with respect to any such idea, concept, method, technique or product. You must agree that you will not use, nor will you allow any other person or entity to use any such concept, method, technique or product without obtaining our prior written approval.

B. PROPRIETARY INFORMATION/CUSTOMER LISTS/ INBOUND AND OUTBOUND CALL LISTS.

You acknowledge and agree that we own any and all Customer lists and their contents that we provide to you and/or that you subsequently develop during the normal course of operating the Business. You promise to keep an up-to-date list of all current and former Customers in the Software, including their name, telephone number, complete mailing address, frequency of service, last date serviced, and price of service (“Customer Information”). You acknowledge and agree that we have available to us through the Software, an electronic copy of a complete list of current and former Customers, including their name, telephone number, complete mailing address, frequency of service, last date serviced, and price of service, and other information concerning such Customers. You acknowledge and agree that we may have available to us through the phone company that we designate a listing of all inbound and outbound calls. The information will be utilized periodically in the development and execution of various marketing strategies for the mutual benefit of you and us. We retain sole discretion in the development of all marketing strategies. You promise not to use any Customer Information for any purpose other than in the normal operation of the Business without our prior written approval. You may not file suit against any of our Customers without our prior express written permission. We reserve the right to communicate with people on the Customer list. You are required to safeguard such Customer Information using commonly accepted practices in the commercial services industry as well as

comply with all applicable laws regarding data protection and our then-current data privacy policy, if and as it may be established and amended from time to time in our sole business judgment. If there is a suspected or actual breach of security or unauthorized access involving the Customer Information of your Business (a “Data Security Incident”), you must notify us immediately (and no later than 24 hours) after becoming aware of such actual or suspected occurrence and specify the extent to which Customer Information was compromised or disclosed. You must comply with our instructions in responding to any Data Security Incident. We (and our designated affiliates) have the right, but no obligation, to control the direction and handling of any Data Security Incident and any related investigation, litigation, administrative proceeding or other proceeding at your cost and expense.

C. ARTIFICIAL INTELLIGENCE

You will not, except as authorized by us in writing in our Operations Manual or Brand Marketing Guidelines, utilize any generative artificial intelligence software, tools, or technologies, including, natural language processing, deep learning algorithms, or machine learning or other open source models (“AI”), including by way of example only but not limited to ChatGPT, Google Gemini, Microsoft Copilot, and Perplexity AI, directly or indirectly in the operation of the Business, including without limitation, in advertising, promotion, or marketing of the Business or the System, communications with customers and/or with us, business planning, analysis or optimization, or in any social media. You acknowledge and agree not to upload or share any Confidential Information (including any inputs of information containing trade secrets, sensitive confidential information or personal information such as without limitation the Operations Manual) with any unapproved third-party platforms, including through AI, except as authorized by us in writing in our Operations Manual or Brand Marketing Guidelines. In addition, you shall prohibit your employees from using any Confidential Information in AI. In the event you utilize any AI, with or without our prior written consent, you shall comply with all laws applicable to such use, including without limitation, all trademark, copyright, and biometric laws, and shall not infringe upon the intellectual property of a third party, or use such intellectual property without appropriate authorization and attribution. You are further expressly prohibited from recording, including through use of AI software, any meetings with us, our affiliates and/or members of our or their staff without our prior written consent.

6. COVENANTS NOT TO COMPETE.

A. FOR YOU.

During the term of this Agreement, you and your Managing Owner, your Designated Manager (if applicable), immediate family members, and Service Technician (if applicable) shall not:

1. engage as an owner, partner, shareholder, director, officer, employee, consultant, agent, or in any other capacity in any other business or activity other than your employment as a first responder/firefighter and you cannot have an interest in or business relationship with any competitor of HELPFUL HEROES, otherwise defined as any business offering residential and commercial repair, maintenance, and improvement services and other services that are the same as or similar to the services sold by the Franchised Business (except for other franchises or authorizations we enter into with you);

2. use our Confidential Information, System, franchise owners' intranet website, the Software, Operations Manual, Marks, Customer lists, Customer Information, trade secrets, trade dress, proprietary knowledge, or know-how, or any colorable imitations, in the design, development, or operation of any business other than the Franchised Business franchised hereunder, unless specifically authorized by us;
3. Divert or attempt to divert any business or customer of the Franchised Business to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Marks or the System.
4. Additionally, if you are a corporation, limited liability company, partnership, or other entity, each of your owners, owner's spouses, members and member's spouses, or officers must personally guarantee your obligations under the Franchise Agreement and agree to be bound personally by every contractual provision, whether containing monetary or non-monetary obligations, including the covenant not to compete.

B. YOUR EMPLOYEES.

At the start of their employment, you must require, as consideration for employment, each of your employees, Managing Owner, Designated Managers, Service Technicians (if applicable), sales and/or account management employees to sign non-disclosure and confidentiality agreements that we have specified or approved. Such agreements will prohibit disclosure, by the employee to any other person or legal entity, of any trade secrets, customer lists, or other information, knowledge, or know-how regarding the System or the operation of the Business, which is deemed confidential and/or proprietary by us. Such employee non-disclosure and confidentiality agreements will, to the fullest extent permitted by applicable law, prevent employees from servicing or soliciting any of the customers of your Business, except in their capacities as employees of the Business. We may require you to send us a copy of such agreements once fully signed.

An essential component of our System is that all individuals providing Services to customers, whether they are employees or independent contractors, are firefighters, EMTs, or other independent contractors that successfully pass stringent background checks similar to those given to first responders. You are responsible for all hiring and staffing decisions and must abide by the qualification requirements set forth in our Operations Manual.

C. OUR RIGHT TO ENFORCE NON-COMPETITION COVENANTS.

You agree and acknowledge that a violation of the covenants not to compete as listed in this Section and/or in Section 13.D will result in immediate and irreparable injury to us for which no adequate remedy at law will be available. Accordingly, you consent to the entry of an injunction prohibiting any conduct by you in violation of the terms of the covenants not to compete. Further, you expressly agree that the existence of any claims you may have against us, whether or not arising from this Agreement or otherwise, will not constitute a defense to the enforcement by us of these covenants not to compete. You promise to pay all costs and expenses (including reasonable attorneys' and experts' fees) incurred by us in connection with the enforcement of these covenants not to compete, if you are found to be in violation of your confidentiality and/or your non-competition obligation(s) under this Agreement. The protection awarded in this Section

and/or in Section 13.D will be in addition to, and not in lieu of, all other protections for such trade secrets and confidential information as may otherwise be afforded in law or in equity.

The parties expressly agree that the time and geographical limitations contained in this Section and in Section 13.D are reasonable and necessary to protect us and other franchisees from unfair competition if this Agreement expires or is terminated for any reason.

7. SYSTEM STANDARDS.

A. COMPLIANCE WITH SYSTEM STANDARDS.

You acknowledge and agree that the operation and maintenance of your Franchised Business according to System Standards is essential to preserve the goodwill for the Marks and all franchisees. Therefore, at all times during the term of this Agreement, you agree that the Managing Owner or, if applicable, the Designated Manager, devote your full-time best efforts to operate and maintain your Business according to each and every System Standard, even if you believe that a System Standard is not in the System's or your franchise's best interests. System Standards may be periodically modified and supplemented during the term of this Agreement, and you must comply with any such changes immediately upon notice to you. Furthermore, you must use your best efforts to ensure that your employees and representatives conduct themselves, during business hours and/or whenever they are in a vehicle or a company uniform bearing the Marks, in a manner which is consistent with the professional and ethical image of the System.

You will offer and provide all of the Services that we periodically require for franchisees, and in the manner we prescribe.

System Standards, to be specified and periodically amended in the Operations Manual or otherwise in writing, may include, without limitation, standards and specifications regarding:

1. use and display of the Marks;
2. Services and products which we authorize you to sell to the public;
3. the use of supplies and equipment;
4. a dress code, during business hours, for you, your employees and your representatives;
5. suppliers and vendors you may use for advertising, inventory, equipment, technology, the purchase of uniforms for you, your employees and your representatives, and other services or products you may use in the operation of the Business;
6. vehicle type, model, color, supplier, trademark representation, and appearance (no rust or body damage). These specifications are included in our Operations Manual. All vehicles purchased or leased for the Franchised Business are to be, and maintained, in a "good" condition as defined by KELLY BLUE BOOK ("good" condition means that the vehicle is free of any major defects). The paint, body and interior must have only minor (if any) blemishes, and there may not be any major mechanical problems. In states where rust is a problem, this should be very minimal. All vehicles used in connection with the business are to be decaled as required by us and the decals are to be free of defects. You will be required to

- submit photos of all vehicles used in connection with the Franchised Business in the manner and format we prescribe;
7. business forms and stationary;
 8. designated and approved suppliers for business assets and supplies using our Marks;
 9. designated suppliers for vehicles, equipment and supplies;
 10. types and amounts of insurance coverage;
 11. compliance with applicable laws including obtaining required licenses and permits, payment of all taxes, assessments, fees, fines, and penalties arising out of the operation of the Franchised Business;
 12. adhering to good business practices, observing high standards of honesty, integrity, fair dealing, and ethical business conduct in all dealings with customers (including, but not limited to, maintaining, at all times, professional behavior with all Customers, vendors and our personnel), suppliers, and us, and notifying us if any action, suit, or proceeding is commenced against you or your legal entity;
 13. general operations including maintaining, at a minimum, Monday through Friday 8:00 AM to 5:00 PM business hours, sales, marketing, advertising, and promotional programs, call center usage, phone type/model/provider, and materials and media used in these programs, personnel practices, bookkeeping, accounting, data processing, and record keeping systems, and forms, methods, content, and frequency of reports to us of sales and financial performance, and the furnishing of tax returns related to the Franchised Business and other operating and financial information to us;
 14. respond to any and all customers' inquiries or complaints within one (1) business day, and resolve it within seven (7) days of the initial complaint, to reasonably ensure positive customer relations and maintain the goodwill of the System, even when such response may necessitate re-performing a task not completed to the Customer's satisfaction or a refund of moneys received;
 15. any other aspect of the operation and maintenance of your Franchised Business that we determine periodically to be useful to preserve or enhance the efficient operation, image, or goodwill of the Marks and the System;
 16. public figures you choose in connection with local promotions;
 17. use of a phone system, computer, electronic mail, and website that meets our requirements, as periodically updated;
 18. marketing, advertising, and promotional material prepared by you;
 19. number of employees and independent contractors to necessary provide prompt courteous service, and assurance that each employee and independent contractor is an active firefighter or passes a background check to our satisfaction, as this is core to the mission of Helpful Heroes;
 20. timing of the training of other employees for the Franchised Business;

21. necessary amounts of working capital; and
22. any other aspect of the operation and maintenance of your Franchised Business that we determine periodically to be useful to preserve or enhance the efficient operation, image, or goodwill of the Marks and the System.

You agree to refrain from committing any act or pursuing any course of conduct that tends to bring our Marks into disrepute.

You must use your best efforts to promote and increase the demand for Franchised Business. All of your advertising and promotion must be completely factual and conform to the highest standards of ethical advertising. You agree to refrain from any business or advertising practice which may be injurious to the Franchised Business, or the goodwill associated with the Marks and System.

You are solely responsible for: (a) selecting, retaining and paying your employees and independent contractors and insuring that they meet with the System's qualifications; (b) the payment of all invoices for the purchase of goods and services used in connection with operating the Franchised Business; and (c) determining whether, and on what terms, to obtain any financing or credit that you deem advisable or necessary for the conduct of the Business. You agree to pay all current obligations and liabilities to suppliers, lessors, and creditors on a timely basis. You agree to indemnify us in the event that we are held responsible for debts owed by you if we elect to pay any of your obligations in order to preserve the relationship between system suppliers and franchisees. You agree to make prompt payment of all federal, state and local taxes, including individual and corporate taxes, sales and use taxes, franchise taxes, gross receipts taxes, employee withholding taxes, FICA taxes, personal property and real estate taxes arising from your operation of the Franchised Business. You agree to indemnify us in the event that we are held responsible for these taxes.

You shall meet and maintain the highest safety standards and ratings applicable to the operation of the Franchised Business. You shall furnish to us within two (2) days of your receipt thereof, a copy of all inspection reports and any violation or citation that indicates your failure to maintain federal, state, or local safety standards in the operation of the Franchised Business.

You acknowledge that we have developed the System to offer and sell Services that will distinguish the Franchised Business from other businesses that offer similar services valued at different prices and with less attention paid to service quality and customer service. You agree to offer Services and to operate the Franchised Business in such a manner that emulates and enhances the image we intend for the System. You further acknowledge and agree that each aspect of the System is important not only to you but also to us and to other franchisees in order to maintain the highest operating standards, achieve system-wide uniformity and increase the demand for the Services rendered by franchisees. You agree to comply with the standards, specifications and requirements we set forth in order to uniformly convey the distinctive image of a Franchised Business.

You must notify us, in writing, within five (5) days of the commencement of any action, suit or proceeding and the issuance of any order, suit or proceeding of any court, agency or other government instrumentality, including the receipt of any notice or citation, which may adversely affect the operation or financial condition of you or the Franchised Business.

B. MODIFICATION OF SYSTEM STANDARDS.

You acknowledge and agree that the System must continue to evolve to reflect changing market conditions and to meet new and changing consumer demands. As a consequence, changes, modifications, and variations to the Systems Standards may be required periodically to preserve and enhance the public image of the System and enhance the operational efficiency of all franchisees.

You, therefore, agree that we may periodically, and upon reasonable notice to you, add to, modify, phase out, or change the System, including without limitation, the adoption and use of new or modified trademarks, uniforms, signs, vehicle types, telephone numbers and technologies, products, equipment, services, techniques, proprietary software, non-proprietary software, methodologies and sales strategies. You promise to promptly accept, implement, use, and display in the operation of your Franchised Business, all such additions, modifications, and changes at your expense.

All products and materials must meet System Standards and specifications for representation of the Marks and be pre-approved by us regardless of the supplier.

Use of products and materials that have not received our prior written approval and/or do not meet our standards and specifications can result in the termination of this Agreement. Standards and specifications are updated periodically at our sole determination and are made available to you on our HELPFUL HEROES owners' intranet website and in the Operations Manual.

C. INSURANCE.

Before attending either the Initial Training, you promise to purchase and maintain in full force and effect throughout the term of this Agreement and at your expense, insurance protecting you, your employees, and us, our officers, and our employees, against loss, liability, fire, personal injury, death, property damages, or theft arising from, or occurring in connection with, the operation and promotion of the Franchised Business. You acknowledge and agree that (a) the insurance you will maintain reflects the minimum amounts of coverage we require, (b) these minimums are not meant to reflect the actual needs you may have, and (c) it is your responsibility to carefully evaluate if these minimums will adequately meet your needs.

All policies will be written by an insurance company(ies) that is/are licensed in the state in which you are doing business, and that has an A.M. Best rating of "A" or better. Currently, you are not obligated by the terms of this Agreement to purchase your insurance from any specific provider, although we reserve the right to specify the specific provider that you must use in the future.

Our current requirements are included in the Operations Manual.

The insurance levels required are the minimum levels you must maintain for the Franchised Business. We may, periodically, determine and modify the minimum insurance limits and require different or additional kinds of insurance to reflect changes in insurance standards, normal business practices, higher court awards and other relevant circumstances. To gain adequate protection, you should discuss with your insurance agent and financial advisor to determine if your personal situation requires you to maintain coverage in excess of the minimums that we require. If any lease or Customer contract requires an insurance policy amount to be higher than the amounts we have listed above, you must obtain the highest amount for such policy.

All general liability insurance policies will name us, BELFOR Franchise Group, LLC, BELFOR USA Group Inc., and our designated affiliates, employees, officers and directors as additional insureds, and will contain no provision which in any way limits or reduces coverage for you if a claim is made by any one (1) or more of the Indemnified Parties, as defined in Section 14.C of this Agreement, and will extend to and provide indemnity for all obligations assumed by you and all items for which you are required to indemnify us, will be primary to and without right of contribution from any other insurance purchased by the Indemnified Parties, and will provide, by endorsement, that we receive at least thirty (30) days' notice of any intent to cancel or materially alter any policy.

At least ten (10) days before attending Training, commencing the operation of the Franchised Business, whenever a change is made to your policy, and before expiration of any insurance coverage, you promise to have your insurance provider send us a copy or certificate or other acceptable proof of such insurance. If you do not maintain the required insurance coverage, or do not furnish us with satisfactory evidence of insurance coverage and premium payments, we may obtain, at our sole option and in addition to our other rights and remedies under the Franchise Agreement, any required insurance coverage on your behalf. We are under no obligation whatsoever to obtain such insurance, but if we do so, you must fully cooperate with us in our efforts and must promptly sign all forms required to obtain or maintain the insurance. You must also allow any inspections of your Franchised Business required to obtain or maintain the insurance. Finally, you must pay us, on demand, any costs and premiums we incur in obtaining insurance on your behalf. Neither your obligation to maintain insurance coverage nor our maintenance of insurance on your behalf will reduce or absolve you of any obligations of indemnification described in the Franchise Agreement. You must promptly report all material claims, or potential claims, against you, any Indemnified Party or us, to the insurer and to us.

You may not commence your Franchised Business until you have provided the certificates of insurance or other acceptable proof of all insurances. You may not reduce the policy limits, restrict coverage, cancel, or otherwise alter or amend any insurance policy without our written consent.

You must provide us with copies of any insurance claims or insurance cancellations within twenty-four (24) hours. You have a twenty-four (24)-hour opportunity to cure any lapses in insurance coverage. No insurance policy must be subject to cancellation, termination, non-renewal or material modification, except upon at least thirty (30) days prior written notice from the insurance carrier to us. We have the right to increase or otherwise modify the minimum insurance requirements upon thirty (30) days prior written notice to you, and you shall comply with any such modification within the time specified in said notice.

D. RECORDS, REPORTS AND FINANCIAL STATEMENTS.

We require you to use the Software, or other Required Software as we designate, for maintaining Customer records for the Franchised Business. We have confidential access to your databases and related information from the Software, which we use to compute the Royalty due on Gross Sales, and to make other evaluations and verifications. In addition, you promise to establish and maintain, at your expense, an accounting system that conforms to the requirements and formats that, from time to time, we prescribe. You shall furnish to us, in the manner and format that we require:

1. an income statement, profit and loss statement, and cash flow statement within forty-eight (48) hours of request;
2. on the fifth (5th) day of each month, a report of Gross Sales obtained in the prior month;
3. on the fifteenth (15th) day of each month of the Franchised Business' operation, an un-audited income statement for the preceding calendar month, in a form satisfactory to us, and such additional reports as we may require;
4. within ninety (90) days after the close of your fiscal year, a complete income statement and other financial statements in a form we may prescribe in our sole discretion;
5. within ten (10) days of our request, exact copies of any state, federal, or other income tax returns covering the operation of the Franchised Business, as well as the state, federal and other income tax returns from any additional business(es) you own which we may need to review to ensure all Gross Sales have been accurately reported;
6. by November 1 of each year, financial projections and a marketing plan for the upcoming year in the form we may prescribe in our sole discretion; and
7. any other reports we may require in the future.

Your fiscal year must end on December 31. You promise to verify and sign each report and financial statement in the manner that we prescribe. We can disclose data derived from these reports without specifically identifying you or the Business (unless we have your written consent to do so). We can require you to have audited financial statements prepared on an annual basis if you fail to comply with any provision of this Agreement. In addition, if you fail to provide the information listed above as requested, we may require you to give us independent access to your specific online accounting software, so we may obtain the required financial reports, for which there may be a fee. Finally, you will allow us, as we deem appropriate, timely access to your copy of any computer systems that you maintain, to retrieve all information relating to the operation of the Franchised Business.

You are required to use our designated accounting software, which is currently QuickBooks Online and is subject to change. In addition, you are required to follow our specified chart of accounts. We will have automatic password access to your financial reports on this system. You may not utilize any other accounting or reporting software that is not approved by us. We have the right to change these requirements at our discretion.

You shall maintain all records, reports, and financial statements for a period of five (5) years during and following the termination, transfer, or expiration of this Agreement.

E. COMPLIANCE WITH LAWS.

You will, at your expense, secure and maintain in force all required licenses, permits, and certificates relating to the operation of the Franchised Business and shall operate the Franchised Business in full compliance with all applicable local, state and federal laws, rules and regulations. You must, at your expense, comply with all federal, state, and local laws and regulations that apply to businesses in general, including by way of example only and without limitation, the American with Disabilities Act (ADA), the CAN-SPAM Act, the Telephone Consumer Protection Act

(TCPA), the Telemarketing Sales Rule (TSR), and other applicable laws, rules and regulations that relate to customer solicitation, marketing communications data security and privacy (including but not limited to the use, storage, transmission, and disposal of data regardless of media type). You must also comply with payment card industry (PCI) standards, norms, requirements and protocols, including PCI Data Security Standards. It is your responsibility to investigate the federal, state and local laws and regulations that pertain to your business. You must maintain your license(s) in good standing with the licensing authority for the entire term of this Agreement and all renewals.

You will notify us in writing within five (5) days of the commencement of any action, suit, or proceeding for the issuance of any order, writ, injunction, award or decree or any court, agency or other governmental instrumentality which may adversely affect the operation or financial condition of the Franchised Business.

F. AUTHORIZED PRODUCTS, SERVICES, SUPPLIES AND EQUIPMENT

You shall offer and sell all products, services, supplies, equipment, and related items that we require. You shall have the right to suggest new services, products, or other developments to us for use in yours and other Franchised Businesses. You shall have no right to offer any products or services to customers or use any new developments until we have had the opportunity to evaluate the new services, products, or developments and provide you written approval for their use and standards and specifications with respect to their use. All new services, products, or other developments, whether they be of your, your principals' or your employees' original design or variations of existing patents, products, services or techniques, shall be deemed works made for hire and we shall own all rights in them. If these services, products or developments do not qualify as works made for hire, by signing this Agreement, you assign to us ownership of any and all rights in these services, products, or developments and the goodwill associated with them. You shall receive no payment or adjustment from us in connection with any new services, products, or other developments.

Franchisee may request approval of a supplier under Franchisor's published procedures, which include inspection of the proposed supplier's facilities and testing of product samples. Franchisor or the independent testing facility Franchisor designates may charge a fee for the testing. Franchisor may also charge a fee, currently a minimum of \$500, for Franchisor's services in making a determination on the proposed supplier, including the costs of inspection of the supplier's facilities, evaluation of the test results, and a background check of the supplier. We will notify you in writing of our approval or disapproval within ten (10) days of receipt of the materials and your written request. We have no obligation to approve any particular products, service or supplier. If you do not receive approval within ten (10) days, you should consider the materials disapproved. All products and materials must meet the quality of our current suppliers, and correctly bear the Marks. Franchisor reserves the right, at its option, to reinspect the facilities and products of any approved supplier, and to revoke approval if the supplier fails to continue to meet any of Franchisor's criteria. Franchisor may receive fees and other payments from suppliers and others in connection with Franchisee's purchases and may use the fees for Franchisor's own purposes.

Franchisee authorizes the release of all supplier records to Franchisor without notice to Franchisee. Franchisee grants Franchisor the right to communicate with suppliers without notice to Franchisee, and to obtain and examine all records of any supplier relating to Franchisee's purchases from the supplier.

8. INSPECTIONS AND AUDITS.

A. OUR RIGHT TO INSPECT THE BUSINESS.

To determine whether you are complying with this Agreement and all System Standards, we have the right at any time during business hours to perform an on-site inspection of your business at your Office Site, and any other locations through which the Franchised Business is operated. During such inspection, we may: (i) participate in quality checks of home field services; (ii) interview employees; or (iii) review (a) your books and records, (b) your promotional materials and media advertising, (c) your personnel files and practices, and/or (d) any and all components of the Franchised Business.

You promise to cooperate fully with us in any inspection of your Franchised Business, and we promise to use our best efforts to not interfere with the operation of your Franchised Business.

B. OUR RIGHT TO AUDIT.

We have the right at any time during business hours, and without prior notice to you, to inspect and audit, or cause to be inspected and audited, any and all financial statements, reports, income tax records, sales tax records, payroll records, software databases, and other records. You promise to cooperate fully with our representatives and independent accountants we hire to conduct any inspection or audit.

If any inspection or audit discloses an understatement of Gross Sales, we can debit your account, as provided in Sections 2.C and 2.H of this Agreement, for the Royalty and Brand Marketing Fees which are due on the amount of the understatement, plus interest, at the rate of eighteen percent (18%) per annum or the maximum rate permitted by applicable law, whichever is greater, and all late fees, from the date originally due until the date of payment.

Furthermore, if we conduct an inspection or audit due to your failure to (a) furnish reports, supporting records, or other information as required, (b) furnish these items on a timely basis, (c) to record all jobs in the Software as required, or (d) use Software/Required Software for scheduling or invoicing, or we discover that an understatement of Gross Sales is greater than three percent (3%) for any period reviewed, you promise to reimburse us for the cost of the inspection and/or audit, including without limitation, the charges of attorneys and independent accountants, the travel, room and board expenses, and compensation of our employees, plus 100% of understated Gross Sales and interest, at the rate of 18% per annum or the maximum rate permitted by applicable law, whichever is greater, and all late fees, from the date originally due until the date of payment.. Further, if an understatement of the Gross Sales is greater than three percent (3%), you also promise to pay us an additional penalty fee equal to ten percent (10%) of the total amount of the understated Gross Sales.

These remedies are in addition to our other remedies and rights for breach and indemnification of costs under this Agreement and applicable law.

9. TAXES AND ADVANCES.

A. TAXES.

You promise to pay all taxes as required by local, state, or federal laws regarding the products, service, or equipment furnished or used in connection with the operation of the Franchised Business. You promise to promptly pay us, when due, the amount of all sales taxes, use taxes, personal property taxes, and similar taxes imposed upon, required to be collected, or

paid by us, to your state and/or local government, on account of services or goods furnished by us to you through sale, lease, or otherwise, or on account of collection by us of the Initial Franchise Fee, the Initial Package Fee, Brand Marketing Fee, or any other payments to us under this Agreement.

B. ADVANCES.

You promise to promptly reimburse us for all amounts that we have paid, or have been obligated to pay, on your behalf for any unpaid tax liability, provided, however, that we are not obligated to pay these or any other payments on your behalf.

10. TRANSFER.

A. BY US.

This Agreement is fully transferable by us and will inure to the benefit of any transferee or other legal successor to our interests herein.

B. BY YOU.

You acknowledge and agree that we have entered into this Agreement with you based on your personal qualifications, experience, skills, character, etc. Therefore, you cannot transfer this Agreement without prior written approval. A “Transfer” of this Agreement shall mean and include any voluntary, involuntary, direct, or indirect, in whole or in part, assignment, sale, gift, encumbrance, lease, merger, bequest, change in control, or other disposition of 1) this Agreement or any rights thereunder, 2) the Franchised Business or its assets, 3) any part of your ownership interest in the assets of the Franchised Business, or 4) any equity/ownership interest in the Franchisee entity, or a grant of an option, warrant, or right to acquire an equity or ownership interest, including but not limited to by divorce, insolvency, probate, or intestate succession, trust, or other operation of law. All Transfers are subject to the conditions listed below. Any such Transfer without our prior written approval, will be void and will constitute a breach of this Agreement. We will not, however, unreasonably withhold our approval provided that the conditions specified below are met, which we will determine in our sole discretion:

1. you are in full compliance with this Agreement or any other agreement between you and us, our affiliates, or our designated/approved suppliers and vendors, and you have paid all accrued monetary obligations to us, our affiliates, and our designated/approved suppliers and vendors;
2. the transferee has demonstrated sufficient business experience, aptitude, and financial resources to meet our then-current standards and qualifications for new franchisees;
3. the transferee and its owners, affiliates, and owners’ immediate family members, are not engaged in a competitive business, unless they agree to operate all competitive businesses as a part of the System;
4. you provide us with written authorization to release to the transferee any and all information about the operation of the Franchised Business which we have collected;

5. the transferee must sign our then-current form of franchise agreement for a full term, the personal guaranty and all other required exhibits, which terms may materially differ from the terms of this Agreement;
6. in the case of an installment sale, a transaction where Franchisee provides financing to transferee, transferee pays Franchisee via a promissory note or other structured payment plan, Franchisee must continue to guarantee performance and all payment obligations to Franchisor under this Agreement until the final closing of the installment sale or final payment of such structured payment arrangement;
7. if you finance any part of the sale price of the transferred interest, then you: (a) agree and will ensure that all of the transferee's obligations under any promissory notes or agreements are subordinate to the transferee's obligation to pay Royalties, Brand Marketing Fees, and other amounts due to us and otherwise to comply with this Agreement, (b) will not hold any security interest reserved in the Franchised Business, and (c) will enter into a comfort letter assuring us that the transferee will meet its obligations under the Franchise Agreement;
8. you pay us:
 - a. our then-current Transfer Fee, as published in our Operations Manual, upon our preparation of the required transfer documentation, the Transfer Fee, once paid, is non-refundable;
 - b. all Royalties for completed jobs up through the date of closing, fees, amounts owed under any promissory notes with us, Late Payment Fees, Late Report Fees, NSF Fees, Interest Fees, and all other fees or amounts owed to us, plus interest; and
 - c. all commissions, broker fees or other similar expenses if: (i) you list the Franchised Business with a broker, lead referral network or similar entity; or (ii) the transferee is referred to you or us by a broker, lead referral network or similar entity;
9. the transferee successfully completes our training program;
10. the transferee must assume and agree to be bound by all outstanding obligations to customers and client of the Franchised Business;
11. you, your principals, and the transferee (if we have a prior relationship with the transferee) have signed a general release, in a form satisfactory to us, of any and all claims against us and our shareholders, officers, directors, employees, and agents (such requirement to sign a general release is subject to change in our sole discretion);
12. we have approved the material terms and conditions of the transfer, the form of purchase and sale agreement, and determined that the price and terms of payment will not adversely affect the transferee's operation of the Franchised Business;
13. in the event of an approved transfer to a wholly owned corporation or limited liability company, where you will own and control one hundred percent (100%) of the issued and outstanding capital stock or other ownership interest;

14. your business must be open in order to transfer the Franchised Business;
15. any transfer does not impact any of your post-termination obligations, including, without limitation, such obligations set forth in Sections 6 or 13.
16. the transferee must obtain, within the time limits set by us, and maintain thereafter, all permits and licenses required for the operation of the Franchised Business;
17. to the extent required by the terms of any leases or other agreements, the lessors or other parties must have consented to the proposed transfer;
18. the transfer must be made in compliance with any laws that apply to the transfer, including state and federal laws governing the offer and sale of franchises; and
19. if required by us, in our sole discretion, transferee must purchase all or a portion of the Initial Package, new or refurbished equipment, inventory, new vehicles/vehicle wraps, and complete any remodeling, refurbishing, renovation, or upgrades require by us, etc. to ensure the Franchised Business is in compliance with our current System Standards and in well-maintained condition.

We shall have sixty (60) days from the date of the written notice to approve or disapprove in writing your proposed transfer. You acknowledge that the proposed transferee shall be evaluated for approval by us based on the same criteria as is currently being used to assess new franchisees of us and that such proposed transferee shall be provided, if appropriate, with such disclosures as may be required by state or federal law. If we have not given you notice of our approval or disapproval within such period, the request for the transfer or assignment is deemed rejected.

C. OUR RIGHT OF FIRST REFUSAL.

If you at any time determine to sell, assign, or transfer for consideration your interest in this Agreement, you must obtain a bona fide, signed written offer and earnest money (in the amount of five percent (5%) or more of the offer price) from a responsible and fully disclosed offeror, and immediately submit to us a true and complete copy of the offer which includes details of the payment terms. To be a valid, bona fide offer, the proposed purchase price is to be denominated in a dollar amount.

We have the right, exercisable by written notice delivered to you within thirty (30) days from the date of the delivery to us of both an exact copy of the offer and all other information we request, to purchase the interest for the same price, less the Transfer Fee, and on the same terms and conditions contained in the offer provided that:

1. We may substitute cash for any form of payment proposed in the offer;
2. Our credit will be deemed equal to the credit of any proposed purchaser;
3. We will have ninety (90) days, after giving notice of our election to purchase, to prepare for and complete the closing; and
4. We are entitled to receive, and you must make, the same representations and warranties given to the proposed purchaser.

If we do not exercise our right of first refusal, you may complete the sale to the purchaser on the exact terms of the offer, subject to our approval of the transfer as provided in Section 10.B above. If the sale is not completed within sixty (60) days after the expiration of the right of first

refusal, or if there is a material change in the terms of the sale (which you agree promptly to communicate to us), we will have an additional right of first refusal during the thirty (30)-day period following either the expiration of the sixty (60)-day period or notice to us of the material change(s) in the terms of the sale, either on the terms originally offered or the modified terms, at our option.

D. YOUR DEATH OR DISABILITY; DIVORCE.

Upon your death or disability (or the death or disability of an owner thirty-three percent (33%) or more of Franchisee, (referred to in this document as “your death or disability”)) the executor, administrator, conservator, guardian, or other personal representative must transfer your interest in this Agreement or in Franchisee, in accordance with Sections B and C above, to a third party within a reasonable amount of time, but not to exceed six (6) months. During this time between your death or disability and the transfer required by this Section, the Franchised Business must be operated in full compliance with this Agreement. The transfer will be subject to all of the terms and conditions applicable to transfers that are contained in this Section.

For purposes of this Section, disability is defined as a condition that materially impairs your ability to operate the Franchised Business in accordance with this Agreement for a period of thirty (30) or more consecutive days or sixty (60) or more days in a calendar year.

You will promptly notify us of any divorce proceedings that may result in a Transfer and tender the right of first refusal required in Section 10.C above. If we do not exercise such right, you must request our consent to any Transfer, and comply with the Transfer conditions set forth above in Section 10.B.

E. OWNERSHIP.

1. The following provisions apply if you or any permitted successor is a partnership, Limited Liability Company (“LLC”) or corporation:
 - a. The articles of partnership, partnership agreement, articles of organization, articles of incorporation, by-laws and other organizational documents shall provide that the issuance and transfer of any interest in the legal entity is restricted by the terms of this Agreement. Copies of such documents and of resolutions of the legal entity’s board of directors or managers authorizing its entry into this Agreement shall be furnished to us upon request.
 - b. All general partners, members and all direct and indirect holders of an equity interest, and each of their respective spouses shall, upon the legal entity’s execution of this Agreement, execute an agreement personally guaranteeing to us the full payment and performance of the legal entity’s obligations to us and undertaking to be bound, individually, jointly and severally, by all the terms of this Agreement including, without limitation, the restrictions on assignment contained herein. The personal guaranty shall be in the form attached hereto as Exhibit D or in such other form as we may from time to time prescribe.
 - c. The legal entity shall not use the name “HELPFUL HEROES” or any other Mark, or any name deceptively similar thereto, except to reflect its franchise relationship with us. Neither the legal entity nor any of its owners may issue

or sell, or offer to issue or sell, any securities of the legal entity or an affiliate of the legal entity, regardless of whether such sale or offer would be required to be registered pursuant to the provisions of the Securities Act of 1933, as amended, or the securities laws of any other jurisdiction, without obtaining our prior written consent, which is in our sole discretion, and complying with all of our requirements and restrictions concerning use of information about us.

- d. The legal entity shall furnish us, at the time of execution of this Agreement and upon all transfers subject to the provisions of this Section 10, a list of all stockholders, members, managers and partners having an interest in the legal entity, their respective percentage interests and the number of shares directly and indirectly owned or controlled by each.
- e. The legal entity, if a corporation, shall maintain stop transfer instructions against the transfer on its records of any securities with voting rights subject to the restrictions of this Section and shall cause all certificates representing outstanding voting securities to be surrendered for reissuance and cause all certificates for voting securities in the future to be issued with this legend printed conspicuously upon the face of each certificate stating the transfer of any certificate and the shares it represents is subject to the terms and conditions this Franchise Agreement.
- f. The legal entity acknowledges and agrees that the restrictions on transfer imposed herein are reasonable and necessary to protect the System, the Marks, the Confidential Information, as well as our high reputation and image, and are for the protection of us and all other System franchisees.
- g. It is agreed and understood that no other business or business operations outside of the operation of the Franchised Business may be undertaken or conducted through such legal entity.
- h. You shall pay us an Administrative Fee to process all changes to the legal entity subsequent to the submission of an initial corporate resolution that you provide to us prior to the commencement of the Franchised Business.
- i. We reserve the right to require the spouses of Franchisee, or if Franchisee is an entity, then of each direct and/or indirect owner of Franchisee, to sign a Spousal Confidentiality and Non-Compete Agreement in the form attached hereto as Exhibit E or in such other form as we may from time to time prescribe.

11. EXPIRATION OF THIS AGREEMENT.

A. YOUR RIGHTS UPON EXPIRATION OF THIS AGREEMENT.

Upon the expiration of this Agreement, provided that during its term you complied substantially with its provisions, including the timely payment of all fees and royalties, you may continue your Franchised Business for two (2) additional term of five (5) years each (“Renewal Term” (as previously defined)).

In order to be awarded a Renewal Term, you must:

1. Be in substantial compliance with this Agreement, or any other ancillary agreement then in effect between you and us including but not limited to, the timely payment of all fees and compliance with System Standards;
2. Not have received written notice by us three (3) or more times during the last thirty (30) months of the Initial Term or any Renewal Terms for failure to comply with the terms of this Agreement or were in violation of your obligation(s), whether or not the failure is subsequently cured;
3. Not have failed on more than three (3) separate occasions during the last twenty-four (24) months of the Initial Term or any Renewal Terms to make timely payment to us of all sums due to us;
4. Not have failed on more than three (3) separate occasions during the last twenty-four (24) months of the Initial Term or any Renewal Terms to service all Customers in a manner consistent with our System Standards and reputation of ethical and professional conduct;
5. Complied with any required upgrade and remodel of the Franchised Business;
6. Pay us the Renewal Fee, as set forth on the Summary Page of this Agreement, if applicable;
7. Meet the net-worth, financial, and other qualifications that we require of a new franchisee and meet the Minimum Gross Sales requirements of a Franchised Business in its 6th year of operation
8. Sign our then-current form of franchise agreement, which may contain materially different terms than this Agreement; and
9. Sign a general release of Franchisor, its parents and affiliates.

B. AWARD OF A RENEWAL AGREEMENT.

You promise to give us written notice of your election to pursue a Renewal Term no earlier than nine (9) months, and no later than six (6) months, before the expiration of this Agreement. We promise to give you notice (referred to as “Our Notice”), not more than forty-five (45) days after we receive your notice, of our decision in accordance with Paragraph A of this Section:

1. to award you a renewal franchise agreement;
2. to award you a renewal franchise agreement on the condition that you correct any provisions of this Agreement with which you are not in compliance, which may require you to attend and successfully complete additional trainings; or
3. not to award you a renewal franchise agreement based on our determination that you have not substantially complied with this Agreement during its term.

If applicable, Our Notice will state the actions you must take to correct operating deficiencies and a reasonable time period in which these deficiencies are to be corrected.

If we elect not to award you a renewal franchise agreement, Our Notice will describe the reasons for our decision. Your right to a renewal franchise agreement is subject to your continued compliance with all of the terms and conditions of this Agreement through the date of its expiration, in addition to your compliance with the obligations described in Our Notice.

C. AGREEMENTS/RELEASES.

If you satisfy all of the other conditions to the awarding of a Renewal Term, you promise to sign the then-current franchise agreement and any ancillary agreements for Franchised Businesses, which may include a different Royalty and/or Territory. You and we further promise to sign a mutual general release, in a form satisfactory to us, of any and all claims against either of us and our respective shareholders, officers, directors, employees, agents, successors, and assigns. Such a requirement to sign a general release is subject to change in our sole discretion.

Notwithstanding any provision to the contrary, at our request, you promise to upgrade and remodel the Franchised Business at your sole expense to conform to the then-current Operations Manual (the completion of such upgrades shall be a condition of you receiving such Renewal Term). Further, you must submit proof to us that you have the right to operate the Franchised Business at the Office Site for the Renewal Term.

12. TERMINATION OF AGREEMENT.

A. AUTOMATIC TERMINATION WITHOUT NOTICE.

This Agreement will automatically terminate without notice or an opportunity to cure upon the occurrence of any of the following:

1. If you make an assignment for the benefit of creditors, file a voluntary petition in bankruptcy, are adjudicated bankrupt or insolvent, file or acquiesce in the filing of a petition seeking reorganization or arrangement under any federal or state bankruptcy or insolvency law, or consent to or acquiesce in the appointment of a trustee or receiver for you or the Franchised Business.
2. If proceedings are commenced to have you adjudicated bankrupt or to seek your reorganization under any state or federal bankruptcy or insolvency law, and such proceedings are not dismissed within sixty (60) days, or a trustee or receiver is appointed for you or the Franchised Business without your consent, and the appointment is not vacated within sixty (60) days.
3. You attempt to make an unauthorized transfer of this Agreement or the Franchised Business in violation of any of the transfer provisions contained in Section 10 of this Agreement.

B. AUTOMATIC TERMINATION WITH NOTICE.

We have the right to terminate this Agreement, immediately, and without the opportunity to cure, effective upon delivery of written notice to you, or any of the following:

1. Your Managing Owner and, if applicable, Designated Manager, fail to attend or successfully complete the Initial Training within four (4) months of signing this Agreement and/or fulfill all the pre-training requirements, which include the payment of all monies due to us, and the completion of all the required tasks as designated on the owners' intranet website and in the Operations Manual;
2. You fail to commence operation of the Franchised Business within four (4) months of signing this Agreement and/or two (2) months following your successful completion of the Initial Training, whichever is later;

3. You have made or make any material misrepresentation or omission in purchasing the Franchise or operating the Franchised Business;
4. You receive from us three (3) or more notices to cure the same or similar defaults or violations of this Agreement, within any two (2)-year period of time, regardless of whether these defaults were cured after notice was sent to you;
5. You are or have been convicted by a trial court of, or plead no contest to a felony or any conviction rising to the equivalent of a felony and/or failure to disclose a prior felony conviction or conviction rising to the equivalent of a felony to us;
6. You understate your Gross Sales by three percent (3%) or more, in any reported financial statement, on three (3) or more occasions, during any consecutive two (2)-year time frame during the term of this Agreement, regardless of whether or not you subsequently rectify the deficiency;
7. You engage in any dishonest or unethical conduct, which may adversely affect the reputation of the Franchised Business, or the general goodwill associated with the Marks;
8. You violate any provision regarding confidentiality or non-disclosure contained in Sections 6 and 13 of this Agreement;
9. You cease to continuously and actively operate the Business for five (5) consecutive days, unless caused by an act of God, or other circumstance beyond your control, as determined by us; or the business telephone is disconnected at any time and no new number is immediately reinstalled or reconnected; or your conduct is otherwise determined by us to constitute an abandonment of the Business;
10. You fail to acquire or continuously maintain the required minimum levels of insurance, fail to have us, BELFOR USA Group Inc. and/or BELFOR Franchise Group, LLC named as an additional insured, or fail to provide a current certificate of insurance to us as required in Section 7.C of this Agreement. However, we will not exercise our right to terminate this Agreement if upon receipt of notice from us, you immediately cease operating the Franchised Business and obtain such insurance within ten (10) days after written notice is delivered to you prior to resuming operation;
11. You fail to attend convention without prior written permission;
12. Your Managing Owner or, if applicable, your Designated Manager, fail to attend, or send a representative in their place, to a minimum of one (1) training course or regional meeting each calendar year, provided that at least one (1) of the above named events have been offered during that time period;
13. You fail to employ and train required personnel within three (3) months of signing this Agreement;
14. Any other franchise agreement or other agreement you or your owner(s) or affiliates have with us, or any franchise agreement you or your owner(s) or affiliates have with any of our affiliates, is terminated for any reason;

15. You commit three (3) or more defaults of this Agreement, of any type, in any twelve (12)-month period;
16. If you or your principals materially breach any other agreement with us or any of our affiliates, or threaten any material breach of any such agreement, or any lease for the Office Site, and fail to cure such breach within any permitted period for cure;
17. If you or your principals materially violate any provision hereof pertaining to Marks or Confidential Information or misuse the Marks or Confidential Information;
18. If you violate any safety or sanitation law, ordinance or regulation or operate the Franchised Business in a manner that presents a health or safety hazard to customers, or the general public;
19. If you violate the in-term restrictive covenant contained in Section 6;
20. If a levy of writ of attachment or execution or any other lien is placed against you or any of your principals or any of their assets which is not released or bonded against within thirty (30) days;
21. If you or any of your principals become insolvent;
22. You order or purchase supplies, signs, furnishings, fixtures, equipment, vehicle, or inventory from an unapproved supplier;
23. You misuse or make unauthorized use of any Software or Required Software that we may develop for use in connection with the System;
24. You fail to comply with the provisions of Section 15.S;
25. You take for your own personal use any assets or property of the Franchised Business, including employee taxes, FICA, insurance or benefits; or
26. If there are insufficient funds in your bank account to cover a check or EFT payment to us three (3) or more times within any twelve (12)-month period or you fail to achieve minimum sales for three (3) consecutive months.
27. You commit three (3) or more instances of Out-of-Territory Conduct.
28. You fail to abide by our qualification requirements and background check requirements for employees and independent contractors as set forth in the Operations Manual.

C. TERMINATION IF NOT CURED.

We have the right to terminate this Agreement if any of the following defaults remains uncured after your receipt of a default notice from us and if such defaults are not cured. Unless otherwise specified below, all defaults must be cured within thirty (30) days of our delivery of the default notice

1. You fail to make payment of any amounts due to us, our affiliates, or our affiliates' franchisees, or funds are not available in your account for debiting when they are due, and such deficiency is not cured with five (5) days, or you do not record funds paid to you for jobs completed as required, or you default on any loan made to you

by us or our preferred lender for the purchase of a Territory, if applicable, in connection with your Franchised Business;

2. You fail to have in your employ for a period of two (2) consecutive months a Designated Manager, if you are required to have one.
3. You fail, within fifteen (15) days after notification of non-compliance by federal, state or local government authorities to comply with any law or regulation applicable to the Franchised Business;
4. You fail to comply with any part or condition, warranty, or certification requirement in this Agreement, the owners' intranet website, Operations Manual and/or other confidential materials;
5. You fail to comply with modifications to System Standards on the owners' intranet website, or in the Operations Manual within the required time period;
6. You fail to make payments on the vehicle resulting in repossession and you do not have a vehicle that meets our standards to operate the Business;
7. You fail to receive our prior written approval and use products or materials that do not meet our System Standards and/or do not promptly discontinue use after written notice from us;
8. You fail to timely provide us with any report, statement, or return required by this Agreement;
9. You fail to service all Customers in a manner consistent with our System Standards and reputation and you fail to cure such inconsistency;
10. You market or advertise in any other Territory, including the Corporate Territory, without permission;
11. You establish an office location outside of your Territory without our prior written consent;
12. You fail to immediately endorse and deliver to us any payments due to us from any third party that is erroneously made to you;
13. If you fail to maintain the prescribed months, days, or hours of operation at the Franchised Business;
14. If you fail, in our sole discretion, to personally supervise day-to-day operation of the Franchised Business or fail to employ a sufficient number of qualified, competent personnel as we require from time to time;
15. If you fail to maintain the strict quality controls reasonably required by this Agreement and/or the Operations Manual;
16. You conduct yourself in a manner that, although not criminal, reflects adversely on the System, the Marks, or the products offered through the System; or
17. You fail to procure or maintain any licenses, certifications, or permits necessary for the operation of your Franchised Business.

We also have the right to terminate this Agreement after providing notice and a 30 day cure period if you fail to perform or comply with any one or more of the terms or conditions of this Agreement or the Operations Manual not specifically contained in Section 12.A above; including, without limitation, any warranty, or certification of this Agreement, and any System Standard or other provision in the owners' intranet website or the Operations Manual.

In addition to our right to terminate this Agreement, and not in lieu of such right, or any other rights we may have against you, upon a failure to cure any default within the applicable time period (if any), we have the right, but not the obligation, to

1. Charge the Non-Compliance Fee;
2. Reduce the size of your Territory or permit other franchisees or Company Stores to provide the Services and Products within your Territory;
3. Enter upon the Franchised Business premises and exercise complete authority with respect to the operation of the Franchised Business until such time as we determine, in our sole discretion that the default has been cured, and you are otherwise in compliance with this Agreement. In the event we exercise the rights described in this Section, you must pay us a reasonable management fee and reimburse us for all reasonable costs and overhead, if any, incurred in connection with our operation of your Franchised Business including, without limitation, costs of personnel for supervising and staffing the Franchised Business and their travel and lodging accommodations, plus a twenty percent (20%) service charge. This fee is in addition to the payment of the Royalty and all other fees due under this Agreement during the time we exercise our rights under this Agreement. If we undertake to operate the Franchised Business pursuant to this Section, you agree to indemnify and hold us (and our representative(s) and employees) harmless from and against any fines, claims, suits or proceedings that may arise out of our operation of the Franchised Business.

Our delay in exercising or failing to exercise any right or remedy under this Agreement or our acceptance of any late or partial payment due hereunder will not constitute a waiver of any of our rights or remedies against you.

D. LIQUIDATED DAMAGES

If this Agreement is terminated pursuant to this Section 12, then you shall pay to us, within thirty (30) days following the date of such terminated, as liquidated damages, because actual damages incurred by us will be difficult or impossible to ascertain, and not as a penalty, an amount equal to the sum of the Royalty fees or Minimum Monthly Royalty Requirement Fees, whichever is greater, owed during the immediately preceding thirty-six (36) full calendar months (or such shorter period as equals the unexpired Term at the date of termination, without regard to any express right to terminate prior to the expiration of the Term); provided, however, if the Franchised Business has been open for fewer than thirty-six (36) months, then the average monthly Royalty fees owed since the date the Franchised Business opened multiplied by thirty-six (36), plus any applicable taxes assessed on such payment. Except as provided in this Section, your payment of this lump sum shall be in addition to any other right or remedy that we may have under this Agreement or otherwise.

13. POST TERMINATION OBLIGATIONS.

A. PAYMENT OF AMOUNTS OWED TO US.

You promise to pay to us, on the effective date of termination or expiration of this Agreement, or at any later date that the amounts due to us are determined:

1. all Royalties, promissory note balance(s), Late Report Fees, Late Payment Fees, NSF Fees, Interest Fees, or any other fees, amounts or interest owed to us or to our affiliates; and
2. upon termination for any default, the actual and consequential damages, costs, and expenses (including reasonable attorneys' and experts' fees) incurred by us as a result of your default.

The obligation to pay said sums will create a lien in favor of us against any and all of the personal property, furnishings, equipment, signs, fixtures, and inventory of the Franchised Business and/or against any moneys we hold or otherwise come to our possession.

Any transferee (or purchaser of all or substantially all of the assets of the Franchised Business) shall be liable for payment of these items if you do not timely pay them. Provided, however, the foregoing sentence will not release or discharge you from your obligations to pay us pursuant to this Section and/or to indemnify or reimburse the transferee or purchaser pursuant to the applicable purchase or transfer agreement.

B. MARKS.

Upon the termination or expiration of this Agreement, you promise to:

1. strictly comply with, observe, and abide by all of the post-termination provisions of this Agreement, including those as set forth in Sections 5, 6 and 13.D of this Agreement;
2. neither directly nor indirectly represent to the public that any other business you may then own or operate, is or was operated as, or was in any way connected to, the System;
3. not hold yourself out or advertise in any context that you are a present franchisee or were a former franchisee of ours;
4. immediately refrain from engaging in any business relationship with any contacts with Customers or former Customers of the Franchised Business, whether with respect to collection of accounts receivable, providing Services, or for any other purpose whatsoever;
5. assign any and all accounts receivable to us for collection, unless all Royalties and other payment obligations to us are paid in full. In connection with this assignment, you appoint us as attorney-in-fact to engage in these collection activities and you specifically refrain from engaging in any of these collection activities. We promise to employ good faith efforts, including where appropriate in our sole and exclusive judgment the commencement of legal proceedings to collect the accounts receivable. We have no duty or obligation to you to complete the collection of such accounts receivable. We will remit to you any of these sums collected after first deducting all moneys owed to us and our costs of collection;

6. immediately cease operation under this Agreement and not operate or do business under any name or in any manner which might tend to give the general public the impression that you are operating a Franchised Business, or any confusingly similar business;
7. take the action required to cancel all DBAs or equivalent registrations relating to your use of any Mark;
8. deliver to us, within seven (7) days, all electronic and hard copies of Customer Information;
9. remove all signage from vehicles and store fronts and deliver to us, within five (5) days, the Operations Manual and all copies thereof, and all proprietary information, confidential material, Required Software (including the Software), signs, sign-faces, marketing and advertising materials, forms, uniform patches, decals (or proof of their removal) and other materials containing any Mark or otherwise identifying or relating to a Franchised Business, and allow us, without liability to you or third parties, to remove all of these items from your vehicles and place of business;
10. notify the telephone company and all telephone directory publishers and internet directory listings (including Google, Yahoo! and others) of the termination or expiration of your right to use any listing, telephone, telecopy, or other numbers and any telephone directory listings associated with any Mark, including ceasing use of any Google MyBusiness Profile(s) that was ever associated with your HELPFUL HEROES Business, and authorize the transfer of these numbers and directory listings to us or, at our direction, instruct the telephone company to forward all calls made to your telephone number to numbers we specify. If you fail to do so, we can take whatever action is necessary, on your behalf and consistent with the telephone and other listing agreement attached to this Agreement as Exhibit C, to affect these events;
11. agree to cooperate with us to effectuate any change in telephone numbers or other transfers of our property to us, including the signing of any forms, authorizations or other documents necessary;
12. If applicable, take such action as may be required to remove from the Internet all sites and social media accounts referring to Franchisee's former business or any of the Proprietary Marks, and to cancel, or assign to the Franchisor, in the Franchisor's sole discretion, all rights to any social media accounts or domain names for any sites on the internet that refer to Franchisee's former business or any of the Proprietary Marks including ceasing use of any Google MyBusiness Profile(s) that was ever associated with Franchisee's Franchised Business;
13. deliver to us, upon our request, an assignment of any real estate leases for property from which the Franchised Business was operated; and
14. deliver to us, within thirty (30) days, evidence that is satisfactory to us of your compliance with each of the foregoing obligations.

C. CONFIDENTIAL INFORMATION.

You promise that, upon termination or expiration of this Agreement, you must immediately cease to use any of our Confidential Information (including any computer software that we have provided or made available to you) in any business or otherwise, return to us all copies of the Operations Manual and other confidential materials that we have loaned to you, and you shall not maintain any copies of any such materials, in whole or part.

D. COVENANT NOT TO COMPETE.

For a period of eighteen (18) months from the time of expiration or termination of this Agreement, you and your owners, spouses, immediate family members, entities that you or your owners, members, or shareholders own or control, and their subsidiaries, parents, affiliates, or otherwise related entities, and, if applicable, your Designated Manager, shall not (a) engage as an owner, shareholder, partner, director, officer, employee, consultant, salesperson, representative, or agent or in any other capacity in any residential and commercial repair, maintenance, and improvement services and other services, (b) solicit business from Customers of your former Franchised Business or contact any of our suppliers or vendors for any competitive business purpose, or (c) divert or attempt to divert any business or Customer of the Franchised Business to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Marks or the System or engage in any business relationship with any contacts with Customers or former Customers of the Franchised Business, whether with respect to collection of accounts receivable, or to provide them services, or for any other purpose whatsoever, within:

1. the Territory as defined in this Agreement;
2. the geographic area encompassed by the Territories of any System franchisees, Company Stores, or any other Franchised Business operator, as of the date of the termination or expiration of this Agreement; or
3. a geographic area that is contained in a circle having a radius of 50 miles outward from the outside boundary of the Territory as defined in this Agreement.

Your obligations under this Section 13(D) are absolute, and can only be waived by a writing signed by Franchisor. Your obligations under this Section 13(D) are not waived by assertion of the First Material Breach Doctrine, or any similar argument.

E. CONTINUING OBLIGATIONS AND OTHER OBLIGATIONS.

All of our and your obligations that expressly or by their nature survive the expiration or termination of this Agreement, will continue in full force and effect subsequent to and notwithstanding its expiration or termination, until they are satisfied in full or by their nature expire.

If, within five (5) days after termination or expiration of this Agreement, you fail to remove all displays of the Marks, we may enter the Franchised Business to effect removal. In this event, you agree that you may not file any complaint or action against us for trespass or any other violation or claim, nor shall we be accountable or required to pay for any displays or materials. You agree that this Agreement shall constitute your complete consent to such entry set forth in this Section.

If, within thirty (30) days after termination or expiration, you have not taken all steps necessary to amend or terminate any registration, telephone number, email address, domain name, URL, or filing of any business name or DBA or any other registration or filing containing the Marks or any names and marks which are identified or associated with the Marks and System, you hereby irrevocably appoint us as your true and lawful attorney-in-fact for you, and in your name, place and stead and on your behalf, to take action as may be necessary to amend or terminate all registrations and filings, this appointment being coupled with an interest to enable us to protect the Marks and System. We may, at our discretion, choose to have your telephone numbers, domain names and/or URLs forwarded or directed to us.

You shall permit us to make final inspection of your financial records, books, and other accounting records within eighteen (18) months of the effective date of termination, expiration, or transfer.

Termination or expiration of this Agreement shall not affect, modify or discharge any claims, rights, causes of action or remedies which we may have against you, whether such claims or rights arise before or after termination or expiration, including, without limitation, our rights to receive or collect fees or other amounts payable by you under this Agreement, to enforce the provisions of this Agreement against you, to sue for damages, seek and obtain ex-parte or other injunctive relief, to pursue any other legal or equitable remedy for breach of this Agreement, or otherwise constitute a waiver of any of our other rights upon the occurrence of an event giving rise to our right to terminate. We shall not be obligated following any such termination, expiration or cancellation, to refund any amount previously paid by you under the terms of this Agreement.

You shall, for three (3) years following any termination or expiration of this Agreement, keep us advised of your current business and residence address and telephone numbers, as well as the business address and phone number of your employer and the employer(s) of any of your principal owners.

Upon expiration or termination, you shall allow us, our affiliates and our franchisees to solicit your employees for employment.

You shall not form, adopt, or use in connection with, or in the name of, any subsequent business the Marks or any term confusingly similar to the Marks or any other term which may have the effect of creating confusion or question regarding your affiliation with the System or us.

14. RELATIONSHIP OF THE PARTIES/INDEMNIFICATION.

A. INDEPENDENT CONTRACTORS.

You acknowledge and agree that, under this Agreement; you are and will be an independent contractor of ours. You will not be deemed an employee of ours for any purpose, and no employee of yours will be deemed to be an employee of ours for any purpose, most particularly with respect to any mandated or other insurance coverage, tax, or contributions, or requirements pertaining to withholdings, levied or fixed by any city, state, or federal governmental agency. Nothing in this Agreement will be construed so as to create a partnership, joint venture, or agency. You do not have any power to obligate us for any expenses, liabilities, or other obligations, other than as is specifically provided for in this Agreement. We will not have the power to hire or fire your employees and, except as expressly provided in this Agreement, we may not control or have access to your funds or expenditures, or in any other way exercise dominion or control over the Franchised Business.

You promise to identify yourself conspicuously in all dealings with customers, suppliers, public officials, the Franchised Business' employees, and others, and in the manner we prescribe, as the owner of the Franchised Business under a franchise agreement that we have awarded and to place notices of independent ownership on the forms, business vehicles, stationery, and advertising, and other materials we require you to use.

B. NO LIABILITY FOR ACTS OF OTHER PARTY.

Neither you nor we will make any express or implied agreements, warranties, guarantees, or representations or incur any debt in the name of or on behalf of the other party, or represent that the relationship between you and us is other than that of franchisor and franchisee. We do not assume any liability, and will not be deemed liable for any agreements, representations, or warranties made by you which are not expressly authorized under this Agreement, for any damages to any person or property which directly or indirectly arise from or relate to your operation of the Franchised Business authorized by this Agreement.

C. INDEMNIFICATION.

You promise to protect, defend, and indemnify us, and all of our past, present, and future shareholders, direct and indirect parent companies, subsidiaries, affiliates, officers, directors, employees, attorneys, and designees (the "Indemnified Parties"), and hold Indemnified Parties harmless from and against any and all costs and expenses, including attorneys' fees, court costs, losses, liabilities, damages, claims and demands of every kind or nature on account of any actual or alleged loss, injury, or damage to any person, firm, or corporation, or to any property arising out of, or in connection with, your operation of the Business, any business you conduct outside the scope of this Agreement using the Marks (approved or unapproved), and/or your breach of this Agreement, including, without limitation, those alleged to be or found to have been caused by your negligence or willful misconduct, or violation of any law, statute, regulation or rule that applies to you or the Franchised Business. Your obligation to indemnify us will survive the termination or expiration of your Franchise Agreement.

Under no circumstances will we, or any other Indemnified Party, be required to seek recovery from any insurer or other third party, in order to maintain and recover fully a claim against you. You agree that a failure to pursue recovery against others will in no way reduce or alter the amounts we or another Indemnified Party may recover from you.

D. NO LIABILITY FOR TECHNOLOGY FAILURE.

We are not liable for any direct, incidental, or consequential damages, including but not limited to, lost profits, lost savings or consequential, punitive or incidental damages for any reason whatsoever, including but not limited to any cause arising out of or in any way connected to a technology related problem, such as high speed internet connection, electronic mail, software, website, computer, phone systems and other electronic equipment, call center or software-as-a-service or other required online platforms or applications (i.e. Google MyBusiness and other internet profiles).

15. ENFORCEMENT.

A. SEVERABILITY.

Nothing contained in this Agreement will be construed as requiring the commission of any act contrary to law. Whenever there is any conflict between any provision of this Agreement, the

owners' intranet website, or the Operations Manual, and any present or future statute, law, ordinance, or regulation, contrary to which the parties have no legal right to contract, the latter will prevail, but if the provisions of this Agreement, or the Operations Manual thus affected, will be curtailed and limited only if necessary to bring them within the requirements of the law. In the event that any part, article, paragraph, sentence, or clause of this Agreement, the owners' intranet website, or the Operations Manual, will be held to be indefinite, invalid, or otherwise unenforceable, the indefinite, invalid, or unenforceable provision will be deemed deleted, and the remaining part of this Agreement will continue in full force and effect.

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

If any applicable and binding law or rule of any jurisdiction requires a greater prior notice of termination, or refusal to renew, than this Agreement, the prior notice or other action required by such law or rule will be substituted for the notice requirements of this Agreement. Such modification to this Agreement will be effective only in such jurisdiction and this Agreement will otherwise be enforced as originally made and entered into in all other jurisdictions.

B. WAIVER OF OBLIGATIONS.

Either of us may, by written notice, unilaterally waive or reduce any obligation or restriction of the other party under this Agreement. The waiver or reduction may be revoked at any time, for any reason, on ten (10) days' written notice.

C. FEES AND EXPENSES.

If you are in breach or default of any monetary or non-monetary material obligation under this Agreement or any related agreement between you and us and/or our affiliates, and we engage an attorney to enforce our rights (whether or not formal judicial proceedings are initiated), you must pay all reasonable attorneys' fees, court costs and litigation expenses we incur. If you institute any legal action to interpret or enforce the terms of this Agreement, and your claim in such action is denied or the action is dismissed, we are entitled to recover our reasonable attorneys' fees, and all other reasonable costs and expenses incurred in defending against same, and to have such an amount awarded as part of the judgment in the proceeding.

D. YOU MAY NOT WITHHOLD PAYMENT TO US/RIGHT TO OFFSET.

You promise not to withhold payment of any amount due to us on the grounds of our alleged nonperformance or for any other reason. In the event that you are delinquent on any fees or payments to us, we have the right to offset against any payment obligations or sums we may owe to you to satisfy your delinquent payments in full.

E. RIGHTS OF PARTIES ARE CUMULATIVE.

Your and our rights are cumulative and no exercise or enforcement by either of us of any right or remedy in this Agreement will preclude the exercise or enforcement by that party of any other right or remedy to which it is entitled by law.

F. DISPUTE RESOLUTION PROCEDURES.

1. Internal Dispute Resolution. You must first bring any claim or dispute you have with us and our shareholders, officers, directors, agents and employees to our President, after providing notice as set forth in Section 15.F.4 below. You must exhaust this internal dispute resolution procedure before you may bring your dispute before a third party. This agreement to first attempt resolution of disputes internally shall survive termination or expiration of this Agreement.
2. Arbitration. At our option, all claims or disputes between us, our shareholders, officers, directors, agents and employees and you, arising out of, or in any way relating to, this Agreement or any other agreement by and between you and us or our affiliates, or any of the parties' respective rights and obligations arising from such agreement, or the operation of the Franchised Business which are not first resolved through the internal dispute resolution procedure set forth in Section 15.F.1 above, must be submitted first to binding arbitration in Ann Arbor, Michigan under the auspices of the American Arbitration Association ("AAA"), in accordance with AAA's Commercial Arbitration Rules then in effect, and with a mutually agreeable arbitrator with at least five (5) years franchise law experience. We may specifically enforce our rights to arbitration. Each party shall bear its own cost of arbitration and you and we shall share the costs of the arbitrator equally. This agreement to arbitrate shall survive any termination or expiration of this Agreement.
 - a. Notwithstanding the foregoing, we shall not be required to first attempt to arbitrate, and may initiate in court, in according with the procedure set forth in Section 15.F.3 below, any controversy, dispute, or claim as set forth in this Section 15.F.2 if such controversy, dispute, or claim concerns an allegation that you have violated (or threaten to violate, or pose an imminent risk of violating):
 1. Any federally protected intellectual property rights in the Marks, the System, trade secrets, or Confidential Information;
 2. Any claims pertaining to or arising out of any warranty issue;
 3. Any of the restrictive covenants contained in this Agreement; or
 4. Any claims arising out of or related to fraud or misrepresentation by you or your insolvency, or;
 5. Any claims where the damages alleged are less than \$50,000.
3. Selection of Venue. Nothing contained in this Agreement shall prevent us from applying to and obtaining from any court having jurisdiction a writ of attachment, a temporary injunction, preliminary injunction and/or other emergency relief available to safeguard and protect our interests. The parties expressly agree to the exclusive jurisdiction and venue of any court of general jurisdiction in Washtenaw County, Michigan or the United States District Court for the Eastern District of Michigan. You acknowledge that this Agreement has been entered into in the State of Michigan, and that you are to receive valuable and continuing services emanating from our headquarters in Ann Arbor, Michigan, including but not limited to

training, assistance, support and the development of the System. In recognition of such services and their origin, you hereby irrevocably consent to the personal jurisdiction of the state and federal courts of the State of Michigan as set forth above and waive any objection you may have to either the jurisdiction or venue in such court. In the event that you file an action in any forum or jurisdiction in violation of this Section 15.F.3, you shall pay our costs and fees, including our reasonable attorneys' fees, in connection with any efforts to order the dispute to the proper forum or jurisdiction.

4. Prior Notice of Claims. As a condition precedent to commencing an action for damages or for violation or breach of this Agreement, you must notify us within thirty (30) days after the occurrence of the violation or breach, and failure to timely give such notice shall preclude any claim for damages.
5. Third Party Beneficiaries. Our officers, directors, shareholders, agents and/or employees are express third party beneficiaries of the provisions of this Agreement, including the arbitration provision set forth in this Section 15.F, each having authority to specifically enforce the right to arbitrate/litigate claims asserted against such person(s) by you.

G. INJUNCTIVE RELIEF.

Nothing in this Agreement shall prevent us from seeking to obtain injunctive relief, without posting a bond, against threatened conduct that will cause us loss or damages, under the usual equity rules, including the applicable rules for obtaining restraining orders and preliminary and permanent injunctions. If injunctive relief is granted, your only remedy will be the court's dissolution of the injunctive relief. If the injunctive relief was wrongfully issued, you expressly waive all claims for damages you incur as a result of the wrongful issuance.

H. CHOICE OF 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, this Agreement shall be interpreted under the laws of the State of Michigan, and any dispute between the parties shall be governed by and determined in accordance with the substantive laws of the State of Michigan, which laws shall prevail in the event of any conflict of law.

I. WAIVER OF PUNITIVE DAMAGES, JURY TRIAL AND CLASS ACTIONS.

You hereby waive to the fullest extent permitted by law, any right to or claim for any punitive, exemplary, incidental, indirect, special or consequential damages (including, without limitation, lost profits) against us arising out of any cause whatsoever (whether such cause be based in contract, negligence, strict liability, other tort or otherwise) and agree that in the event of a dispute, that your recovery is limited to actual damages. If any other term of this Agreement is found or determined to be unconscionable or unenforceable for any reason, the foregoing provisions shall continue in full force and effect, including, without limitation, the waiver of any right to claim any consequential damages.

THE PARTIES HEREBY AGREE TO WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING OR COUNTERCLAIM, WHETHER AT LAW OR EQUITY, REGARDLESS OF WHICH PARTY BRINGS SUIT. THIS WAIVER WILL APPLY TO ANY MATTER WHATSOEVER BETWEEN THE PARTIES HERETO WHICH ARISES OUT OF OR IS

RELATED IN ANY WAY TO THIS AGREEMENT, THE PERFORMANCE OF EITHER PARTY, AND/OR YOUR PURCHASE FROM US OF THE FRANCHISE AND/OR ANY GOODS OR SERVICES. THE PARTIES AGREE THAT ALL PROCEEDINGS ARISING OUT OF OR RELATED TO THIS AGREEMENT, OR THE SALE OF THE FRANCHISED BUSINESS, WILL BE CONDUCTED ON AN INDIVIDUAL, NOT A CLASS-WIDE BASIS, AND THAT ANY PROCEEDING BETWEEN YOU, YOUR OWNERS AND US OR OUR AFFILIATES/OFFICERS/EMPLOYEES MAY NOT BE CONSOLIDATED WITH ANY OTHER PERSON, LITIGATION, OR ARBITRATION PROCEEDING, NOR SHALL ANY OTHER PERSON BE JOINED AS A PARTY TO SUCH PROCEEDING..

J. BINDING EFFECT.

This Agreement is binding upon us and you and will inure to the benefit of the parties identified in the Agreement and their respective executors, administrators, heirs, assigns, and successors in interest and may not be modified, except by a written agreement signed by you and us.

K. LIMITATIONS OF CLAIMS.

Except for claims arising from your non-payment or underpayment of amounts you owe us under this Agreement, any and all claims arising out of or relating to this Agreement or our relationship with you will be barred unless a judicial proceeding is commenced within one (1) year from the date on which the party asserting the claim knew or should have known of the facts giving rise to the claim. You hereby waive the right to obtain any remedy based on alleged fraud, misrepresentation, or deceit by us, including, without limitation, rescission of this Agreement, in any arbitration, judicial, or other adjudicatory proceeding arising hereunder, except upon a ground expressly provided in this Agreement, or pursuant to any right expressly granted by any applicable statute expressly regulating the sale of franchises, or any regulation or rules promulgated thereunder. If you make a rescission demand, or pursue any similar remedy, you must immediately cease operating your Franchised Business and must comply with all obligations of Section 13 herein.

L. CONSTRUCTION AND INTEGRATION.

This Agreement and all exhibits to this Agreement constitute the entire agreement between the parties and supersede any and all prior negotiations, understandings, representations or inducements, and agreements. Nothing in this or in any related agreement, however, is intended to disclaim the representations we made in the franchise disclosure document that we furnished to you. You acknowledge that you are entering into this Agreement as a result of your own independent investigation of our Franchised Business and not as a result of any representations about us made by our shareholders, officers, directors, employees, agents, representatives, independent contractors, or franchisees that are contrary to the terms set forth in this Agreement, or in any disclosure document, prospectus, or other similar document required or permitted to be given to you pursuant to applicable law.

You agree that no modifications of this Agreement (except those specifically authorized herein) shall be effective except those in writing and signed by both parties. You acknowledge that you have not received any express or implied representations or warranties regarding the sales, earnings, income, profits, gross revenues, business or financial success, value of the franchise, provided by us or our representatives or any other matters pertaining to the franchise from us or any of our officers, employees or agents that were not contained in this Agreement or the Franchise

Disclosure Document received by you (hereinafter “Representations”). You further acknowledge that if you had received any such Representations, you would not have executed this Agreement, and you would have: (a) promptly notified us in writing of the person or persons making such Representations; and (b) provided to us a specific written statement detailing the Representations made. You acknowledge that we justifiably have relied on your representations made before the execution of this Agreement. Nothing in this Agreement is intended, nor is deemed, to confer any rights or remedies upon any person or legal entity not a party to this Agreement.

Except where this Agreement expressly obligates us reasonably to approve or not unreasonably to withhold our approval of any of your actions or requests, we have the absolute right, in our sole discretion, to refuse any request you make or to withhold our approval of any of your proposed initiated or effected actions that require our approval.

The headings of the sections and paragraphs in this Agreement are for convenience only and do not define, limit, or construe the contents of such sections or paragraphs.

References in this Agreement to “we,” “us,” and “our,” with respect to all of our rights and all of your obligations to us under this Agreement, will be deemed to include any of our affiliates with whom you deal. The term “affiliate,” as used in this Agreement with respect to you or us, means any person or entity directly or indirectly owned or controlled by, under common control with, or owning or controlling you or us. For purposes of this definition, “control” means the power to direct or cause the direction of management and policies.

If two (2) or more persons are the franchisee under this Agreement, their obligation and liability to us will be joint and several.

This Agreement may be signed in multiple copies, each of which will be deemed an original.

M. COMPLIANCE WITH OTHER LAWS.

You must comply with all national, state, and local laws and regulations that apply. You are solely responsible for investigating and complying with these laws.

N. WAIVERS.

We will not be deemed to have waived our right to demand exact compliance with any of the terms of this Agreement, even if at any time: (a) we do not exercise a right or power available to us under this Agreement; (b) we do not insist on your strict compliance with the terms of this Agreement; (c) there develops a custom or practice which is at variance with the terms of this Agreement; or (d) we do not demand payments which are otherwise due to us under this Agreement. Similarly, our waiver of any particular breach or series of breaches under this Agreement or of any similar term in any other agreement between you and us or between us and any other franchise owner, will not affect our rights with respect to any later breach by you or anyone else.

O. EFFECTIVE DATE AND LOCATION OF AGREEMENT.

This Agreement shall not be effective until accepted by us as evidenced by dating and signing by an officer of us and the place of execution of this Agreement shall be the State of Michigan.

P. DAYS.

Unless otherwise specifically stated in this Agreement, the term “days” shall refer to calendar days.

Q. ADDITIONAL DOCUMENTATION.

You must from time to time, subsequent to the date first set forth above, at our request and without further consideration, execute and deliver such other documentation or agreement and take such other action as we reasonably may require in order to effectuate the transactions contemplated herein. In the event that you fail to comply with the provisions of this Section, you hereby appoint us as your attorney-in-fact to execute any and all documents on your behalf that are reasonably necessary to effectuate the transactions contemplated herein.

R. FORCE MAJEURE.

Neither you nor us or our affiliates will be liable for loss or damage or deemed to be in breach of this Agreement or any related agreement if that party’s failure to perform its obligations is not the fault nor within the reasonable control of that person due to perform but results from, without limitation, fire, flood, natural disasters, acts of God, governmental acts or orders, or civil disorders. Any delay resulting from any such cause will extend the time of performance for the period of such delay or for such other reasonable period of time as the parties agree in writing or will excuse performance, in whole or in part, as we deem reasonable.

S. ANTI-TERRORIST ACTIVITIES.

You certify that neither you, nor your owners, principals, employees or anyone associated with you are listed in the Annex to Executive Order 13224 (the “Annex”). You agree not to hire or have any dealings with a person listed in the Annex. You certify that you have no knowledge or information that, if generally known, would result in you, your owners, principals, employees, or anyone associated with you being listed in the Annex. You agree to comply with and/or assist us to the fullest extent possible in our efforts to comply with the Anti-Terrorism Laws (as defined below). In connection with such compliance, you certify, represent, and warrant that none of your property or interests are subject to being “blocked” under any of the Anti-Terrorism Laws and that you and your owners or principals are not otherwise in violation of any of the Anti-Terrorism Laws. You are solely responsible for ascertaining what actions must be taken by you to comply with all such Anti-Terrorism Laws, and you specifically acknowledge and agree that your indemnification responsibilities as provided in Section 14.C of this Agreement pertain to your obligations under this Section. Any misrepresentation by you under this Section or any violation of the Anti-Terrorism Laws by you, your owners, principals or employees will constitute grounds for immediate termination, upon notice, of this Agreement and any other agreement you have entered into with us or one (1) of our affiliates in accordance with the terms of Section 12 of this Agreement. As used herein, “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 present and future federal, state and local laws, ordinances, regulations, policies lists and any other requirements of any Governmental Authority (including without limitation, the United States Department of Treasury Office of Foreign Assets Control) addressing or in any way relating to terrorist acts and acts of war.

16. NOTICES AND PAYMENTS.

Any notice, report, payment, or other communication that is required to be delivered by the provisions of this Agreement, will be in writing and will be deemed to be delivered:

1. at the time of hand delivery;
2. at the time delivered via computer transmission (electronically verified and absent a notice of non-delivery) and, in the case of Royalty and other due fees, at the time payment in full is received”;
3. one (1) business day after transmission by telecopy, facsimile, or other electronic system;
4. one (1) business day after being placed in the hands of a commercial courier service for next business day delivery; or
5. five (5) business days after placement in the United States mail by registered or certified mail, return receipt requested, postage prepaid.

All communications are to be addressed to the party to be notified at its most current principal business address. Both you and we agree to immediately notify the other of any change in address. Any required payment or report that we do not actually receive during regular business hours on the date due will be deemed delinquent.

17. YOUR AFFIRMATIONS.

In awarding this Franchised Business, we are relying upon your statements, as affirmed by your initials to the left of each statement, that:

____ The Managing Owner or, if applicable, the Designated Manager, shall devote your full-time best efforts to the development and management of the Franchised Business. At least one (1) Managing Owner or Designated Manager will operate the Franchised Business on a full-time basis.

____ We have not made any representation as to the past or future sales, volume or potential profitability, earnings or income of the Franchised Business, or any other Franchised Business, other than the information provided in our franchise disclosure document.

____ You have had the opportunity, and have been encouraged by us, to independently investigate and analyze both the franchise opportunity and the terms and provisions of this Agreement by contacting any and all of our franchise owners and by utilizing the services of attorneys, accountants, or other advisors as you deem to be necessary.

____ You are not relying on any representation or statement that we have made, regarding the anticipated income, earnings and growth of our outlets, the System, or the viability of this franchise opportunity.

____ Like any other business, the nature of the business conducted by System Businesses may, and probably will, evolve over time.

____ Your abilities and efforts are vital to the success of the Franchised Business.

____ Continually securing new Customers is necessary to the Franchised Business and requires you to make consistent and repeated marketing and advertising efforts through a variety of mediums.

____ We have certain rights reserved to us to own and operate Franchised Businesses, to franchise or franchise others to operate Franchised Businesses, and to otherwise use the System, Marks, know-how, techniques, and procedures, including (without limitation) those expressly set forth in of this Agreement.

____ We may sell our assets, Marks, or the System, outright to a third party; may go public; may engage in a private placement of some or all of our securities; may merge, acquire other corporations; may undertake a re-financing, re-capitalization, leverage buyout or other economic or financial restructuring; and with regard to any or all of the above sales, assignments, and dispositions, you expressly and agree to provide reasonable closing certificates and other documentation as reasonably requested by us to conclude the transaction, and specifically waive any claims, demands, or damages arising from or related to the loss of said Marks (or any variations of them) and/or the loss of association with or identification us as the franchisor of this Agreement.

____ The covenants not to compete set forth in this Agreement are fair and reasonable, and will not impose any undue hardship on you, since you have other considerable skills, experience, and education which will afford you the opportunity to derive income from other endeavors.

____ All information that you have set forth in any and all applications, financial statements, and submissions to us is true, complete, and accurate in all respects, and you expressly acknowledge that we are relying upon the truthfulness, completeness, and accuracy of this information.

18. REPRESENTATIONS.

NO SALESPERSON, REPRESENTATIVE OR OTHER PERSON HAS THE AUTHORITY TO BIND OR OBLIGATE US EXCEPT OUR AUTHORIZED OFFICER BY A WRITTEN DOCUMENT. YOU ACKNOWLEDGE THAT NO REPRESENTATIONS, PROMISES, INDUCEMENTS, GUARANTEES OR WARRANTIES OF ANY KIND WERE MADE BY US OR ON OUR BEHALF THAT HAVE LED YOU TO ENTER INTO THIS AGREEMENT. YOU UNDERSTAND THAT WHETHER YOU SUCCEED AS A FRANCHISEE IS DEPENDENT UPON YOUR EFFORTS, BUSINESS JUDGMENTS, THE PERFORMANCE OF YOUR EMPLOYEES, MARKET CONDITIONS AND VARIABLE FACTORS BEYOND OUR CONTROL OR INFLUENCE. YOU FURTHER UNDERSTAND THAT SOME FRANCHISEES ARE MORE OR LESS SUCCESSFUL THAN OTHER FRANCHISEES AND THAT WE HAVE MADE NO REPRESENTATION THAT YOU WILL DO AS WELL AS ANY OTHER FRANCHISEE.

THE UNDERSIGNED ACKNOWLEDGES RECEIPT OF THIS AGREEMENT, WITH ALL BLANKS COMPLETED AND WITH ANY AMENDMENTS AND EXHIBITS, AT LEAST SEVEN (7) CALENDAR DAYS PRIOR TO EXECUTION OF THIS AGREEMENT. IN ADDITION, THE UNDERSIGNED ACKNOWLEDGES RECEIPT OF OUR FRANCHISE DISCLOSURE DOCUMENT AT LEAST TEN (10) BUSINESS DAYS, OR FOURTEEN (14) CALENDAR DAYS IF APPLICABLE, PRIOR TO THE EXECUTION OF THIS AGREEMENT OR YOUR PAYMENT OF ANY MONIES TO US, REFUNDABLE OR OTHERWISE.

YOU ACKNOWLEDGE THAT WE HAVE RECOMMENDED, AND THAT YOU HAVE HAD THE OPPORTUNITY TO OBTAIN, REVIEW THIS AGREEMENT AND OUR FRANCHISE DISCLOSURE DOCUMENT BY YOUR LAWYER, ACCOUNTANT OR OTHER BUSINESS ADVISOR PRIOR TO EXECUTION HEREOF.

EACH OF THE UNDERSIGNED PARTIES WARRANTS THAT IT HAS THE FULL AUTHORITY TO SIGN AND EXECUTE THIS AGREEMENT. IF YOU ARE A PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY, THE PERSON EXECUTING THIS AGREEMENT ON BEHALF OF SUCH PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY WARRANTS TO US, BOTH INDIVIDUALLY AND IN YOUR CAPACITY AS PARTNER, OFFICER, OR MANAGER/MEMBER THAT ALL OF THE PARTNERS OF THE PARTNERSHIP, ALL OF THE SHAREHOLDERS OF THE CORPORATION, OR ALL OF THE MANAGERS/MEMBERS OF THE LIMITED LIABILITY COMPANY, AS APPLICABLE, HAVE READ AND APPROVED THIS AGREEMENT, INCLUDING ANY RESTRICTIONS WHICH THIS AGREEMENT PLACES UPON RIGHTS TO TRANSFER THEIR INTEREST IN THE PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY.

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

FRANCHISOR:

By: _____

Name: _____

Title: _____

FRANCHISEE:

By: _____

Name: _____

Title: _____

OWNERS

[NAME], Individually

[NAME], Individually

**EXHIBIT A
TO THE FRANCHISE AGREEMENT**

DESIGNATED PERSONNEL

The “Managing Owner” referred to in Section 1.C of the Franchise Agreement will be the following person:

«Managing Owner»

The “Designated General Manager” referred to in Section 1.C of the Franchise Agreement will be the following person (if there is no Designated General Manager, please write “none”):

«General Manager»

**EXHIBIT B
TO THE FRANCHISE AGREEMENT**

FRANCHISE MANAGEMENT SOFTWARE LICENSE AGREEMENT

Franchisor grants a renewable license (“License”) to Licensee, upon the terms included in this Agreement and subject to all the terms of a Franchise Agreement between Franchisor and Licensee signed concurrently with this Agreement.

Licensee shall, during the term of this Agreement and upon the start of their Business, pay Franchisor a recurring usage/support/upgrade fee. The amount of this fee may change periodically at the discretion of the Franchisor. Failure to make any payment shall result in the immediate termination of this License.

TERMS AND CONDITIONS

1. **License Grant:** Franchisor grants to Licensee a renewable License to use the Franchise Management Software System (“Product” or “Software”), and all subsequent upgrades, on Licensee’s computer. This License does not extend to other parties, even if they use the same computer. Franchisor reserves the right to issue new modules, which may be separately licensed.
2. **Title:** Title to the Product shall remain with Franchisor.
3. **Term:** This License is a quarterly license. It shall automatically renew each quarter and shall remain in effect throughout the term of the Franchise Agreement between Franchisor and Licensee.
4. **Copies and Listings:** The Licensee shall not copy or reverse-engineer the Product in whole or in part, nor shall it permit other parties to do so.
5. **Protection of Product:** Licensee agrees not to make available to any party the Product or any of its parts. Licensee agrees to take appropriate action with its employees and any other parties to obtain assurances of non-disclosure consistent with this Agreement.

Licensee recognizes that the Product is Franchisor’s copyrighted property, represents a large investment of human and financial resources by Franchisor, is a trade secret of Franchisor, and is confidential information. Licensee agrees to keep the Product, and all related materials, confidential. Licensee will use its best efforts, including any reasonable security precautions as Franchisor may request, to ensure that the proprietary rights of Franchisor are preserved to the fullest extent possible under the law. In addition to the right to terminate this Agreement, Franchisor shall be entitled to seek appropriate injunctive relief in the event of any violation of the confidentiality of its copyrighted materials, and to bring an action at law where appropriate.

6. **Assignment and Sub-Licensing:** This License shall not be assigned or sub-licensed by Licensee, except with the prior, specific written consent of Franchisor.
7. **Warranty:** Franchisor warrants that the Product, when delivered to Licensee, shall be free from material defects and shall conform to the program documentation. Licensee acknowledges that the Product is of a complexity that it may have certain defects when delivered. Licensee agrees that the sole liability of Franchisor shall be to correct program errors in the Product, and not to correct problems due to the hardware upon which the Product

Exhibit B-2

is operated, interaction with other non- software, or incorrect handling or employment of the Product by Licensee. All warranties extend only to the Licensee.

THE ABOVE WARRANTIES ARE IN LIEU OF ALL OTHER WARRANTIES, STATUTORY OR OTHERWISE, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, ALL IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

8. **Limitation of Liability; Limitation of Actions:** FRANCHISOR SHALL NOT BE LIABLE FOR ANY INDIRECT, INCIDENTAL, OR CONSEQUENTIAL DAMAGES, INCLUDING, BUT NOT LIMITED TO LOST PROFITS FROM ANY CAUSE ARISING OUT OF OR IN ANY WAY CONNECTED WITH THE PRODUCT, NOR FOR ANY CLAIM OR DEMAND BY OR AGAINST LICENSEE. No action arising out of the transactions under this Agreement may be brought by either party more than one (1) year after the cause of action has occurred. Additionally, any cause of action for improper use, transfer, sub-licensing, or disclosure of the Product or materials may be brought within one (1) year of the date when Franchisor shall have actual knowledge thereof. In the event Franchisor must institute suit to enforce the terms and conditions of this Agreement, Licensee shall pay reasonable attorneys' fees and costs incurred by Franchisor.
9. **Termination by Franchisor:** The parties agree that any of the following events shall be considered to be a default under the terms of this Agreement, shall entitle Franchisor to terminate this Agreement, and shall authorize Franchisor to immediately terminate Licensee's access to the Product:
 - a. Failure to maintain the Franchise Agreement between Franchisor and Licensee in good standing;
 - b. Failure to make payments of any kind to Franchisor in full or on time;
 - c. Failure to comply with any covenants or agreements herein;
 - d. Licensee's disposing of, licensing, or transferring the Product, other than strictly in accordance with the terms of this Agreement.
 - e. Upon termination of this Agreement, Licensee shall immediately deliver to Franchisor all Products, and copies of Products, and related materials in its possession, and shall not maintain any copies of any of these materials, in whole or part, for itself.
10. **Miscellaneous:** In the event that any part of this Agreement shall be found to be unenforceable, these findings shall not invalidate the other parts of this Agreement. This Agreement expresses the entire understanding of the parties with respect to the subject matter herein, all promises, undertakings, representations, agreements and arrangements with reference to the subject matter of this Agreement. This Agreement shall be construed in accordance with the laws of the State of Michigan and shall be deemed to have been made in the State of Michigan. This Agreement may not be modified, except by a written agreement signed by Franchisor and Licensee.

FRANCHISOR:

LICENSEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

EXHIBIT C
TO THE FRANCHISE AGREEMENT
TELEPHONE AND OTHER LISTING AGREEMENT

In accordance with the terms of the Franchise Agreement between FRANCHISOR and FRANCHISEE signed concurrently with this Agreement, under which FRANCHISOR granted FRANCHISEE the right to own and operate a franchised business (the “Franchised Business”), FRANCHISEE, for value received, hereby agrees with FRANCHISOR that all of FRANCHISEE’S right, title, and interest in and to those certain telephone numbers and regular, classified, or other telephone directory listings, domain names, internet directory listings or rights and/or URLs (collectively, the “Telephone Numbers and Listings”) associated with FRANCHISOR’S trade and service marks and used periodically in connection with the operation of the Franchised Business, shall be promptly transferred to the FRANCHISOR, upon termination or expiration of the Franchise Agreement.

Upon termination or expiration of the Franchise Agreement (without renewal or extension), it is agreed and acknowledged that as between FRANCHISOR and FRANCHISEE, title or interest in the Telephone Numbers and Listings, directly or indirectly, will be assigned to the FRANCHISOR. Further, the FRANCHISEE will not seek to utilize, directly or indirectly, call forwarding messages of any nature, or otherwise seek to take advantage of the goodwill and/or marketing advantage associated with the Telephone Numbers and Listings. It is further agreed and understood, FRANCHISEE will remain liable to the telephone company or other vendor for all past due fees owing to the telephone company or other vendor on or before the effective date of the cancellation hereunder.

FRANCHISEE appoints FRANCHISOR as FRANCHISEE’S true and lawful attorney-in-fact to direct the Telephone Company or other vendor to assign the Telephone Number and Listings and sign any necessary documents and take any actions as may be necessary to effectuate the assumption.

The parties further agree that if the telephone company or other vendor requires that the parties sign any change forms or other documentation at the time of transfer, FRANCHISOR’S execution of the forms or documentation will effectuate FRANCHISEE’S consent and agreement to the change. The parties finally agree they will perform these acts and sign and deliver the documents as may be necessary to assist in or accomplish the transfer described herein, upon termination or expiration of the Franchise Agreement.

FRANCHISOR:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

**EXHIBIT D
TO THE FRANCHISE AGREEMENT**

PERSONAL GUARANTY AND GUARANTY OF SPOUSES

NOTE: IF FRANCHISEE IS A CORPORATION, EACH OF FRANCHISEE'S SHAREHOLDERS AND THEIR SPOUSES MUST EXECUTE THE FOLLOWING UNDERTAKING. IF FRANCHISEE IS A PARTNERSHIP, EACH OF FRANCHISEE'S GENERAL PARTNERS AND THEIR SPOUSES MUST EXECUTE THE FOLLOWING UNDERTAKING. IF FRANCHISEE IS A LIMITED LIABILITY COMPANY, EACH OF FRANCHISEE'S MEMBERS AND MANAGERS AND THEIR SPOUSES MUST EXECUTE THE FOLLOWING UNDERTAKING.

**ARTICLE I
PERSONAL GUARANTY**

The undersigned persons (individually and collectively "you") hereby represent to Helpful Heroes International LLC ("Franchisor") that you are all of the shareholders of, or all of the general partners of, or all of the members and managers of, or the spouse of any such shareholder, general partner, or member or manager of _____ ("Franchisee"), as the case may be.

In consideration of the grant by Franchisor to the Franchisee as herein provided, each of you hereby agree, in consideration of benefits received and to be received by each of you, jointly and severally, and for yourselves, your heirs, legal representatives and assigns, to be firmly bound by all of the terms, provisions and conditions of the foregoing Franchise Agreement, and any other agreement between Franchisee and Franchisor and/or its affiliates, and do hereby unconditionally guarantee the full and timely performance by Franchisee of each and every obligation of Franchisee under the aforesaid Franchise Agreement or other agreement between Franchisor and Franchisee, including, without limitation, any indebtedness of Franchisee arising under or by virtue of the aforesaid Franchise Agreement and that you (jointly and individually) will not permit or cause any change in the percentage of Franchisee owned, directly or indirectly, by any person, without first obtaining the written consent of Franchisor prior to said proposed transfer, which consent must not be unreasonably withheld, and without first paying or causing to be paid to Franchisor the Transfer Fee provided for in said Franchise Agreement, if applicable, and without otherwise complying with the transfer provisions of the foregoing Franchise Agreement. You further agree to be bound by the in-term and post-term covenants against competition of the aforesaid Franchise Agreement.

**ARTICLE II
CONFIDENTIALITY**

During the term of this Agreement, you will receive information which Franchisor considers a trade secret and confidential information ("Confidential Information"). You will not, during the term of this Agreement or thereafter, communicate, divulge, or use for the benefit of any other person, partnership, association, corporation, or limited liability company any Confidential Information including, without limitation, operating procedures, customer lists, sources of supply, supplier contracts, advertising materials, copyrighted materials, equipment specifications, any information contained in the Operations Manual, trade secrets, copyrighted materials, and other methods, techniques and know-how concerning the operation of the Franchised Business which may be

communicated to you or of which you may be apprised by virtue of your relationship with Franchisee and role as a Guarantor of the Franchise Agreement.

ARTICLE III NON-COMPETITION

- 1) **During the Term of the Franchise Agreement.** During the term of this Franchise Agreement, you shall not:
 - a. Engage as an owner, partner, shareholder, director, officer, employee, consultant, agent, or in any other capacity in any other business residential and commercial repair, maintenance, and improvement services and other services that are the same as or similar to the services sold by the Franchised Business (except for other franchises or authorizations we enter into with you);
 - b. Use our Confidential Information, System, owners' intranet website, Operations Manual, Marks, Customer lists, Customer Information, trade secrets, trade dress, proprietary knowledge, or know-how, or any colorable imitations, in the design, development, or operation of any business other than the Franchised Business franchised hereunder, unless specifically authorized by us; or
 - c. Divert or attempt to divert any business or customer of the Franchised Business to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Marks or the System.
- 2) **After the Term of the Franchise Agreement.** For a period of eighteen (18) months from the time of expiration or termination of this Agreement, you and your owners and, if applicable, your Designated General Manager, shall not: (a) engage as an owner, shareholder, partner, director, officer, employee, consultant, salesperson, representative, or agent or in any other capacity in any business residential and commercial repair, maintenance, and improvement services and other services, (b) solicit business from Customers of your former Franchised Business or contact any of our supplies or vendors for any competitive business purpose, or (d) divert or attempt to divert any business or Customer of the Franchised Business to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Marks or the System or engage in any business relationship with any contacts with Customers or former Customers of the Franchised Business, whether respect to collection of accounts receivable, or to provide them services, or for any other purpose whatever, within:
 - a. The Territory defined in the Franchise Agreement;
 - b. The geographic area encompassed by the Territories of any other franchisees, Company Stores, or any other Franchised Business operator, as of the date of the termination or expiration of the Franchise Agreement; or
 - c. A geographic area that is contained in a circle having a radius of 50 miles outward from the outside boundary of the Territory as defined in the Franchise Agreement.

Exhibit D-2

- 3) **Intent and Enforcement.** It is the parties' intent that the provisions of this Article III be judicially enforced to the fullest extent permissible under applicable law. Accordingly, the parties agree that any reduction in scope or modification of any part of the noncompetition provisions contained herein will not render any other part unenforceable. In the event of the actual or threatened breach of this Article III by you, any of your principals, or any members of their immediate family, Franchisor will be entitled to an injunction restraining such person from any such actual or threatened breach. You agree that in the event of the actual or threatened breach of this Article III, Franchisor's harm will be irreparable and that Franchisor has no adequate remedy at law to prevent such harm. You acknowledge and agree that each of you has previously worked or been gainfully employed in other careers and that the provisions of this Article III in no way prevent you from earning a living. You further acknowledge and agree that the time limitation of this Article III will be tolled during any default under this Personal Guaranty.

ARTICLE IV DISPUTE RESOLUTION

- 1) **Acknowledgment.** You acknowledge that this Personal Guaranty is not a franchise agreement and does not confer upon you any rights to use the Franchisor's Proprietary Marks or its system.
- 2) **Governing Law.** This Personal Guaranty will be deemed to have been made in and governed by the laws of the State of Michigan (without reference to its conflict of laws principals).
- 3) **Internal Dispute Resolution.** You must first bring any claim or dispute arising out of or relating to the Franchise Agreement or this Personal Guaranty to Franchisor's President. You agree to exhaust this internal dispute resolution procedure before bringing any dispute before a third party. This agreement to engage in internal dispute resolution first will survive the termination or expiration of this Agreement.
- 4) **Arbitration.** At Franchisor's option, all claims or disputes between you and Franchisor arising out of, or in any way relating to, this Personal Guaranty or the Franchise Agreement or any other agreement by and between you and the Franchisor, or any of the parties' respective rights and obligations arising from such agreements must be submitted to arbitration, in Ann Arbor, Michigan under the auspices of the American Arbitration Association ("AAA"), in accordance with AAA's Commercial Arbitration Rules then in effect. Each party will bear its own cost of arbitration and the parties will share the cost of the arbitrator. This agreement to arbitrate will survive the termination or expiration of the Franchise Agreement.
- a) The parties will not be required to first attempt to arbitrate a controversy, dispute, or claim through arbitration as set forth in this Section IV if such controversy, dispute, or claim concerns an allegation that a party has violated (or threatens to violate, or poses an imminent risk of violating):
- (1) Any federally protected intellectual property rights in the Proprietary Marks, the System, or in any Confidential Information;
 - (2) Any claims arising out of or pertaining to any warranty issued;

- (3) Any of the restrictive covenants contained in this agreement; or
- (4) The damages alleged are less than \$50,000.
- 5) **Third Party Beneficiaries.** Franchisor's officers, directors, shareholders, agents and/or employees are express third party beneficiaries of the Franchise Agreement and this Personal Guaranty, and the arbitration provisions contained herein, each having authority to specifically enforce the right to arbitrate claims asserted against such person(s) by you.
- 6) **Injunctive Relief.** Nothing contained in this Personal Guaranty will prevent Franchisor from applying to or obtaining from any court having jurisdiction, without bond, a writ of attachment, temporary injunction, preliminary injunction and/or other emergency relief available to safeguard and protect Franchisor's interest prior to the filing of any arbitration proceeding or pending the trial or handing down of a decision or award pursuant to any arbitration or judicial proceeding conducted hereunder.
- 7) **Jurisdiction and Venue.** With respect to any proceeding not subject to arbitration, the parties expressly agree to submit to the jurisdiction and venue of any court of general jurisdiction in Washtenaw County, Michigan and the jurisdiction and venue of the United States District Court presiding over Ann Arbor, Michigan.
- 8) **Jury Trial Waiver.** THE PARTIES HEREBY AGREE TO WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING OR COUNTERCLAIM, WHETHER AT LAW OR EQUITY, REGARDLESS OF WHICH PARTY BRINGS SUIT. THIS WAIVER WILL APPLY TO ANY MATTER WHATSOEVER BETWEEN THE PARTIES HERETO WHICH ARISES OUT OF OR IS RELATED IN ANY WAY TO THIS PERSONAL GUARANTY OR THE FRANCHISE AGREEMENT, THE PERFORMANCE OF EITHER PARTY, AND/OR YOUR PURCHASE FROM FRANCHISOR OF THE FRANCHISE, OPTION AND/OR ANY GOODS OR SERVICES.
- 9) **Waiver of Punitive Damages.** You waive to the fullest extent permitted by law, any right to or claim for any punitive, exemplary, incidental, indirect, special or consequential damages (including, without limitation, lost profits) that you may have against us arising out of any cause whatsoever (whether such cause be based in contract, negligence, strict liability, other tort or otherwise) and agree that in the event of a dispute, your recovery will be limited to actual damages. If any other term of this Personal Guaranty is found or determined to be unconscionable or unenforceable for any reason, the foregoing provisions will continue in full force and effect, including, without limitation, the waiver of any right to claim any consequential damages.
- 10) **Limitation on Action.** You agree that no cause of action arising out of or under this Personal Guaranty or the Franchise Agreement may be maintained by you unless brought before the expiration of one (1) year after the act, transaction or occurrence upon which such action is based or the expiration of one (1) year after you become aware of facts or circumstances reasonably indicating that you may have a claim against the Franchisor, whichever occurs sooner, and that any action not brought within this period will be barred as a claim, counterclaim, defense or set-off.
- 11) **Attorneys' Fees.** If either party institutes any arbitration action or judicial proceeding to

enforce any monetary or nonmonetary obligation or interpret the terms of this Personal Guaranty and the Franchise Agreement, and Franchisor prevails in such action, you will be liable to Franchisor for all costs, including reasonable attorneys' fees, incurred in connection with such proceeding.

- 12) **Nonwaiver.** Franchisor's failure to insist upon strict compliance with any provision of this Personal Guaranty and the Franchise Agreement will not be a waiver of Franchisor's right to do so, any law, custom, usage or rule to the contrary notwithstanding. Delay or omission by Franchisor respecting any breach or default will not affect Franchisor's rights respecting any subsequent breaches or defaults. All rights and remedies granted in this Personal Guaranty will be cumulative. Franchisor's election to exercise any remedy available by law or contract will not be deemed a waiver or preclude exercise of any other remedy.
- 13) **Severability.** The parties agree that if any provisions of this Personal Guaranty may be construed in two ways, one of which would render the provision illegal or otherwise voidable or unenforceable and the other which would render it valid and enforceable, such provision will have the meaning that renders it valid and enforceable. The language of all provisions of this Personal Guaranty will be construed according to fair meaning and not strictly construed against either party. The provisions of this Personal Guaranty are severable, and this Personal Guaranty will be interpreted and enforced as if all completely invalid or unenforceable provisions were not contained herein, and partially valid and enforceable provisions will be enforced to the extent that they are valid and enforceable. If any material provision of this Personal Guaranty is stricken or declared invalid, the parties agree to negotiate mutually acceptable substitute provisions. In the event that the parties are unable to agree upon such provisions, Franchisor reserves the right to terminate this Personal Guaranty.
- 14) **Construction of Language.** Any term defined in the Franchise Agreement which is not defined in this Personal Guaranty will be ascribed the meaning given to it in the Franchise Agreement. The language of this Personal Guaranty will be construed according to its fair meaning, and not strictly for or against either party. All words in this Personal Guaranty refer to whatever number or gender the context requires. If more than one party or person is referred to as you, their obligations and liabilities must be joint and several. Headings are for reference purposes and do not control interpretation.
- 15) **Successors.** References to "Franchisor" or "the undersigned," or "you" include the respective parties' successors, assigns or transferees.
- 16) **No Personal Liability.** You agree that fulfillment of any and all of Franchisor's obligations written in this Personal Guaranty or in the Franchise Agreement or based on any oral communications that may be ruled to be binding in a court of law will be Franchisor's sole responsibility and none of Franchisor's agents, representatives, nor any individuals associated with Franchisor's franchise company will be personally liable to Franchisee or you for any reason.

PERSONAL GUARANTOR(S)

Name:

Address:

Phone Number:

Email:

Name:

Address:

Phone Number:

Email:

SPOUSE(S)

Name:

Address:

Phone Number:

Email:

Name:

Address:

Phone Number:

Email:

EXHIBIT E
TO THE FRANCHISE AGREEMENT
SPOUSAL CONFIDENTIALITY AND
NON-COMPETE AGREEMENT

_____, 2026

The undersigned persons (individually and collectively “you”) hereby represent to Franchisor that you are all of the shareholders of, or all of the general partners of, or all of the members and managers of, or the spouse of any such shareholder, general partner, or member or manager of _____ (“Franchisee”), as the case may be. In consideration of my being the spouse of _____ (the “Franchise Owner”), and for other good and valuable consideration, the receipt and sufficiency of which is acknowledged, I hereby acknowledge and agree that Franchise Owner has acquired the right from Franchisor to own and operate a franchised business (the “Business”) and the right to use in the operation of the Business the Franchisor's trade names, trademarks and service marks (the “Proprietary Marks”) and the Franchisor's unique and distinctive format and system relating to the establishment and operation of businesses (the “System”), as they may be changed, improved and further developed from time to time in the Franchisor's sole discretion, under the terms of a franchise agreement (the “Franchise Agreement”) dated _____ only at the authorized and approved location (the “Office”). You further agree to be bound by the in-term and post-term covenants against competition of the aforesaid Franchise Agreement.

ARTICLE I
CONSENT TO SPOUSE’S PERSONAL GUARANTY

As the Spouse of _____, I hereby consent to and agree with _____ signing the Personal Guaranty as defined in the Franchise Agreement and its exhibits. I acknowledge and agree that, in doing so, my personal and marital assets could be at risk, if the Franchisee defaults on its obligations to Franchisor.

ARTICLE II
CONFIDENTIALITY

During the term of the Franchise Agreement, you will receive information which Franchisor considers a trade secret and confidential information (“Confidential Information”). You will not, during the term of the Franchise Agreement or thereafter, communicate, divulge, or use for the benefit of any other person, partnership, association, corporation, or limited liability company, any Confidential Information including, without limitation, operating procedures, customer lists, sources of supply, supplier contracts, advertising materials, copyrighted materials, equipment specifications, any information contained in the Operations Manual, trade secrets, the Proprietary Recipes, copyrighted materials, and other methods, techniques and know-how concerning the

operation of the Franchised Business which may be communicated to you or of which you may be apprised by virtue of your relationship with Franchisee.

ARTICLE III

NON-COMPETITION

1) **During the Term of the Franchise Agreement.** During the term of the Franchise Agreement, you shall not:

- a. Engage as an owner, partner, shareholder, director, officer, employee, consultant, agent, or in any other capacity, including through membership in a local union, in any other business offering any Services (as defined in the Franchise Agreement) that are the same as or similar to the services sold by Franchisor (except for other franchises or authorizations we enter into with you);
- b. Use our Confidential Information, System, Franchisor owners' intranet website, Operations Manual, Marks, Customer lists, Customer Information, trade secrets, trade dress, proprietary knowledge, or know-how, or any colorable imitations, in the design, development, or operation of any business other than the Business franchised hereunder, unless specifically authorized by us; or
- c. Divert or attempt to divert any business or customer of the Business to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated the Marks or the System.

2) **After the Term of the Franchise Agreement.** For a period of 18 months from the time of expiration or termination of the Franchise Agreement, you shall not: (a) engage as an owner, shareholder, partner, director, officer, employee, consultant, salesperson, representative, or agent or in any other capacity, including membership in a local union, in any company offering any Services, as defined in the Franchise Agreement or (b) divert or attempt to divert any business or Customer of the Business to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Marks or the System or engage in any business relationship with any contacts with Customers or former Customers of the Business, whether respect to collection of accounts receivable, or to provide them services, or for any other purpose whatever, within:

- a. The Territory as defined in the Franchise Agreement;
- b. The geographic area encompassed by the Territories of any Franchisor' franchisees, Company Stores, or any other Franchisor business operator, as of the date of the termination or expiration of the Franchise Agreement; or

- c. A geographic area that is contained in a circle having a radius of 50 miles outward from the outside boundary of the Territory as defined in the Franchise Agreement.
- 3) **Intent and Enforcement.** It is the parties' intent that the provisions of this Article III be judicially enforced to the fullest extent permissible under applicable law. Accordingly, the parties agree that any reduction in scope or modification of any part of the noncompetition provisions contained herein will not render any other part unenforceable. In the event of the actual or threatened breach of this Article III by you, any of your principals, or any members of their immediate family, Franchisor will be entitled to an injunction restraining such person from any such actual or threatened breach. You agree that in the event of the actual or threatened breach of this Article III, Franchisor's harm will be irreparable and that Franchisor has no adequate remedy at law to prevent such harm. You acknowledge and agree that each of you has previously worked or been gainfully employed in other careers and that the provisions of this Article III in no way prevent you from earning a living. You further acknowledge and agree that the time limitation of this Article III will be tolled during any default under this Agreement.

ARTICLE IV

DISPUTE RESOLUTION

- 1) **Acknowledgment.** You acknowledge that this Agreement is not a franchise agreement and does not confer upon you any rights to use the Franchisor's Proprietary Marks or its system.
- 2) **Governing Law.** This Agreement will be deemed to have been made in and governed by the laws of the State of Michigan (without reference to its conflict of laws principals).
- 3) **Internal Dispute Resolution.** You must first bring any claim or dispute arising out of or relating to the Franchise Agreement or this Agreement to Franchisor's President. You agree to exhaust this internal dispute resolution procedure before bringing any dispute before a third party. This agreement to engage in internal dispute resolution first will survive the termination or expiration of this Agreement and the Franchise Agreement.
- 4) **Arbitration.** At Franchisor's option, all claims or disputes between you and Franchisor arising out of, or in any way relating to, this Agreement or the Franchise Agreement or any other agreement by and between you and the Franchisor or Franchisor's affiliates, or any of the parties' respective rights and obligations arising from such agreements, or the operation of the Business which are not first resolved through the internal dispute resolution above, must be submitted to binding arbitration in Ann Arbor, Michigan under the auspices of the American Arbitration Association ("AAA"), in accordance with AAA's Commercial Arbitration Rules then in effect, and with a mutually agreeable arbitrator with at least five (5) years of franchise law experience. Each party will bear its own cost of arbitration and the parties will share the

Exhibit E-3

arbitration costs equally. This agreement to arbitrate shall survive the termination or expiration of the Franchise Agreement.

- a. The parties will not be required to first attempt to arbitrate a controversy, dispute, or claim through arbitration as set forth in this Section IV if such controversy, dispute, or claim concerns an allegation that a party has violated (or threatens to violate, or poses an imminent risk of violating):
 - i. Any federally protected intellectual property rights in the Proprietary Marks, the System, trade secrets, or in any Confidential Information;
 - ii. Any claims pertaining to or arising out of any warranty issued;
 - iii. Any of the restrictive covenants contained in this Agreement;
 - iv. Any claims arising out of or related to fraud or misrepresentation by you or your insolvency; or
 - v. Any claims where the damages alleged are less than \$50,000.
- 5) **Third Party Beneficiaries.** Franchisor's officers, directors, shareholders, agents and/or employees are express third party beneficiaries of the Franchise Agreement and this Agreement, and the arbitration provisions contained herein, each having authority to specifically enforce the right to arbitrate and litigate claims asserted against such person(s) by you.
- 6) **Injunctive Relief.** Nothing contained in this Agreement will prevent Franchisor from applying to or obtaining from any court having jurisdiction, without bond, a writ of attachment, temporary injunction, preliminary injunction and/or other emergency relief available to safeguard and protect Franchisor's interest prior to the filing of any arbitration proceeding or pending the trial or handing down of a decision or award pursuant to any arbitration or judicial proceeding conducted hereunder.
- 7) **Jurisdiction and Venue.** With respect to any proceeding not subject to arbitration, the parties expressly agree to submit to the jurisdiction and venue of any court of general jurisdiction in Washtenaw County, Michigan and the jurisdiction and venue of the United States District Court presiding over Ann Arbor, Michigan.
- 8) **Jury Trial Waiver.** THE PARTIES HEREBY AGREE TO WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING OR COUNTERCLAIM, WHETHER AT LAW OR EQUITY, REGARDLESS OF WHICH PARTY BRINGS SUIT. THIS WAIVER WILL APPLY TO ANY MATTER WHATSOEVER BETWEEN THE PARTIES HERETO WHICH ARISES OUT OF OR IS RELATED IN ANY WAY TO THIS AGREEMENT OR THE FRANCHISE AGREEMENT, THE PERFORMANCE OF EITHER PARTY, AND/OR YOUR PURCHASE FROM FRANCHISOR OF THE FRANCHISE, OPTION AND/OR ANY GOODS OR SERVICES.

- 9) **Waiver of Punitive Damages.** You waive to the fullest extent permitted by law, any right to or claim for any punitive, exemplary, incidental, indirect, special or consequential damages (including, without limitation, lost profits) that you may have against Franchisor arising out of any cause whatsoever (whether such cause be based in contract, negligence, strict liability, other tort or otherwise) and agree that in the event of a dispute, your recovery will be limited to actual damages. If any other term of this Agreement is found or determined to be unconscionable or unenforceable for any reason, the foregoing provisions will continue in full force and effect, including, without limitation, the waiver of any right to claim any consequential damages.
- 10) **Limitation on Action.** You agree that no cause of action arising out of or under this Agreement or the Franchise Agreement may be maintained by you unless brought before the expiration of one (1) year after the act, transaction or occurrence upon which such action is based or the expiration of one (1) year after you become aware of facts or circumstances reasonably indicating that you may have a claim against the Franchisor, whichever occurs sooner, and that any action not brought within this period will be barred as a claim, counterclaim, defense or set-off.
- 11) **Attorneys' Fees.** If either party institutes any arbitration action or judicial proceeding to enforce any monetary or nonmonetary obligation or interpret the terms of this Agreement and the Franchise Agreement, and Franchisor prevails in such action, you will be liable to Franchisor for all costs, including reasonable attorneys' fees, incurred in connection with such proceeding.
- 12) **Nonwaiver.** Franchisor's failure to insist upon strict compliance with any provision of this Agreement and the Franchise Agreement will not be a waiver of Franchisor's right to do so, any law, custom, usage or rule to the contrary notwithstanding. Delay or omission by Franchisor respecting any breach or default will not affect Franchisor's rights respecting any subsequent breaches or defaults. All rights and remedies granted in this Agreement will be cumulative. Franchisor's election to exercise any remedy available by law or contract will not be deemed a waiver or preclude exercise of any other remedy.
- 13) **Severability.** The parties agree that if any provisions of this Agreement may be construed in two ways, one of which would render the provision illegal or otherwise voidable or unenforceable and the other which would render it valid and enforceable, such provision will have the meaning that renders it valid and enforceable. The provisions of this Agreement are severable, and this Agreement will be interpreted and enforced as if all completely invalid or unenforceable provisions were not contained herein, and partially valid and enforceable provisions will be enforced to the extent that they are valid and enforceable. If any material provision of this Agreement will be stricken or declared invalid, the parties agree to negotiate mutually acceptable substitute provisions. In the event that the parties are unable to agree upon such provisions, Franchisor reserves the right to terminate this Agreement.

- 14) **Construction of Language.** Any term defined in the Franchise Agreement which is not defined in this Agreement will be ascribed the meaning given to it in the Franchise Agreement. The language of this Agreement will be construed according to its fair meaning, and not strictly for or against either party. All words in this Agreement refer to whatever number or gender the context requires. If more than one party or person is referred to as you, their obligations and liabilities must be joint and several. Headings are for reference purposes and do not control interpretation.
- 15) **Successors.** References to “Franchisor” or “the undersigned,” or “you” include the respective parties’ successors, assignees or transferees.
- 16) **No Personal Liability.** You agree that fulfillment of any and all of Franchisor’s obligations written in this Agreement or in the Franchise Agreement or based on any oral communications that may be ruled to be binding in a court of law will be Franchisor’s sole responsibility and none of Franchisor’s agents, representatives, nor any individuals associated with Franchisor’s company will be personally liable to Franchisee or you for any reason.

FRANCHISE OWNER

SPOUSE

[_____]

[_____]

**EXHIBIT F
TO THE FRANCHISE AGREEMENT**

**ELECTRONIC FUNDS TRANSFER (EFT) AUTHORIZATION
AUTOMATIC DEBIT OF AMOUNT DUE TO FRANCHISOR**

Helpful Heroes International LLC (“Franchisor”) is hereby authorized to charge the below account, owned by the below identified Franchisee by way of Automated Clearing House (“ACH”) debit for the amount due Franchisor by Franchisee pursuant to the terms of the Franchise Agreement signed by and between Franchisor and Franchisee, for the month or week, as applicable, preceding the debit (the “Due Date”). As the amount due Franchisor may vary on each Due Date, Franchisor is authorized to transfer amounts from Franchisee’s Account, which amounts are subject to change, without prior notice to Franchisee.

Franchisee may terminate this authorization by giving not less than three (3) days’ notice to Franchisor in writing to Helpful Heroes International LLC, Attn: Controller at 5405 Data Court, Ann Arbor, MI 48108.

Both Franchisor and Franchisee agree to be bound by the operating rules of the National Automated Clearing House Association (“NACHA”).

Franchisee Bank Information

Bank Name	
Bank Address	
Account Name	
ABA Routing Number	
Account Number	

FRANCHISEE

[Insert entity name]

By: _____
[insert name of signatory]

Date: _____

EXHIBIT G
TO THE FRANCHISE AGREEMENT
STATE ADDENDA TO THE FRANCHISE AGREEMENT

ADDENDUM TO THE FRANCHISE AGREEMENT FOR USE IN CALIFORNIA

This is a Rider to the Franchise Agreement, which is being executed concurrently with the Franchise Agreement, between Franchisor and Franchisee.

Notwithstanding anything to the contrary in the Franchise Agreement, in the event of a conflict between the terms of this Rider and the terms of the Franchise Agreement, the terms of this Rider shall control and supersede the Franchise Agreement. Any terms not defined herein shall have the same meanings as in the Franchise Agreement and any references to sections and paragraphs refer to the sections and paragraphs of the Franchise Agreement unless stated otherwise.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each of the parties signing below, it is hereby agreed and understood that:

1. The Department has determined that we, the franchisor, have not demonstrated we are adequately capitalized and/or that we must rely on franchise fees to fund our operations. The Commissioner has imposed a fee deferral condition, which requires that we defer the collection of all initial franchise fees from California franchisees until we have completed all of our pre-opening obligations and you are open for business. For California franchisees who sign a development agreement, the payment of the development and initial fees attributable to a specific unit in your development schedule is deferred until that unit is opened.

2. Section 17 of the Franchise Agreement shall be amended to state only:

In awarding this Franchised Business, we are relying upon your statements, as affirmed by your initials to the left of each statement, that:

____ The Managing Owner or, if applicable, the Designated Manager, shall devote your full-time best efforts to the development and management of the Franchised Business. At least one (1) Managing Owner or Designated Manager will operate the Franchised Business on a full-time basis.

____ We have certain rights reserved to us to own and operate Franchised Businesses, to franchise or franchise others to operate Franchised Businesses, and to otherwise use the System, Marks, know-how, techniques, and procedures, including (without limitation) those expressly set forth in of this Agreement.

____ We may sell our assets, Marks, or the System, outright to a third party; may go public; may engage in a private placement of some or all of our securities; may merge, acquire other corporations; may undertake a re-financing, re-capitalization, leverage buyout or other economic or financial restructuring; and with regard to any or all of the above sales, assignments, and dispositions, you expressly and agree to provide reasonable closing certificates and other documentation as reasonably requested by us to conclude the transaction, and specifically waive any claims, demands, or damages arising from or related to the loss of said Marks (or any variations of them) and/or the loss of association with or identification us as the franchisor of this Agreement.

3. Section 18 of the Franchise Agreement shall be amended to state only:

EACH OF THE UNDERSIGNED PARTIES WARRANTS THAT IT HAS THE FULL AUTHORITY TO SIGN AND EXECUTE THIS AGREEMENT. IF YOU ARE A PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY, THE PERSON EXECUTING THIS AGREEMENT ON BEHALF OF SUCH PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY WARRANTS TO US, BOTH INDIVIDUALLY AND IN YOUR CAPACITY AS PARTNER, OFFICER, OR MANAGER/MEMBER THAT ALL OF THE PARTNERS OF THE PARTNERSHIP, ALL OF THE SHAREHOLDERS OF THE CORPORATION, OR ALL OF THE MANAGERS/MEMBERS OF THE LIMITED LIABILITY COMPANY, AS APPLICABLE, HAVE READ AND APPROVED THIS AGREEMENT, INCLUDING ANY RESTRICTIONS WHICH THIS AGREEMENT PLACES UPON RIGHTS TO TRANSFER THEIR INTEREST IN THE PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY.

FRANCHISOR:

FRANCHISEE:

**HELPFUL HEROES INTERNATIONAL,
LLC**

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

ADDENDUM TO THE FRANCHISE AGREEMENT FOR USE IN ILLINOIS

This is a Rider to the Franchise Agreement, which is being executed concurrently with the Franchise Agreement, between Franchisor and Franchisee.

Notwithstanding anything to the contrary in the Franchise Agreement, in the event of a conflict between the terms of this Rider and the terms of the Franchise Agreement, the terms of this Rider shall control and supersede the Franchise Agreement. Any terms not defined herein shall have the same meanings as in the Franchise Agreement and any references to sections and paragraphs refer to the sections and paragraphs of the Franchise Agreement unless stated otherwise.

In recognition of the requirements of the Illinois Franchise Disclosure Act of 1987, (Ill. Comp. Stat. §§ 705/1 to 705/44), the parties to the Helpful Heroes International, LLC Franchise Agreement (the “Agreement”) agree as follows:

1. Illinois law governs the Franchise Agreement.
2. In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.
3. Your rights upon Termination and Non-Renewal of an agreement are set forth in section 19 and 20 of the Illinois Franchise Disclosure Act.
4. 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 laws of Illinois** is void.
5. No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FRANCHISOR:

FRANCHISEE:

**HELPFUL HEROES INTERNATIONAL,
LLC**

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

ADDENDUM TO THE FRANCHISE AGREEMENT FOR USE IN MARYLAND

The parties to this Rider are FRANCHISOR and FRANCHISEE. The parties to the attached Franchise Agreement (the “Agreement”) agree as follows:

1. Background:

We and you are parties to that certain Agreement that has been executed concurrently with the execution of this Rider. This Rider is annexed to and forms part of the Agreement. This Rider is being executed because (a) the offer or sale of the franchise for the Helpful Heroes franchise you will operate under the Agreement was made in the State of Maryland and you will operate the Franchise in the State of Maryland and/or (b) you are a resident of the State of Maryland.

2. Expiration of this Agreement:

Pursuant to COMAR 02.02.08.16L, the following is added at the end of Sections 10.B.8, 11.C., and 12.A. of the Agreement:

The general release required as a condition of renewal, sale, and/or assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

3. Enforcement:

The following is added at the end of Section 15.F. and 15.K. of the Agreement:

Any limitation of claims provisions shall not act to reduce the three (3) year statute of limitations afforded a franchisee for bringing a claim arising under the Maryland Franchise Registration and Disclosure Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.

4. Dispute Resolution Procedures:

Pursuant to Section 14-216(c)(25) of the Maryland Franchise Registration and Disclosure Law, the following is added at the end of Sections 15.F. and 15.H. of the Agreement:

You may bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

5. Section 15L. The following language from Section 15L of the Franchise Agreement shall be removed in its entirety:

“You acknowledge that you are entering into this Agreement as a result of your own independent investigation of our Franchised Business and not as a result of any representations about us made by our shareholders, officers, directors, employees, agents, representatives, independent contractors, or franchisees that are contrary to the terms set forth in this Agreement, or in any disclosure document, prospectus, or other similar document required or permitted to be given to you pursuant to applicable law.

You acknowledge that you have not received any express or implied representations or warranties regarding the sales, earnings, income, profits, gross revenues, business or financial success, value of the franchise, provided by us or our representatives or any other matters pertaining to the franchise from us or any of our officers, employees or agents that were not contained in this Agreement or the Franchise Disclosure Document received by you (hereinafter “Representations”). You further acknowledge that if you had received any such Representations, you would not have executed this Agreement, and you would

have: (a) promptly notified us in writing of the person or persons making such Representations; and (b) provided to us a specific written statement detailing the Representations made. You acknowledge that we justifiably have relied on your representations made before the execution of this Agreement.”

6. Acknowledgment:

Pursuant to Section 14-226 of the Maryland Franchise Registration and Disclosure Law, the following is added at the end of Section 17 of the Agreement and to the Disclosure Acknowledgement Questionnaire:

Exhibit I of the Franchise Agreement is a Disclosure Acknowledgment Statement. The representations, acknowledgements and affirmations in the preceding section are not intended to nor shall they act as a release, estoppel, or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Act. If the franchisee resides within or if the franchised business will be located within the State of Maryland, Exhibit I, Franchise Disclosure Questionnaire should not be signed by the franchisee. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

The following language from Sections 17 and 18 of the Franchise Agreement shall be deleted in its entirety:

Section 17:

____ We have not made any representation as to the past or future sales, volume or potential profitability, earnings or income of the Franchised Business, or any other Franchised Business, other than the information provided in our franchise disclosure document.

____ You have had the opportunity, and have been encouraged by us, to independently investigate and analyze both the Helpful Heroes franchise opportunity and the terms and provisions of this Agreement by contacting any and all of our franchise owners and by utilizing the services of attorneys, accountants, or other advisors as you deem to be necessary.

____ You are not relying on any representation or statement that we have made, regarding the anticipated income, earnings and growth of Helpful Heroes outlets, the System, or the viability of the Helpful Heroes franchise opportunity.

____ Like any other business, the nature of the business conducted by Franchised Businesses may, and probably will, evolve over time.

____ Your abilities and efforts are vital to the success of the Franchised Business.

____ Continually securing new Customers is necessary to the Franchised Business and requires you to make consistent and repeated marketing and advertising efforts through a variety of mediums.

____ The covenants not to compete set forth in this Agreement are fair and reasonable, and will not impose any undue hardship on you, since you have other considerable skills, experience, and education which will afford you the opportunity to derive income from other endeavors.

____ All information that you have set forth in any and all applications, financial statements, and submissions to us is true, complete, and accurate in all respects, and you expressly acknowledge that we are relying upon the truthfulness, completeness, and accuracy of this information.

Section 18:

“YOU ACKNOWLEDGE THAT NO REPRESENTATIONS, PROMISES, INDUCEMENTS, GUARANTEES OR WARRANTIES OF ANY KIND WERE MADE BY US OR ON OUR BEHALF THAT HAVE LED YOU TO ENTER INTO THIS AGREEMENT. YOU UNDERSTAND THAT WHETHER YOU SUCCEED AS A FRANCHISEE IS DEPENDENT UPON YOUR EFFORTS, BUSINESS JUDGMENTS, THE PERFORMANCE OF YOUR EMPLOYEES, MARKET CONDITIONS AND VARIABLE FACTORS BEYOND OUR CONTROL OR INFLUENCE. YOU FURTHER UNDERSTAND THAT SOME FRANCHISEES ARE MORE OR LESS SUCCESSFUL THAN OTHER FRANCHISEES AND THAT WE HAVE MADE NO REPRESENTATION THAT YOU WILL DO AS WELL AS ANY OTHER FRANCHISEE.

THE UNDERSIGNED ACKNOWLEDGES RECEIPT OF THIS AGREEMENT, WITH ALL BLANKS COMPLETED AND WITH ANY AMENDMENTS AND EXHIBITS, AT LEAST SEVEN (7) CALENDAR DAYS PRIOR TO EXECUTION OF THIS AGREEMENT. IN ADDITION, THE UNDERSIGNED ACKNOWLEDGES RECEIPT OF OUR FRANCHISE DISCLOSURE DOCUMENT AT LEAST 14 CALENDAR DAYS PRIOR TO THE EXECUTION OF THIS AGREEMENT OR YOUR PAYMENT OF ANY MONIES TO US, REFUNDABLE OR OTHERWISE.

YOU ACKNOWLEDGE THAT WE HAVE RECOMMENDED, AND THAT YOU HAVE HAD THE OPPORTUNITY TO OBTAIN, REVIEW THIS AGREEMENT AND OUR FRANCHISE DISCLOSURE DOCUMENT BY YOUR LAWYER, ACCOUNTANT OR OTHER BUSINESS ADVISOR PRIOR TO EXECUTION HEREOF.

IF YOU ARE A PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY, THE PERSON EXECUTING THIS AGREEMENT ON BEHALF OF SUCH PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY WARRANTS TO US, BOTH INDIVIDUALLY AND IN HIS CAPACITY AS PARTNER, OFFICER, OR MANAGER/MEMBER THAT ALL OF THE PARTNERS OF THE PARTNERSHIP, ALL OF THE SHAREHOLDERS OF THE CORPORATION, OR ALL OF THE MANAGERS/MEMBERS OF THE LIMITED LIABILITY COMPANY, AS APPLICABLE, HAVE READ AND APPROVED THIS AGREEMENT, INCLUDING ANY RESTRICTIONS WHICH THIS AGREEMENT PLACES UPON RIGHTS TO TRANSFER THEIR INTEREST IN THE PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY.”

In all other respects, the terms and conditions contained in your Franchise Agreement, and any previous Addendums to your Franchise Agreement, remain in effect.

FRANCHISOR:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

ADDENDUM TO THE FRANCHISE AGREEMENT FOR USE IN MINNESOTA

This is a Rider to the Franchise Agreement which is being executed concurrently with this Rider, Franchisor and Franchisee.

Notwithstanding anything to the contrary in the Franchise Agreement, in the event of a conflict between the terms of this Rider and the terms of the Franchise Agreement, the terms of this Rider shall control and supersede the Franchise Agreement. Any terms not defined herein shall have the same meanings as in the Franchise Agreement and any references to sections and paragraphs refer to the sections and paragraphs of the Franchise Agreement unless stated otherwise.

In recognition of the requirements of the Minnesota Franchises Law, Minn. Stat. 80C.01 through 80C.22, and the Rules and Regulations promulgated thereunder by the Minnesota Commissioner of Commerce, Minn. Rule 2860.0100 through 2860.9930, the parties to the attached Helpful Heroes International LLC Franchise Agreement (the "Agreement") agree as follows:

1. Background. We and you are parties to that certain Franchise Agreement that has been executed concurrently with the execution of this Rider (the "Franchise Agreement"). This Rider is annexed to and forms part of the Agreement.

2. Marks. The following language is added at the end of Section 4 of the Agreement:

Pursuant to Minnesota Stat. Sec. 80C.12, Subd. 1(g), we are required to protect any rights that you have to use our proprietary rights, including your right to use the trademarks, service marks, trade names, logotypes or other commercial symbols and indemnify the franchisee from any loss, costs, or expenses arising out of any claim, suite or demand regarding the use of the name.

3. Termination by Franchisor. The following language is added to Section 12.B of the Agreement:

With respect to franchises governed by Minnesota law, the franchisor will comply with Minn. Stat. Sec. 80C.14, Subds. 3, 4, and 5 which require, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice of non-renewal of the franchise agreement.

4. Waiver of Punitive Damages and Jury Trial. The following is added to Section 15.I, of the Agreement:

Minn. Rule 2860.4400J. prohibits the waiver of a jury trial.

5. Limitations of Claims. The following is added to Section 15.K. of the Agreement:

Minn. Stat. 80C.17, Subd. 5 requires that no action may be commenced pursuant to this section more than three (3) years after the cause of action occurs.

6. Dispute Resolution Procedures/Governing Law. The following language is added to Sections 15.F and 15.H. of the Agreement:

PURSUANT TO MINN. STAT. 80C.21 AND MINN. RULE 2860.4400J, THESE SECTIONS SHALL NOT IN ANY WAY ABROGATE OR REDUCE YOUR RIGHTS AS PROVIDED FOR IN MINNESOTA STATUTES 1984, CHAPTER 80C, INCLUDING THE RIGHT TO SUBMIT MATTERS TO THE JURISDICTION OF THE COURTS OF MINNESOTA.

7. NSF Fees. Item 6 and Section 2.E of the Franchise Agreement are amended to state: Pursuant to Minnesota Statute 604.113, the NSF Fees are capped at \$30 per incident.

8. Agreements/Releases. The following language is added to Section 11.C.:

Provided; however, that such general releases do not apply to the extent prohibited by applicable law with respect to claims which arise under Minn. Rule 2860.4400D.

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

In all other respects, the terms and conditions contained in your Franchise Agreement, and any previous Addendums to your Franchise Agreement, remain in effect.

FRANCHISOR:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

ADDENDUM TO THE FRANCHISE AGREEMENT FOR USE IN NORTH DAKOTA

This is a Rider to the Franchise Agreement which is being executed concurrently with this Rider, between Franchisor and Franchisee.

Notwithstanding anything to the contrary in the Franchise Agreement, in the event of a conflict between the terms of this Rider and the terms of the Franchise Agreement, the terms of this Rider shall control and supersede the Franchise Agreement. Any terms not defined herein shall have the same meanings as in the Franchise Agreement and any references to sections and paragraphs refer to the sections and paragraphs of the Franchise Agreement unless stated otherwise.

1. BACKGROUND.

We and you are parties to that certain Franchise Agreement that has been signed concurrently with the signing of 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 Franchised Business that you will operate under the Franchise Agreement was made in the State of North Dakota, and/or (b) you are a resident of North Dakota, and your Business will be located or operated in North Dakota.

2. AGREEMENTS/RELEASES.

Sections 10.B.10, and 11.C of the Franchise Agreement are amended by adding the following:

“Any release required as a condition of renewal and/or assignment/transfer will not apply to the extent otherwise prohibited by applicable law with respect to claims arising under the North Dakota Franchise Investment Law.”

3. COVENANT NOT TO COMPETE.

Section 13.D of the Franchise Agreement is amended by adding the following:

“Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota. However, you acknowledge and agree that we intend to seek enforcement of these provisions to the extent allowed under the law.”

4. GOVERNING LAW.

The following is added to the end of Section 15.H. of the Franchise Agreement:

“except as otherwise required by North Dakota law.”

5. DISPUTE RESOLUTION PROCEDURES.

Section 15.F. of the Franchise Agreement is amended by adding the following language:

“Notwithstanding the foregoing, to the extent required by the North Dakota Franchise Investment Law, and subject to Franchisee’s dispute resolution obligations, Franchisee may bring an action in North Dakota for claims arising under the North Dakota Franchise Investment Law.”

6. WAIVER OF EXEMPLARY AND PUNITIVE DAMAGES AND JURY TRIAL.

To the extent required by the North Dakota Franchise Investment Law, the following language is deleted from Section 15.I. of the Franchise Agreement.

“You hereby waive to the fullest extent permitted by law, any right to or claim for any punitive,

exemplary, incidental, indirect, special or consequential damages (including, without limitation, lost profits) against us arising out of any cause whatsoever (whether such cause be based in contract, negligence, strict liability, other tort or otherwise) and agree that in the event of a dispute, that your recovery is limited to actual damages.”

“You and we irrevocably waive trial by jury in any action, proceeding, or counterclaim, whether at law or in equity, brought by either of us.”

7. LIQUIDATED DAMAGES.

Notwithstanding Item 17(i) of the Franchise Disclosure Document or Section 13 of the Franchise Agreement, you are not required to consent to termination or liquidated damages and any such language is hereby deleted from the Franchise Agreement and Franchise Disclosure Document.

8. LIMITATIONS OF CLAIMS.

Section 15.K. of the Franchise Agreement is amended by adding the following:

“The time limitations set forth in this subsection might be modified by the North Dakota Franchise Investment Law.”

In all other respects, the terms and conditions contained in your Franchise Agreement, and any previous Addendums to your Franchise Agreement, remain in effect.

FRANCHISOR:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

WASHINGTON ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT, THE FRANCHISE AGREEMENT, AND ALL RELATED AGREEMENTS

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.
2. **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.
3. **Site of Arbitration, Mediation, and/or Litigation.** 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.
4. **General Release.** A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).
5. **Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
6. **Transfer Fees.** Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.
7. **Termination by Franchisee.** The franchisee may terminate the franchise agreement

under any grounds permitted under state law.

8. **Certain Buy-Back Provisions.** Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.
9. **Fair and Reasonable Pricing.** Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).
10. **Waiver of Exemplary & Punitive Damages.** RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).
11. **Franchisor's Business Judgement.** Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.
12. **Indemnification.** Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.
13. **Attorneys' Fees.** If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.
14. **Noncompetition Covenants.** 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 provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.
15. **Nonsolicitation Agreements.** 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.

16. **Questionnaires and Acknowledgments.** 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.
17. **Prohibitions on Communicating with Regulators.** Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).
18. **Advisory Regarding Franchise Brokers.** Under the Washington Franchise Investment Protection Act, a “franchise broker” is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.
19. Section 12. D of the Franchise Agreement shall be amended to state that liquidated damages will equal the expected royalties for the lesser of two years or the remainder of the Franchise Agreement.
20. Section 12 D of the Franchise Agreement shall be amended to remove the language “because actual damages incurred by us will be impossible to ascertain”;
21. Section 13 D. 3 of the Franchise Agreement shall be amended to reduce the geographic restriction to 25 miles.
22. Section 15.K. of the Franchise Agreement and Section IV.10. of the Personal Guaranty and Guaranty of Spouses (Exhibit D to the Franchise Agreement) do not apply.
23. Section 15L of the Franchise Agreement shall be amended to remove the following language: “You acknowledge that you are entering into this Agreement as a result of your own independent investigation of our Franchised Business and not as a result of any representations about us made by our shareholders, officers, directors, employees, agents, representatives, independent contractors, or franchisees that are contrary to the terms set forth in this Agreement, or in any disclosure document, prospectus, or other similar document required or permitted to be given to you pursuant to applicable law.” And “You acknowledge that you have not received any express or implied representations or warranties regarding the sales, earnings, income, profits, gross revenues, business or financial success, value of the franchise, provided by us or our representatives or any other matters pertaining to the franchise from us or any of our officers, employees or agents that were not contained in this Agreement or the Franchise

Disclosure Document received by you (hereinafter “Representations”). You further acknowledge that if you had received any such Representations, you would not have executed this Agreement, and you would have: (a) promptly notified us in writing of the person or persons making such Representations; and (b) provided to us a specific written statement detailing the Representations made. You acknowledge that we justifiably have relied on your representations made before the execution of this Agreement. Nothing in this Agreement is intended, nor is deemed, to confer any rights or remedies upon any person or legal entity not a party to this Agreement.”

24. Section 17 of the Franchise Agreement shall be amended to state: In awarding this Franchised Business, we are relying upon your statements, as affirmed by your initials to the left of each statement, that:

_____ The Managing Owner or, if applicable, the Designated General Manager, shall devote your full-time best efforts to the development and management of the Franchised Business. At least one (1) Managing Owner or Designated General Manager will operate the Franchised Business on a full-time basis.

We may sell our assets, Marks, or the System, outright to a third party; may go public; may engage in a private placement of some or all of our securities; may merge, acquire other corporations; may undertake a re-financing, re-capitalization, leverage buyout or other economic or financial restructuring; and with regard to any or all of the above sales, assignments, and dispositions, you expressly and agree to provide reasonable closing certificates and other documentation as reasonably requested by us to conclude the transaction, and specifically waive any claims, demands, or damages arising from or related to the loss of said Marks (or any variations of them) and/or the loss of association with or identification us as the franchisor of this Agreement.

_____ The covenants not to compete set forth in this Agreement are fair and reasonable, and will not impose any undue hardship on you, since you have other considerable skills, experience, and education which will afford you the opportunity to derive income from other endeavors.

_____ All information that you have set forth in any and all applications, financial statements, and submissions to us is true, complete, and accurate in all respects, and you expressly acknowledge that we are relying upon the truthfulness, completeness, and accuracy of this information.

25. Section 18 of the Franchise Agreement shall be amended to state:

EACH OF THE UNDERSIGNED PARTIES WARRANTS THAT IT HAS THE FULL AUTHORITY TO SIGN AND EXECUTE THIS AGREEMENT. IF YOU ARE A PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY, THE PERSON EXECUTING THIS AGREEMENT ON BEHALF OF SUCH PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY WARRANTS TO US, BOTH INDIVIDUALLY AND IN YOUR CAPACITY AS PARTNER, OFFICER, OR MANAGER/MEMBER THAT ALL OF THE PARTNERS OF THE PARTNERSHIP, ALL OF THE SHAREHOLDERS OF THE CORPORATION, OR ALL OF THE MANAGERS/MEMBERS OF THE LIMITED LIABILITY COMPANY, AS APPLICABLE, HAVE READ AND APPROVED THIS AGREEMENT, INCLUDING ANY RESTRICTIONS WHICH THIS

AGREEMENT PLACES UPON RIGHTS TO TRANSFER THEIR INTEREST IN THE PARTNERSHIP, CORPORATION, OR LIMITED LIABILITY COMPANY.

The undersigned does hereby acknowledge receipt of this addendum.

Dated this _____ day of _____ 20_____.

FRANCHISOR

FRANCHISEE

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

EXHIBIT A-2
TO THE FRANCHISE DISCLOSURE DOCUMENT

PROMISSORY NOTE

FOR VALUE RECEIVED, _____ and _____ (collectively, the “Undersigned”) promises to pay to the order of Helpful Heroes International LLC, a Delaware limited liability company, at 5405 Data Court, Ann Arbor, Michigan 48108 (the “Holder”), the principal sum of \$ _____ together with interest at a rate of nine percent (9%) for up to thirty-six (36) months. The principal and interest shall be paid in equal monthly installments as stated in the payment schedule attached to this Promissory Note as Exhibit “1”, which is made a part of this Promissory Note. The first installment shall be due via Electronic Funds Transfer (“EFT”) on the first of the month following the successful completion of the initial training, if required under the franchise agreement, between Holder and the Undersigned, and thereafter monthly installments will be due via EFT on the first day of each successive month until the principal and interest due under this Promissory Note have been paid in full. PROVIDED, HOWEVER, that the entire principal balance together with all accrued interest thereon shall be due and payable on or before 36 months following the payment of the first installment, anything here in this Agreement to the contrary notwithstanding. After maturity of this Promissory Note (whether by acceleration or otherwise), Holder shall have the right to collect all payments, together with all accrued interest and late fees, due.

Monthly installments shall be applied first upon interest and the balance upon principal. This Promissory Note may be prepaid in full at any time without restriction or penalty.

Should any monthly installment not be paid when due, then the Holder shall elect to either (a) require that the whole sum of the remaining principal and interest shall become due immediately and payable upon notice to the Undersigned or (b) charge a late fee of 5% or \$50, per week, whichever sum is greater. All unpaid amounts owing on this Promissory Note shall immediately become due and payable at the option of Holder without notice or demand upon the occurrence of any of the following events of default: (i) the default of any provision of the Promissory Note; or (ii) the death, dissolution, insolvency (however expressed or indicated) or the filing of a petition in bankruptcy, reorganization or for the adjustment of debts for, by or against the Undersigned; (iii) the sale of substantially all of the Undersigned’s stock or assets; (iv) the Undersigned’s failure to permit Holder to collect amounts via EFT.

The Undersigned hereby waives presentation for payment, demand, notice of non-payment, protest, and all other demands and notices required by law (statutory or otherwise). In the event that the undersigned should default under this Promissory Note, and legal proceedings are commenced to collect the indebtedness evidenced hereby, the undersigned agrees to pay all costs and expenses, including reasonable attorney fees, incurred in the collection of this Promissory Note.

Should the undersigned transfer or assign their franchise rights to a third party prior to the pay-off of this Promissory Note, said Promissory Note must be paid in full before Holder will approve such transfer or assignment.

The validity, construction, interpretation and enforceability of the terms of this Promissory Note shall be determined and governed by the laws of the State of Michigan.

The Undersigned hereby confirms that the proceeds of this Promissory Note will be used for the business purpose of starting up a HELPFUL HEROES franchised business.

It is the parties' intent that the provisions of this Promissory Note be judicially enforced to the fullest extent permissible under applicable law. Accordingly, the parties agree that any reduction in scope or modification of any part of the provisions contained here in this Promissory Note shall not render any other part unenforceable.

Holder's failure to enforce any rights granted to it under this Promissory Note will not constitute a waiver of such rights.

This Promissory Note is binding upon and will insure to the benefit of the parties and their successors, heirs, and assigns.

The persons executing this Note on behalf of the Undersigned acknowledge their authority to do so.

I HAVE READ THE ABOVE NOTE AND UNDERSTAND ITS TERMS. I WOULD NOT SIGN THIS NOTE IF I DID NOT UNDERSTAND AND AGREE TO BE BOUND BY ITS TERMS.

As provided in this Franchise Agreement this Promissory Note is personally guaranteed by _____.

HOLDER:

By: _____

Name: _____

Title: _____

Date: _____

UNDERSIGNED:

[FRANCHISEE ENTITY NAME]

By: _____

Name: _____

Title: _____

Date: _____

[FRANCHISEE NAME]

[NAME], Individually

EXHIBIT A-3
TO THE FRANCHISE DISCLOSURE DOCUMENT

CONFIDENTIALITY/NON-DISCLOSURE AGREEMENT

With respect to determining the feasibility of whether or not to purchase a HELPFUL HEROES franchise, Helpful Heroes International LLC, is prepared to provide you with certain financial, business, marketing, and operational information concerning the business operations of Helpful Heroes International LLC.

We are able to provide you this information with your explicit understanding and agreement that you recognize and agree that this information is confidential and valuable, and that this information constitutes special and unique proprietary rights and assets of Helpful Heroes International LLC.

The term "Confidential Information" shall mean and include any and all information disclosed by us to you relating to the Franchised Business and potential trade name and internet web names, whether copyrighted or patented. Provided; however, Confidential Information shall not include information which:

- A. Is disclosed to you following the date of this Agreement by a third party who is not under an obligation to keep the information confidential;
- B. Is or becomes publicly disclosed through no act or omission of yours; and/or
- C. Information previously known by you prior to contact with us.

In accepting this Confidential Information, you agree that you will not disclose it to any third party or make use of it yourself, in any regard, with the exception that it may be disclosed to an attorney, accountant or business consultant that you utilize as part of your due diligence process, provided you assure they are informed of and comply with all the terms of this Confidentiality and Non-Disclosure Agreement.

You further agree to maintain the confidentiality of any and all confidential information which has been provided to you in a manner using at least the same degree of care as the manner used to maintain the confidentiality of your most confidential information.

In the event that you do not purchase a Franchised Business, or upon our request at any time, you agree to return all materials furnished to you or to certify in writing that such information has been destroyed.

You further recognize that breach of this Confidentiality and Non-Disclosure Agreement by you will cause severe and irreparable damage to Helpful Heroes International LLC, and that Helpful Heroes International LLC, may pursue all of its rights and remedies after any breach, including specific performance.

Please indicate that you agree to the conditions, as stated above, under which confidential information will be furnished to you by signing a copy of this letter in the space provided below.

ACKNOWLEDGED:

By: _____ Date: _____
Signature

**EXHIBIT A-4
TO THE FRANCHISE DISCLOSURE DOCUMENT**

GENERAL RELEASE(S)

GENERAL RELEASE – REQUIRED UPON RENEWAL

THIS RELEASE is being made by and between HELPFUL HEROES INTERNATIONAL LLC (“FRANCHISOR”) and [Name] (together referred to as the “FRANCHISE OWNER” and/or “you”) resident of [State], and [Corp/LLC,] (“Franchisee”) and shall be effective as of the date of the last signature below.

W I T N E S S E T H:

WHEREAS, FRANCHISOR and FRANCHISE OWNER(S) entered into Franchise Agreement on the [date] (the “Franchise Agreements”) for the operation of a Franchised Business in a defined territory(s) in the state of [State] (the “Business”), which Franchise Agreements is being renewed;

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by and between each of the parties, it is agreed and understood as follows:

1. FRANCHISE OWNER(S) and FRANCHISOR have agreed to renew their franchise relationship by entering into new Franchise Agreements, to be executed contemporaneously with this MRelease, which will replace the original Franchise Agreements, thus continuing FRANCHISE OWNER(S) rights to operate a Franchised Business within a Territory, as defined in the Franchise Agreement in the State of [State].

2. In reliance upon the execution of renewal Franchise Agreements, the parties agree to the following releases:

A. FRANCHISE OWNER(S) and FRANCHISEE, for themselves and for their employees, agents, heirs, successor and assigns, and for every other person, firm, entity, and/or corporation succeeding to the interest of FRANCHISE OWNER(S) and/or FRANCHISEE, hereby releases, acquits, and forever discharges FRANCHISOR and its directors, officers, shareholders, employees, agents, legal representatives, successors and assigns, and every other person, firm, entity, and/or corporation succeeding to its interests, from any and all claims, actions, causes of action, demands, costs, losses, expenses and suits whatsoever and of every conceivable kind, character, and nature, whether absolute or contingent, and whether known or unknown, which either party may have against the other, by reason of, or arising out of, or in any way related to any acts or omissions of the other party occurring prior to the date of this Release.

B. FRANCHISOR, for themselves and for their employees, agents, heirs, successor and assigns, and for every other person, firm, entity, and/or corporation succeeding to the interest of FRANCHISOR, hereby releases, acquits, and forever discharges FRANCHISE OWNER(S) and/or FRANCHISEE and their directors, officers, shareholders, employees, agents, legal representatives, successors and assigns, and every other person, firm, entity, and/or corporation succeeding to its interests, from any and all claims, actions, causes of action, demands, costs, losses, expenses and suits whatsoever and of every conceivable kind, character, and nature, whether absolute or contingent, and whether known

or unknown, which either party may have against the other, by reason of, or arising out of, or in any way related to any acts or omissions of the other party occurring prior to the date of this Release.

C. **[CALIFORNIA ONLY]** Except as set forth herein, FRANCHISOR, FRANCHISE OWNER(S) and FRANCHISEE expressly waives and relinquishes all rights and benefits afforded by Section 1542 of the Civil Code of the State of California (“Section 1542”), and does so understanding and acknowledging the significance and consequence of such specific waiver of Section 1542. Section 1542 states as follows:

“A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS WHICH EITHER PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN ITS FAVOR AS OF THE DATE OF EXECUTION OF THIS AGREEMENT, WHICH IF KNOWN BY SUCH PARTY WOULD HAVE MATERIALLY AFFECTED THE TERMS OF THE AGREEMENT.”

Notwithstanding the provisions of Section 1542, and for the purpose of implementing the general release and discharges described in this paragraph, FRANCHISOR, FRANCHISE OWNER(S) and FRANCHISEE expressly acknowledge that this Agreement is intended to include in its effect without limitation, all claims described in this paragraph which FRANCHISOR, FRANCHISE OWNER and/or FRANCHISEE does not know or suspect to exist in its favor at the time of execution hereof, and that this Agreement contemplates the extinguishment of any such claims.

3. Any controversy or claim whatsoever arising out of or relating to this Release or the enforcement of the promises made by the parties herein or with regard to the interpretation, formation, or breach of this Release, shall be litigated exclusively in the courts of general jurisdiction of Washtenaw County, Michigan or the United States District Court presiding over Ann Arbor, Michigan.

4. Both parties acknowledge and agree that money damages will not be a sufficient remedy for any breach of this provision and that either party shall be entitled to specific performance as a remedy for any such breach. Such a remedy shall not be deemed to be the exclusive remedy, but shall be in addition to all other remedies available at law or equity to the party. In the event of any litigation to enforce any of the terms of this Mutual Release, the unsuccessful party shall pay the costs and attorneys’ fees of the successful party.

5. Neither this Release nor any provision of this Release can be modified or waived in any way, except by an agreement in writing signed by each of the parties hereto, consenting to such modification or waiver.

6. All parties hereto do hereby acknowledge and agree that they have been represented by independent counsel of their own choice throughout all negotiations which preceded the execution of this Release, and that they have executed this Release with the consent and upon the advice of said independent counsel.

7. This Release may be signed in two (2) or more counterparts and will be effective when all the parties and signatories have affixed their signatures to two (2) or more of the counterparts and they have been delivered as aforesaid, at which time the counterparts together will be deemed one (1) original document.

8. The terms of this Mutual Release shall remain confidential and may not be disclosed except when and to the extent necessary to comply with applicable federal, state, or local laws or regulations.

9. This Agreement contains the entire agreement between the parties hereto concerning the resolution of any and all disputes or controversies between or among them.

10. **[MARYLAND ONLY]** This Mutual Release may not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

11. **[WASHINGTON ONLY]** This Mutual Release does not apply with respect to claims arising under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

IN WITNESS WHEREOF, the parties have caused this Release to be executed as of the day and year written below.

FRANCHISOR

**HELPFUL HEROES INTERNATIONAL
LLC**

By: _____

Name: _____

Title: _____

FRANCHISEE

[FRANCHISEE ENTITY/NAME]

By: _____

Name: _____

Title: _____

FRANCHISE OWNER(S)

[Name of Owner], Individually

[Name of Owner], Individually

[Name of Owner], Individually

GENERAL RELEASE – REQUIRED UPON ASSIGNMENT

THIS GENERAL RELEASE is being made by and between Helpful Heroes International LLC (“FRANCHISOR”) and [Franchise Owner Name(s)] (together referred to as the “FRANCHISE OWNER(S)”), resident(s) of [State], and [Company] (“Franchisee”) and shall be effective as of the date of the last signature below.

WITNESSETH:

WHEREAS, FRANCHISOR and FRANCHISE OWNER(S) entered into a Franchise Agreement on the _____ day of _____, 20____ (the “Franchise Agreement(s)”) for the operation of a Franchised Business in a defined territory(s) in the state of [State Name(s)], (the “Business”);

WHEREAS, FRANCHISOR and FRANCHISE OWNER(S) have reached agreement that it is in the best interest of all parties for FRANCHISE OWNER(S) to discontinue operations and terminate the Franchise Agreement, upon the terms and conditions specified below, and for the parties to exchange mutual releases;

NOW THEREFORE, in consideration of the mutual covenants and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by and between each of the parties, it is agreed and understood as follows:

1. Effective as of the date last signed below, FRANCHISE OWNER(S) hereby transfers, sets over and assigns to FRANCHISOR all right, title and interest in and to the Franchise Agreement and agrees to abide by and observe all Post-Termination Obligations and Covenants Not to Compete as set forth in the Franchise Agreement.
2. FRANCHISOR hereby releases FRANCHISE OWNER(S) from any further duties and obligations thereunder except those continuing duties and obligations specifically set forth in Paragraph 1 of this Agreement.
3. The parties hereby agree to the following mutual releases:
 - A. Except for the obligations of the parties herein contained, FRANCHISE OWNER(S) and FRANCHISEE for themselves, and their employees, agents, heirs, successors and assigns, and for every other person, firm, entity, and/or corporation succeeding to the interests of FRANCHISE OWNER(S) and/or FRANCHISEE, hereby releases, acquits, and forever discharges FRANCHISOR and its directors, officers, members, shareholders, employees, agents, legal representatives, heirs, successors and assigns, and every other person, firm, entity, and/or corporation succeeding to its interests (“FRANCHISOR RELEASEES”), from any and all claims, actions, causes of action, demands, costs, losses, expenses, and suits whatsoever and of every conceivable kind, character and nature, whether absolute or contingent and whether known or unknown, which exist now or in the future, which FRANCHISE OWNER(S) and/or FRANCHISEE has, has had or may ever have against FRANCHISOR and FRANCHISOR RELEASEES, by reason of, or arising out of, or in any way related to any acts or omissions of the other party prior to the date of this Agreement.
 - B. Except for the obligations of the parties herein contained, FRANCHISOR for themselves, and their employees, agents, heirs, successors and assigns, and for every other person, firm, entity, and/or corporation succeeding to the interests of FRANCHISOR, hereby releases, acquits, and forever discharges FRANCHISE OWNER(S) and FRANCHISEE and its directors, officers, members,

shareholders, employees, agents, legal representatives, heirs, successors and assigns, and every other person, firm, entity, and/or corporation succeeding to its interests, from any and all claims, actions, causes of action, demands, costs, losses, expenses, and suits whatsoever and of every conceivable kind, character and nature, whether absolute or contingent and whether known or unknown, which exist now or in the future, which FRANCHISOR has, has had or may ever have against FRANCHISE OWNER(S) and/or FRANCHISEE, by reason of, or arising out of, or in any way related to any acts or omissions of the other party prior to the date of this Agreement. F

C. **[CALIFORNIA – for use in CA only]** Except as set forth herein, FRANCHISOR, FRANCHISE OWNER(S) and FRANCHISEE expressly waives and relinquishes all rights and benefits afforded by Section 1542 of the Civil Code of the State of California (“Section 1542”), and does so understanding and acknowledging the significance and consequence of such specific waiver of Section 1542. Section 1542 states as follows:

“A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS WHICH EITHER PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN ITS FAVOR AS OF THE DATE OF EXECUTION OF THIS AGREEMENT, WHICH IF KNOWN BY SUCH PARTY WOULD HAVE MATERIALLY AFFECTED THE TERMS OF THE AGREEMENT.”

Notwithstanding the provisions of Section 1542, and for the purpose of implementing the general release and discharges described in this paragraph, FRANCHISOR, FRANCHISE OWNER(S) and FRANCHISEE expressly acknowledge that this Agreement is intended to include in its effect without limitation, all claims described in this paragraph which FRANCHISOR, FRANCHISE OWNER(S) and/or FRANCHISEE does not know or suspect to exist in its favor at the time of execution hereof, and that this Agreement contemplates the extinguishment of any such claims.

4. Any controversy or claim whatsoever arising out of or relating to this Release or the enforcement of the promises made by the parties herein or with regard to the interpretation, formation, or breach of this Release, shall be litigated exclusively in the courts of general jurisdiction of Washtenaw County, Michigan or the United States District Court presiding over Ann Arbor, Michigan.

5. Neither this Release nor any provision of this Release can be modified or waived in any way, except by an agreement in writing signed by each of the parties hereto, consenting to such modification or waiver.

6. All parties hereto do hereby acknowledge and agree that they have been represented by independent counsel of their own choice throughout all negotiations which preceded the execution of this Release, and that they have executed this Release with the consent and upon the advice of said independent counsel.

7. This Release may be signed in two (2) or more counterparts, and will be effective when all the parties and signatories have affixed their signatures to two (2) or more of the counterparts and they have been delivered as aforesaid, at which time the counterparts together will be deemed one (1) original document.

8. The terms of this Release shall remain confidential and may not be disclosed except when and to the extent necessary to comply with applicable federal, state, or local laws or regulations.

9. This Agreement contains the entire agreement between the parties hereto concerning the resolution of any and all disputes or controversies between or among them.

10. **[MARYLAND – for use in MD only]** This Release may not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

11. **[WASHINGTON ONLY]** This Release does not apply with respect to claims arising under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

12. **[TRANSFERS – WHEN BUYER IS PAYING IN INSTALLMENTS]** FRANCHISE OWNER(S) and Franchisee acknowledge and agree (i) that they negotiated the sale of their franchise to Buyer Company without the assistance, or any other involvement of the Franchisor; (ii) that the purchase price for such sale (the “Purchase Price”) will not be paid in full at closing, but will be paid over a period of time after closing, and (iii) that they are assuming the full risk of nonpayment of the Purchase Price. FRANCHISE OWNER(S) and Franchisee further agree that they will not, in any manner, at any time, under any set of circumstances, seek payment of any portion of the Purchase Price from Helpful Heroes International LLC, and/or any of its directors, officers, members, shareholders, employees, agents, representatives, heirs, successors or assigns.

IN WITNESS WHEREOF, the parties have caused this Release to be executed as of the day and year written below.

FRANCHISOR

**HELPFUL HEROES INTERNATIONAL
LLC**

By: _____

Name: _____

Title: _____

FRANCHISEE

[FRANCHISEE ENTITY/NAME]

By: _____

Name: _____

Title: _____

FRANCHISE OWNER(S)

[Name of Owner], Individually

[Name of Owner], Individually

[Name of Owner], Individually

EXHIBIT A-5
TO THE FRANCHISE DISCLOSURE DOCUMENT

COLLATERAL ASSIGNMENT AND ASSUMPTION OF LEASE

THIS COLLATERAL ASSIGNMENT AND ASSUMPTION OF LEASE (this “Assignment”) is made, entered into and effective on _____ (the “Effective Date”) by and between: (i) _____ (the “Franchisor”); and (ii) _____ (the “Franchisee”).

BACKGROUND INFORMATION

The Franchisor entered into that certain Franchise Agreement (the “**Franchise Agreement**”) dated as of _____ with the Franchisee, pursuant to which the Franchisee plans to own and operate a _____ franchised business (the “**Franchised Business**”) located at _____ (the “**Site**”). In addition, pursuant to that certain Lease Agreement (the “**Lease**”), the Franchisee has leased or will lease certain space containing the Franchised Business described therein from _____ (the “**Lessor**”). The Franchise Agreement requires the Franchisee to deliver this Assignment to the Franchisor as a condition to the grant of a franchise.

OPERATIVE TERMS

The Franchisor and the Franchisee agree as follows:

1. **Background Information:** The background information is true and correct. This Assignment will be interpreted by reference to, and construed in accordance with, the background information set forth above.
2. **Incorporation of Terms:** Terms not otherwise defined in this Assignment have the meanings as defined in the Franchise Agreement.
3. **Indemnification of Franchisor:** Franchisee agrees to indemnify and hold Franchisor and its parents, affiliates, stockholders, directors, officers, principals, franchisees/licensees and representatives harmless from and against any and all losses, liabilities, claims, proceedings, demands, damages, judgments, injuries, attorneys’ fees, costs and expenses, that they incur resulting from any claim brought against any of them or any action which any of them are named as a party or which any of them may suffer, sustain or incur by reason of, or arising out of, Franchisee’s breach of any of the terms of the Lease, including the failure to pay rent or any other terms and conditions of the Lease.
4. **Conditional Assignment:** Franchisee hereby grants to the Franchisor a security interest in and to the Lease, all of the furniture, fixtures, inventory, equipment, and supplies located in the Site and the franchise relating to the Franchised Business, and all of the Franchisee’s rights, title and interest in

and to the Lease as conditional for the payment of any obligation, liability or other amount owed by the Franchisee or its affiliates to the Lessor arising under the Lease and for any default or breach of any of the terms and provisions of the Lease, and for any default or breach of any of the terms and provisions of the Franchise Agreement. In the event of a breach or default by Franchisee under the terms of the Lease, or, in the event Franchisor makes any payment to the Lessor as a result of the Franchisee's breach of the Lease, then such payment by the Franchisor, or such breach or default by the Franchisee, shall at Franchisor's option be deemed to be an immediate default under the Franchise Agreement, and the Franchisor shall be entitled to the possession of the Site and to all of the rights, title and interest of the Franchisee in and to the Lease and to all other remedies described herein or in the Franchise Agreement or at law or in equity, without prejudice to any other rights or remedies of the Franchisor under any other agreements or under other applicable laws or equities. This Assignment shall constitute a lien on the interest of the Franchisee in and to the Lease until satisfaction in full of all amounts owed by the Franchisee to the Franchisor. In addition, the rights of the Franchisor to assume all obligations under the Lease provided in this Assignment are totally optional on the part of the Franchisor, to be exercised in its sole discretion. Franchisee agrees to execute any and all Uniform Commercial Code financing statements and all other documents and instruments deemed necessary by Franchisor to perfect or document the interests and assignments granted herein.

5. **No Subordination:** Franchisee shall not permit the Lease to become subordinate to any lien without first obtaining Franchisor's written consent, other than the lien created by this Assignment, the Franchise Agreement, the Lessor's lien under the Lease, liens securing bank financing for the operations of Franchisee on the Site and the agreements and other instruments referenced herein. The Franchisee will not terminate, modify or amend any of the provisions or terms of the Lease without the prior written consent of the Franchisor. Any attempt at termination, modification or amendment of any of the terms of the Lease without such written consent is null and void.

6. **Exercise of Remedies:** Notwithstanding any provision of the Franchise Agreement to the contrary, in the event of default by the Franchisee under the terms of the Lease, this Assignment or under the Franchise Agreement, Franchisor shall be entitled to do any one or more of the following, either directly or by its agents, without the requirement of obtaining additional consent of the Franchisee and without liability to Franchisee, in Franchisor's sole discretion:

a) to take possession of the Site, or any part thereof, personally, or by its agents or attorneys, with or without assuming the Lease;

- b) to assume the Lease or sublease all or any portion of the Site, with or without obtaining the Landlord's release of the tenant thereunder or any guarantors thereof;
- c) to amend, modify, terminate or extend the Lease on its own behalf (if the Lease is assumed) or on behalf of the Franchisee;
- d) to sublet all or any portion of the Site to any person, firm or corporation upon such terms and conditions as it may determine in its sole discretion;
- e) to enter upon and take and maintain possession of any or all property, furniture, fixtures, inventory, books, records, papers and accounts located therein;
- f) to exclude the Franchisee, its agents or employees from the Site;
- g) to hold, operate, manage, conduct and/or control the Franchised Business, if any, with full power to use such measures, legally rectifiable, as in its discretion may be deemed proper or necessary to cure such default, including actions of forcible entry or detainer and actions in distress of rent, hereby granting full power and authority to the Franchisor to exercise each and every of the rights, privileges and powers herein granted at any and all times hereafter;
- h) to cancel or terminate any unauthorized agreements or subleases entered into by the Franchisee, for any cause or ground which would entitle the Franchisor to cancel the same;
- i) to disaffirm any unauthorized agreement, sublease or subordinated lien, to make all necessary or proper repairs, decorating, renewals, replacements, alterations, additions, betterments and improvements to the Site or the Site that may seem judicious, in the sole discretion of the Franchisor; and
- j) to insure and reinsure the same for all risks incidental to the Franchisor's possession, operation and management thereof; and/or
- k) to declare all of the Franchisee's rights but not obligations under the Franchise Agreement to be immediately terminated as of the date of Franchisee defaults under the Lease and fails to cure said default within the applicable cure period (if any).

The parties agree and acknowledge that Franchisor is not required to assume the Lease, take possession of the Site or otherwise exercise of its other rights described in this Assignment. In the event Franchisor elects to exercise its right to assume the Lease and/or take possession of the Site, it will provide written notice to Franchisee in writing and undertake the other necessary actions at issue. Nothing in this Assignment may be construed to impose an affirmative obligation on the part of Franchisor to exercise any of the rights set forth herein.

7. **Power of Attorney:** Franchisee does hereby appoint irrevocably Franchisor as its true and lawful attorney-in-fact in its name and stead and hereby authorizes it, upon any default under the Lease or

under the Franchise Agreement, to exercise any of the rights granted to Franchisor in this Assignment and to execute, deliver and file such instruments for and on behalf Franchisee. This appointment is granted with the same rights, powers, immunities, exoneration of liability and rights of recourse and indemnity as the Franchisor is granted under the Franchise Agreement and all other documents executed in connection therewith. The power of attorney conferred upon the Franchisor pursuant to this Assignment is a power coupled with an interest and cannot be revoked, modified or altered without the written consent of the Franchisor.

8. **Election of Remedies:** It is understood and agreed that the provisions set forth in this Assignment are deemed a special remedy given to the Franchisor and are not deemed to exclude any of the remedies granted in the Franchise Agreement or any other agreement between the Franchisor and the Franchisee, but are deemed an additional remedy and shall be cumulative with the remedies therein and elsewhere granted to the Franchisor, all of which remedies are enforceable concurrently or successively. No exercise by the Franchisor or any of the rights hereunder will cure, waiver or affect any default hereunder or default under the Franchise Agreement. No inaction or partial exercise of rights by the Franchisor will be construed as a waiver of any of its rights and remedies and no waiver by the Franchisor of any such rights and remedies shall be construed as a waiver by the Franchisor of any future rights and remedies. Franchisor is not required to exercise any of its rights set forth in Section 6 hereof, but shall have the irrevocable right to do so.

9. **Binding Agreements:** This Assignment and all provisions hereof shall be binding upon the Franchisor and the Franchisee, their successors, assigns and legal representatives and all other persons or entities claiming under them or through them, or either of them, and the words “Franchisor” and “Franchisee” when used herein shall include all such persons and entities and any others liable for payment of amounts under the Lease or the Franchise Agreement. All individuals executing on behalf of corporate entities hereby represent and warrant that such execution has been duly authorized by all necessary corporate and shareholder authorizations and approvals.

10. **Assignment to Control.** This Assignment governs and controls over any conflicting provisions in the Lease.

11. **Attorneys’ Fees, Etc.** In any action or dispute, at law or in equity, that may arise under or otherwise relate to this Assignment, the prevailing party will be entitled to recover its attorneys’ fees, costs and expenses relating to any trial or appeal (including, without limitation, paralegal fees) or arbitration or bankruptcy proceeding from the non-prevailing party.

12. **Severability**. If any of the provisions of this Assignment or any section or subsection of this Assignment shall be held invalid for any reason, the remainder of this Assignment or any such section or subsection will not be affected thereby and will remain in full force and effect in accordance with its terms.

IN WITNESS WHEREOF, the Parties have caused this Assignment to be executed as of the day and year first above written.

FRANCHISEE

By: _____

Name: _____

Title: _____

FRANCHISOR

By: _____

Name: _____

Title: _____

The Lessor hereby consents, agrees with, approves of and joins in with this COLLATERAL ASSIGNMENT AND ASSUMPTION OF LEASE.

LESSOR

EXHIBIT B
TO FRANCHISE DISCLOSURE DOCUMENT
FINANCIAL STATEMENTS

BFG Holdco, Inc.

Consolidated Financial Report Years Ended December 31, 2025, 2024, and 2023

The report accompanying these financial statements was issued by BDO USA, P.C., a Virginia professional corporation, and the U.S. member of BDO International Limited, a UK company limited by guarantee.



BFG Holdco, Inc.

Consolidated Financial Statements
Years Ended December 31, 2025, 2024, and 2023

BFG Holdco, Inc.

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Independent Auditor's Report

Board of Directors
BFG Holdco, Inc.

Opinion

We have audited the consolidated financial statements of BFG Holdco, Inc. and its subsidiaries (the Company), which comprise the consolidated balance sheets as of December 31, 2025 and 2024, and the related statements of operations, stockholders' equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2025 and 2024, and the results of its operations and its cash flows for the years 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 (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the 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 audit opinion.

Other Matter

The 2023 consolidated financial statements of the Company were audited by other auditors, whose report dated March 22, 2024 expressed an unmodified opinion on those statements with emphasis of matter related to an impairment loss to goodwill during 2023. The predecessor audit opinion was not modified with respect to this matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and consolidating 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 and consolidating financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and consolidating 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 and consolidating financial statements are available to be issued.



Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole and consolidating financial statements 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 GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated and consolidating financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated and consolidating 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 and consolidating 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 and consolidating financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

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

BDO USA, P.C.

March 2, 2026

BFG Holdco, Inc.
Consolidated Balance Sheets
(dollars in thousands)

<i>December 31,</i>	2025	2024	2023
Assets			
Current Assets			
Cash	\$ 777	\$ 1,242	\$ 3,701
Restricted cash	940	1,310	781
Accounts receivable, net	2,249	2,728	2,338
Inventory (Note 5)	7,736	8,673	5,683
Notes receivable, current portion net of allowance (Note 6)	372	578	639
Prepaid expenses and other current assets	548	454	625
Total Current Assets	12,622	14,985	13,767
Right-of-Use Assets, Net	1,494	2,036	3,098
Property and Equipment, Net (Note 7)	1,409	1,675	2,220
Goodwill (Note 8)	-	-	10,519
Intangible Assets, Net (Note 8)	19,469	23,789	28,264
Other Assets			
Notes receivable, net of current portion and allowance (Note 6)	430	793	1,336
Amounts due from related parties (Note 13)	33,635	27,182	24,688
Deferred commissions	381	649	871
Other noncurrent assets	494	347	216
Total Assets	\$ 69,934	\$ 71,456	\$ 84,979
Liabilities and Stockholders' Equity			
Current Liabilities			
Accounts payable	\$ 466	\$ 812	\$ 203
Operating lease obligation, current portion (Note 9)	1,168	1,087	1,002
Deferred revenue, current portion	985	1,945	1,305
Accrued and other current liabilities:			
Accrued compensation	682	580	1,201
Other accrued liabilities	3,878	1,147	2,251
Total Current Liabilities	7,179	5,571	5,962
Operating Lease Obligation, net of current portion (Note 9)	457	1,087	2,166
Other Long-Term Liabilities			
Deferred revenue, net of current portion	1,088	1,900	3,202
Deferred tax liabilities (Note 10)	1,890	3,623	3,266
Total Liabilities	10,614	12,181	14,596
Stockholders' Equity	59,320	59,275	70,383
Total Liabilities and Stockholders' Equity	\$ 69,934	\$ 71,456	\$ 84,979

See accompanying notes to consolidated financial statements.

BFG Holdco, Inc.

Consolidated Statements of Operations (dollars in thousands)

<i>Year ended December 31,</i>		2025		2024		2023
Net Revenue	\$	30,117	\$	29,538	\$	31,072
Cost of Revenue		13,076		10,816		9,613
Gross Profit		17,041		18,722		21,459
Operating Expenses, before impairment		17,751		19,569		20,604
Impairment of Goodwill		-		10,519		45,537
Operating Loss		(710)		(11,366)		(44,682)
Non-Operating Income						
Interest income		236		336		496
Other income		420		404		386
Total Non-Operating Income		656		740		882
Loss, before income taxes		(54)		(10,626)		(43,800)
Income Tax Expense (Recovery)						
(Note 10)		(99)		482		477
Net Income (Loss)	\$	45	\$	(11,108)	\$	(44,277)

See accompanying notes to consolidated financial statements.

BFG Holdco, Inc.

Consolidated Statements of Stockholders' Equity (dollars in thousands)

	Common Stock	Additional Paid-in Capital	Retained Earnings (Accumulated Deficit)	Total
Balance, January 1, 2023	\$ 5	\$ 114,238	\$ 1,452	\$ 115,695
Cumulative effect of change in accounting principle (Note 3)	-	-	(1,035)	(1,035)
Consolidated net loss	-	-	(44,277)	(44,277)
Balance, December 31, 2023	5	114,238	(43,860)	70,383
Consolidated net loss	-	-	(11,108)	(11,108)
Balance, December 31, 2024	5	114,238	(54,968)	59,275
Consolidated net income	-	-	45	45
Balance, December 31, 2025	\$ 5	\$ 114,238	\$ (54,923)	\$ 59,320

See accompanying notes to consolidated financial statements.

BFG Holdco, Inc.

Consolidated Statements of Cash Flows (dollars in thousands)

Year ended December 31,	2025	2024	2023
Cash Flows from Operating Activities			
Consolidated net income (loss)	\$ 45	\$ (11,108)	\$ (44,277)
Adjustments to reconcile consolidated net income (loss) to net cash (used in) provided by operating activities:			
Depreciation	701	505	591
Amortization of intangible assets	4,355	4,380	4,380
Credit loss (recovery)	262	(296)	627
Loss on disposal of property and equipment	19	781	-
Impairment of goodwill	-	10,519	45,537
Deferred income taxes	(1,733)	357	265
Noncash lease (income) expense	(7)	67	(121)
Changes in operating assets and liabilities that provide (use) cash:			
Accounts receivable	262	(459)	1
Inventory	773	(2,619)	(1,289)
Notes receivable	524	970	1,506
Prepaid expenses and other assets	(242)	40	(166)
Deferred commissions	268	223	284
Related party	(6,290)	(2,864)	(845)
Accounts payable	(346)	609	(652)
Accrued and other current liabilities	2,833	(1,284)	518
Deferred revenue	(1,771)	(1,104)	(2,407)
Net Cash (Used in) Provided by Operating Activities	(347)	(1,283)	3,952
Cash Flows from Investing Activities			
Purchases of property and equipment	(454)	(593)	(1,109)
Payments made for patents and trade names	(34)	(54)	(78)
Net Cash Used in Investing Activities	(488)	(647)	(1,187)
Net (Decrease) Increase in Cash	(835)	(1,930)	2,765
Cash and Restricted Cash, beginning of year	2,552	4,482	1,717
Cash and Restricted Cash, end of year	\$ 1,717	\$ 2,552	\$ 4,482
Classification of Cash			
Cash	\$ 777	\$ 1,242	\$ 3,701
Restricted cash	940	1,310	781
Total Cash	\$ 1,717	\$ 2,552	\$ 4,482
Supplemental Cash Flow Information			
Cash (refunded) paid for taxes	\$ (31)	\$ 139	\$ 185
Significant Non-Cash Transactions			
New operating lease obligation related to new lease entered into	\$ 538	\$ -	\$ 2,731

See accompanying notes to consolidated financial statements.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

1. Nature of Business

BFG Holdco, Inc., with its wholly owned subsidiaries, Chem-Dry, Inc. (Chem-Dry); NHance, Inc. (NHance); Delta Disaster Services, LLC d/b/a Delta Restoration Services (DRS); Delta Development Group, LLC (DDG); and Delta Asset Management, LLC (DAM) (together with DRS and DDG, Delta) (collectively, the Company), is a wholly owned subsidiary of Belfor USA Group, Inc. (Parent) BFG Holdco, Inc. was formerly known as HRI Holdings, Inc. until February 13, 2023, when its name was changed to BFG Holdco, Inc. Chem-Dry, Inc. was formerly known as Harris Research, Inc. until February 13, 2023, when its name was changed to Chem-Dry, Inc.

A summary of the Company's operations, which are headquartered in Ann Arbor, Michigan, is as follows:

- *Chem-Dry* - Markets and services Chem-Dry carpet and upholstery cleaning franchises and provides training, equipment, solutions, and products to its franchisees throughout the United States of America and Canada.
- *Devere International, Inc. (Devere)*, a wholly owned subsidiary of BFG Holdco, Inc. - Sells area franchise rights for specific geographic locations throughout the world (excluding the United States of America) and provides training, equipment, and cleaning supplies to the respective area franchisees.
- *Chem-Dry Corporate Services (CDCS)*, a division of BFG Holdco, Inc. - Secures commercial and insurance work for franchisees in the United States and Canada.
- *N-Hance* - Markets and services N-Hance wood cleaning, coating, protection, and renewal franchises, including providing training, equipment, and solutions and products to franchise owners in the United States and Canada.

The Company had the following active franchises throughout the world:

<i>December 31,</i>	2025	2024	2023
Chem-Dry carpet upholstery cleaning franchises	901	1,057	1,240
Chem-Dry Canada franchises	40	42	44
Chem-Dry Plus	22	-	-
Devere area franchise rights	22	22	22
N-Hance wood renewal franchises	210	255	296

On November 21, 2024, the Company sold its TruckMount manufacturing inventory to a third party in exchange for \$764. Of the \$764 purchase price, the Company received \$152 in 2024 and received the remaining \$612 during 2025.

2. Significant Accounting Policies

Basis of Accounting

The accompanying consolidated financial statements are prepared in accordance with accounting principles generally accepted in the United States of America (GAAP) and include the results of the Company for the years ended December 31, 2025, 2024, and 2023.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

Principles of Consolidation

The accompanying consolidated financial statements reflect the consolidated financial position, operations, stockholders' equity, and cash flows of BFG Holdco, Inc. and its subsidiaries. All material intercompany accounts and transactions have been eliminated in consolidation.

Revenue and Cost Recognition

Revenue is recognized when control of the promised goods or services is transferred to customers in an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. Sales-based taxes are excluded from revenue. Goods and services may be transferred to customers either at a point in time or over time, as discussed below. Of the \$31,117 of revenue recognized from contracts with customers for the year ended December 31, 2025, revenue recognized over time amounted to \$9,355, while the remainder was recognized at a point in time. Of the \$29,538 of revenue recognized from contracts with customers for the year ended December 31, 2024, revenue recognized over time amounted to \$10,454, while the remainder was recognized at a point in time. Of the \$31,072 of revenue recognized from contracts with customers for the year ended December 31, 2023, revenue recognized over time amounted to \$11,642, while the remainder was recognized at a point in time.

Nature of Promises to Transfer

The Company's revenue streams are described below:

Franchise Rights, Royalties, Monthly Franchise Fees, and Other Support Fees

The Company sells individual franchises that grant the right to service customers within a defined territory using the franchise name. The initial term of franchise agreements is typically 5 to 10 years, with an option to renew for a fee or transfer the franchise agreement to a new or existing franchisee, at which point a transfer fee is typically paid. Additionally, the Company sells master franchises rights in foreign countries with an initial term of typically ten years, with an option to renew for a fee or transfer the right. The Company has performance obligations to provide franchisees with the franchise rights to service customers, as well as provide customized software, for which a technology fee is charged. Initial franchise fees for each agreement are allocated to each individual franchise and recognized over the term of the respective franchise agreement from the date the agreement is entered. Renewal fees are recognized over the renewal term for the respective franchise from the start of the renewal period. Transfer fees are recognized at the time the transfer occurs. Royalty income and monthly franchise fee income is recognized over the term of the respective franchise agreement as the underlying sales occur. The Company also provides other services for a fee, as outlined in the franchise agreement. The Company has concluded these represent separate single performance obligations. Therefore, revenue is recognized when the support services are performed.

Merchandise Revenue

The Company recognizes revenue from the sale of products, net of sales taxes, when the customer takes ownership of the products sold and assumes the risk of loss. The customer takes ownership and assumes risk of loss at the point of shipping for products other than equipment. Equipment is typically shipped "FOB Destination," and, as such, ownership and risk of loss remain with the Company until the equipment is delivered.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

Corporate Services

This includes services in connection with securing residential, commercial, and insurance work for franchisees through CDCS through national account relationships in the United States and Canada. Revenue is recognized at the point in time the franchisee completes the work. The Company is the agent in this relationship and recognizes revenue on a net basis.

Significant Payment Terms

Each contract dictates the timing of billing and payments. Initial franchise, renewal, and transfer fees are due and typically paid when a franchise agreement is entered into and are nonrefundable. Royalties, technology fees, and other support fees are paid on a monthly basis based upon amounts defined within the franchise agreement. Franchise fees are collected prior to the satisfaction of the Company's performance obligation, resulting in the Company recognizing deferred revenue contract liabilities. Refer to the Notes Receivable section for information about financing provided to franchisees. Amounts that are expected to be recognized as revenue within one year are classified as current deferred revenue in the consolidated balance sheet.

Merchandise revenue billings occur upon shipment and are either prepaid or are typically due within 30 days. For corporate services revenue, billing is handled by the national account and occurs when the services have been performed. Payment for goods and services performed by the Company is typically in the form of a prepayment or due within 30 days after an invoice is sent to the customer. The Company does not offer discounts if the customer pays some or all of an invoiced amount prior to the due date.

Determining and Allocating the Transaction Price

The transaction price of a contract is the amount of consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer. Transaction prices do not include amounts collected on behalf of third parties (e.g., sales taxes). For the purpose of determining transaction prices, the Company assumes performance obligations will be satisfied as promised in underlying contracts and that the agreements will not be canceled, renewed, or modified.

Most of the Company's contracts with customers have fixed transaction prices that are denominated in U.S. dollars and payable in cash; The Company's franchise agreements with franchisees have transaction prices that contain fixed and/or variable components. Variable consideration includes royalty revenue, as the transaction price is based on the franchisee's sales. The variable consideration is recognized based on the actual amounts incurred each month.

Costs to Obtain a Franchise Agreement

The Company typically incurs commission expenses or third-party broker and referral fees to obtain franchise agreements with franchisees. These charges are related to franchise fee revenue, which is recognized over time. As a result, these charges are capitalized as deferred expenses and are expensed over the term of the respective franchise agreement. For the years ended December 31, 2025, 2024, and 2023, the amounts expensed related to costs to obtain a franchise agreement were approximately \$199, \$206, and \$232, respectively.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

Restricted Cash

Restricted cash represents amounts received from franchisees that are restricted for certain advertising activities.

Accounts Receivable

Trade accounts receivable are stated at invoice amounts. An allowance for credit losses is established for amounts expected to be uncollectible over the contractual life of the receivables. The Company collectively evaluates trade receivables to determine the allowance for credit losses. The Company calculates the allowance using an expected loss model that considers the Company's actual historical loss rates adjusted for current economic conditions and reasonable and supportable forecasts. The Company considers unemployment and consumer spending data when making adjustments for reasonable and supportable forecasts. Uncollectible amounts are written off against the allowance for credit losses in the period they are determined to be uncollectible. Recoveries of amounts previously written off are recognized when received.

Notes Receivable

Notes receivable are issued upon the sale of a franchise or area franchise rights; in conjunction with the sale of equipment; or, in some cases, to refinance a franchise's overall obligations. Notes receivable are reported at original issue amount plus accrued interest, less principal repaid. Interest is recognized according to the terms of the specific notes. An allowance for credit losses is established for amounts expected to be uncollectible over the contractual life of the notes receivable. The Company collectively evaluates notes receivable to determine the allowance for credit losses. The Company calculates the allowance using an expected loss model that considers the Company's actual historical loss rates adjusted for current economic conditions and reasonable and supportable forecasts. The Company considers unemployment and consumer spending data when making adjustments for reasonable and supportable forecasts. Uncollectible amounts are written off against the allowance for credit losses in the period they are determined to be uncollectible. Recoveries of amounts previously written off are recognized when received. Notes are considered delinquent if the repayment terms are not met. For the years ended December 31, 2025, 2024, and 2023, notes receivable considered past due was \$67, \$128, and \$101, respectively.

Fair Value of Financial Instruments

Financial instruments consist of accounts receivable, notes receivable, accounts payable, and debt. The carrying amount of accounts receivable, accounts payable, and debt approximates fair value due to either the short maturity or the existence of variable interest rates that approximate prevailing market rates. The fair value of notes receivable is determined as the present value of future contractual cash flows discounted at an interest rate that reflects the risks inherent in those cash flows. The discount rates range from 4.0% to 12.0% and approximate rates currently observed in publicly traded debt markets for debt of similar terms to individuals with comparable credit risk. As of December 31, 2025, 2024, and 2023 the carrying value of notes receivable approximates fair value.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements **(dollars in thousands)**

Inventory

Inventory is stated at the lower of cost or net realizable value, with cost determined on the first-in, first-out (FIFO) method.

Property and Equipment

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

Goodwill

The recorded amounts of goodwill from prior business combinations are based on management's best estimates of the fair values of assets acquired and liabilities assumed at the date of acquisition. Goodwill is not amortized but rather is assessed at least on an annual basis for impairment.

During 2024, management determined that the carrying amount of the Company exceeded fair value, which was estimated based on the present value of expected future cash inflows. Accordingly, a goodwill impairment loss of \$10,519 was recognized in 2024, which is included within operating expenses on the consolidated statement of operations. The impairment loss is attributable in part to deteriorating economic conditions impacting the Company and elimination of the TruckMount manufacturing; furthermore, strategic shifts undertaken by management to improve the overall health of the business, including ongoing efforts to reduce the overall size of its franchise network in order to resolve a host of franchisee-related matters of noncompliance, adversely impacted expected future cash inflows as well.

During 2023, management determined that the carrying amount of the Company exceeded fair value, which was estimated based on the present value of expected future cash inflows. Accordingly, a goodwill impairment loss of \$45,537 was recognized in 2023, which is included within operating expenses on the consolidated statement of operations. The impairment loss is attributable in part to deteriorating economic conditions impacting the Company, including rising interest rates and the overall cost of accessible debt necessary to fuel investment; furthermore, strategic shifts undertaken by management to improve the overall health of the business, including ongoing efforts to reduce the overall size of its franchise network in order to resolve a host of franchisee-related matters of noncompliance, adversely impacted expected future cash inflows as well. The remaining goodwill was determined not to be impaired, as the carrying value of the remaining company exceeded the fair value.

Intangible Assets

Intangible assets subject to amortization are stated at cost and are amortized using the straight-line method over the estimated useful lives of the assets. Intangible assets that are subject to amortization are reviewed for potential impairment whenever events or circumstances indicate that carrying amounts may not be recoverable.

No impairment charge was recognized in 2025, 2024, or 2023.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

Right-of-Use Assets and Lease Liabilities

The Company assesses at contract inception whether a contract is, or contains, a lease. A contract contains a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company has a single recognition and measurement approach for all leases, except for short-term leases. The Company recognizes lease liabilities to make lease payments and right-of-use (ROU) assets at lease inception, as follows:

- ***ROU Assets*** - The Company recognizes ROU assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). ROU assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of ROU assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. ROU assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.
- ***Lease Liabilities*** - At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

The Company has elected to combine lease and non-lease components. In calculating the present value of lease payments, the Company elected to use the Prime Rate at the lease commencement date for property leases. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made.

Other Accrued Liabilities

Other accrued liabilities are composed of invoice accruals, tax accruals, credit card payables, and other miscellaneous accrued liabilities.

Advertising Expense

Advertising expense is charged to income during the year in which it is incurred. Advertising expense for the years ended December 31, 2025, 2024, and 2023 was \$3,047, \$2,680, and \$3,027, respectively.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

Income Taxes

The Company joins in filing a consolidated federal income tax return with its Parent. Current and deferred tax obligations or benefits are allocated to members of the consolidated group as if each were a separate taxpayer.

A current tax liability or asset is recognized for the estimated taxes payable or refundable on tax returns for the year. Deferred tax liabilities or assets are recognized for the estimated future tax effects of temporary differences between financial reporting and tax accounting. A valuation allowance is recognized if, based on the weight of the available evidence, it is more likely than not that some portion or all of the deferred tax assets will not be realized. No valuation allowance was recorded at December 31, 2025, 2024, or 2023.

The Company classifies interest and penalties associated with tax liabilities as income taxes in the accompanying consolidated financial statements.

Use of Estimates

The preparation of consolidated financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent Events

The consolidated financial statements and related disclosures include evaluation of events up through and including March 2, 2026, which is the date the consolidated financial statements were available to be issued.

On February 1, 2026, the Company terminated its current lease expiring in December 2026 and entered into a new lease agreement for property located in Logan, Utah. The lease term is 48 months commencing February 1, 2026, with required monthly payments of \$47 through January 31, 2030. The Company is evaluating the accounting impact of the lease under ASC 842. No amounts have been recognized in the accompanying financial statements related to this agreement as of December 31, 2025.

3. Adoption of New Accounting Pronouncement

As of January 1, 2023, the Company adopted Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) 2016-13, *Financial Instruments - Credit Losses: Measurement of Credit Losses on Financial Instruments*. The ASU includes changes to the accounting and measurement of financial assets, including the Company's accounts receivable and notes receivable. The amendments in this ASU reflect an entity's current estimate of all expected credit losses using reasonable and supportable forecasts. The Company adopted the ASU using the modified retrospective method as of January 1, 2023. As a result of the accounting change, retained earnings as of January 1, 2023 decreased from \$1,452 to \$417.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

The following consolidated financial statement line items for fiscal years 2023 were affected by the change in accounting principle.

Consolidated Statement of Operations

Year ended December 31, 2023

	As Computed Under Previous Standard	As Reported Under New Standard	Effect of Change
Net Revenue	\$ 31,072	\$ 31,072	\$ -
Cost of Revenue	9,613	9,613	-
Gross Profit	21,459	21,459	-
Operating Expenses, before impairment	19,371	20,604	1,233
Impairment of Goodwill	45,537	45,537	-
Operating Loss	(43,449)	(44,682)	(1,233)
Non-Operating Income	882	882	-
Loss, before income taxes	(42,567)	(43,800)	(1,233)
Less: income tax expense	(477)	(477)	-
Consolidated Net Loss	\$ (43,044)	\$ (44,277)	\$ (1,233)

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BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

Consolidated Balance Sheet

December 31, 2023

	As Computed Under Previous Standard	As Reported Under New Standard	Effect of Change
Current Assets			
Cash	\$ 3,701	\$ 3,701	\$ -
Restricted cash	781	781	-
Accounts receivable, net	2,841	2,338	(503)
Inventory	5,683	5,683	-
Notes receivable, current portion net of allowance	875	639	(236)
Prepaid expenses and other current assets	625	625	-
Total Current Assets	14,506	13,767	(739)
Right-of-Use Assets, Net	3,098	3,098	-
Property and Equipment, Net	2,220	2,220	-
Goodwill	10,519	10,519	-
Intangible Assets, Net	28,264	28,264	-
Other Assets			
Notes receivable, net of current portion and allowance	1,830	1,336	(494)
Amounts due from related parties	24,688	24,688	-
Deferred commissions	871	871	-
Other non-current assets	216	216	-
Total Assets	\$ 86,212	\$ 84,979	\$ (1,233)
Total Liabilities	\$ 14,596	\$ 14,596	\$ -
Stockholders' Equity	71,616	70,383	(1,233)
Total Liabilities and Stockholders' Equity	\$ 86,212	\$ 84,979	\$ (1,233)

4. Accounts Receivable

The following is the detail of accounts receivable:

December 31,	2025	2024	2023
Trade receivables	\$ 2,749	\$ 2,627	\$ 2,880
Other	223	979	431
Less: allowance for credit losses	(723)	(878)	(973)
Accounts Receivable, Net	\$ 2,249	\$ 2,728	\$ 2,338

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

The activity in the allowance for credit losses is as follows:

	2025		2024		2023*
Balance, January 1,	\$ 878	\$	973	\$	2,990
Additions charged to expense	130		508		634
Deductions (write-offs)	(285)		(603)		(2,651)
Balance, December 31,	\$ 723	\$	878	\$	973

* As disclosed in Note 3, the Company adopted ASU 2016-13, *Financial Instruments - Credit Losses: Measurement of Credit Losses on Financial Instruments* in 2023.

5. Inventory

Inventory consists of equipment, cleaning supplies, chemicals, and mixed cleaning solutions. Inventory, net of reserve, consists of the following:

<i>December 31,</i>	2025		2024		2023
Raw materials	\$ 515	\$	900	\$	1,797
Finished goods	7,221		7,773		3,886
Total	\$ 7,736	\$	8,673	\$	5,683

6. Notes Receivable

Notes receivable are as follows:

<i>December 31,</i>	2025		2024		2023
Amounts due from the sale of franchises and area franchise rights and refinanced obligations, due in monthly payments, with imputed interest from 4.0% to 12.0%, collateralized by the franchise, equipment, and personal guarantees	\$ 1,414	\$	2,428	\$	3,070
Amounts due from the sale of equipment to franchises, due in monthly payments, with imputed interest between 8.5% and 10.5%, collateralized by the equipment	112		157		20
Total Gross Notes Receivable	1,526		2,585		3,090
Less: allowance for credit losses	(724)		(1,214)		(1,115)
Less: current portion	(372)		(578)		(639)
Long-Term Portion	\$ 430	\$	793	\$	1,336

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

The activity in the allowance for credit losses is as follows:

		2025		2024		2023*
Balance, January 1,	\$	1,214	\$	1,115	\$	1,746
Additions charged to (recovery) expense		(4)		358		292
Deductions (write-offs)		(486)		(259)		(923)
Balance, December 31,	\$	724	\$	1,214	\$	1,115

* As disclosed in Note 3, the Company adopted ASU 2016-13, *Financial Instruments - Credit Losses: Measurement of Credit Losses on Financial Instruments* in 2023.

7. Property and Equipment

Property and equipment are summarized as follows:

December 31,

		2025		2024		2023	Depreciable Life (Years)
Machinery and equipment	\$	870	\$	861	\$	844	5-7
Vehicles		354		276		222	6
Furniture and fixtures		172		191		191	7
Office and computer equipment		1,947		1,823		1,442	3-7
Leasehold Improvements		422		445		441	1-5
Construction in progress		677		488		1,005	-
Total Cost		4,442		4,084		4,145	
Less: accumulated depreciation		(3,033)		(2,409)		(1,925)	
Net Property and Equipment	\$	1,409	\$	1,675	\$	2,220	

Depreciation expense for property and equipment totaled \$701, \$505, and \$591 for the years ended December 31, 2025, 2024, and 2023, respectively.

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BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

8. Intangible Assets and Goodwill

Intangible assets and goodwill of the Company are summarized as follows:

December 31,

	2025		2024		2023	
	Gross Carrying Amount	Accumulated Amortization	Gross Carrying Amount	Accumulated Amortization	Gross Carrying Amount	Accumulated Amortization
Amortized Intangible Assets						
Franchise agreements	\$ 32,215	\$ 16,107	\$ 32,215	\$ 13,629	\$ 32,215	\$ 11,151
Patented technology	7,682	7,088	7,685	5,994	7,600	4,886
Trade names	7,400	4,875	7,400	4,125	7,400	3,375
Internal software	1,700	1,700	1,700	1,700	1,818	1,766
Patents and trademarks	421	179	384	147	514	105
Total Amortized Intangible Assets	\$ 49,418	\$ 29,949	\$ 49,384	\$ 25,595	\$ 49,547	\$ 21,283
Goodwill	\$ -	\$ -	\$ -	\$ -	\$ 10,519	\$ -

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BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

Amortization expense for intangible assets totaled \$4,355, \$4,380, and \$4,380 for the years ended December 31, 2025, 2024, and 2023, respectively.

Estimated amortization expense for intangible assets is as follows:

Year ending December 31,

2026	\$	3,809
2027		3,263
2028		2,992
2029		2,725
2030		2,722
Thereafter		3,958
Total	\$	19,469

9. Leases

The Company is obligated under operating leases primarily for facilities, expiring at various dates through December 2030, taking into consideration lease renewal options and termination provisions. The right-of-use asset and related lease liability have been calculated using discount rates ranging from 3.25% to 8.50%. Some of the leases require the Company to pay taxes, insurance, utilities, and maintenance costs. Total rent expense (presented in operating expenses) under these leases was approximately \$1,211, \$1,267, \$1,051 for the years ended December 31, 2025, 2024, and 2023, respectively. Total cash paid for operating leases, excluding any variable payments, was \$1,213, \$1,187, and \$1,172 for the years ended December 31, 2025, 2024, and 2023, respectively.

The weighted-average remaining lease term and weighted-average discount rate are as follows:

<i>Year ending December 31,</i>	2025	2024	2023
Weighted-average remaining lease term	28	23	38
Weighted-average discount rate	7.76%	7.95%	7.79%

Future minimum annual commitments under these operating leases are as follows:

Year ending December 31,

2026	\$	1,243
2027		125
2028		129
2029		133
2030		136
Total		1,766
Less: amount representing interest		(141)
Present Value of Net Minimum Lease Payments		1,625
Less: current obligations		(1,168)
Long-Term Obligations Under Operating Leases	\$	457

BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

The Company subleases certain facilities. As of December 31, 2025, there are \$72 of sublease rentals to be received in future periods through 2026. Rental income (included in operating expense) under the sublease was \$420, \$403, and \$385 for the years ended December 31, 2025, 2024, and 2023, respectively.

10. Income Taxes

The components of the income tax provision included in the consolidated statement of operations are all attributable to continuing operations and are detailed as follows:

<i>December 31,</i>		2025		2024		2023
Current income tax expense	\$	1,634	\$	126	\$	212
Deferred income tax expense (recovery)		(1,733)		356		265
Total Income Tax Expense (Recovery)	\$	(99)	\$	482	\$	477

A reconciliation of the provision for income taxes to income taxes computed by applying the statutory United States federal rate to income before taxes is as follows:

<i>December 31,</i>		2025		2024		2023
Provision for Income Taxes						
Income tax recovery, computed at 21% of pretax income	\$	(2)	\$	(2,220)	\$	(9,416)
Permanent differences		4		2,215		9,568
State income tax expense (recovery)		(96)		95		168
Return to provision		(5)		315		-
Other		-		77		157
Total Provision for Income Taxes	\$	(99)	\$	482	\$	477

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BFG Holdco, Inc.

Notes to Consolidated Financial Statements (dollars in thousands)

The details of the net deferred tax assets (liabilities) are as follows:

December 31,	2025	2024	2023
Deferred Tax Assets			
Allowance for credit losses	\$ 341	\$ 500	\$ 531
Deferred revenue	508	895	1,259
Notes receivable	-	-	52
Interest limitation carryforward	807	813	1,029
Accrued liabilities	75	75	210
Lease liability	391	528	806
R&D capitalization	167	318	255
Inventory capitalization	498	-	494
Other	301	118	125
Gross Deferred Tax Assets	3,088	3,247	4,761
Deferred Tax Liabilities			
Intangibles	(4,457)	(5,613)	(6,836)
Inventory capitalization	-	(522)	-
Property and equipment	(37)	(138)	(244)
Prepaid expenses	(131)	(109)	(159)
Right-of-use asset	(353)	(488)	(788)
Gross Deferred Tax Liabilities	(4,978)	(6,870)	(8,027)
Net Deferred Tax Liabilities	\$ (1,890)	\$ (3,623)	\$ (3,266)

11. Common Stock

Common stock consists of 5,000 authorized shares of \$1 par value stock. As of December 31, 2025, 2024, and 2023, there were 5,000 shares issued and outstanding.

12. Contingencies

The Company is party to an agreement with an unrelated financial institution where the Company guarantees a portion of the losses resulting from equipment-related financing arrangements made between the financial institution and certain of the Company's franchisees. In the event of a default by a franchisee, the Company guarantees the financial institution's losses, including proceeds received from the sale of collateralized equipment as follows: 30% on equipment and between 30% and 100% on non-equipment. As of December 31, 2025, 2024, and 2023 the financial institution provided cumulative aggregate financing arrangements for certain of the Company's franchisees totaling approximately \$8,170, \$8,170, and \$8,170 with open financed amounts totaling approximately \$43, \$147, and \$849, respectively. Payments made under this guarantee during the years ended December 31, 2025, 2024, and 2023 were approximately \$0, \$3, and \$0, respectively, and the Company has recorded the estimated present value of this contingent liability as of December 31, 2025, 2024, and 2023 of approximately \$10, \$10, and \$13, respectively, which is included in accrued liabilities in the accompanying consolidated balance sheet.

BFG Holdco, Inc.

Notes to Consolidated Financial Statements **(dollars in thousands)**

13. Related Party Transactions

The following is a description of transactions between the Company and related parties:

Amounts Due from Related Parties

At December 31, 2025, 2024, and 2023, the Company had accounts receivable from Belfor USA Group, Inc. totaling \$34,825, \$27,667, and \$24,688, respectively, which relates to amounts advanced for working capital purposes and amounts due for expenses incurred by the Company on behalf of related parties.

Guarantee

The Company has guaranteed balances outstanding on the term loan and line of credit issued to Belfor Holdings, Inc. and other entities related through common ownership. In the event of a default by the affiliates, the Company could be obligated to repay the full amount outstanding on these loans. As of December 31, 2025, the affiliates' outstanding borrowings under the loans and the maximum potential future obligation under this guarantee totaled approximately \$1,364 and \$1,664, respectively. The term loan is payable through November 2030, and the line of credit expires in November 2028. In the event the Company is required to make payments under this guarantee, the Company could seek to recover those amounts from the affiliate; however, the Company does not hold specific recourse or collateral rights in connection with the guarantee.

Guarantee of Performance

The Company is listed as the guarantor of performance within the franchise disclosure documents of various franchisors within Belfor Franchise Group, LLC. In the event the Company is required to make payments under this guarantee, the Company could seek to recover those amounts from the affiliate; however, the Company does not hold specific recourse or collateral rights in connection with the guarantee.

14. Retirement Plans

The Company sponsors a 401(k) plan for substantially all employees. The plan provides for the Company to make a required matching contribution. The Company may also make additional discretionary contributions to the plan. Contributions to the plan totaled \$141, \$181, and \$212 for the years ended December 31, 2025, 2024, and 2023, respectively.

EXHIBIT C
TO FRANCHISE DISCLOSURE DOCUMENT

STATE ADMINISTRATORS
AND AGENTS FOR SERVICE OF PROCESS

State	State Administrator
CALIFORNIA	Commissioner of Financial Protection and Innovation 320 West 4 th Street, Suite 750 Los Angeles, CA 90013 213.576.7500 or Toll Free 866.275.2677
CONNECTICUT	The Banking Commissioner The Department of Banking, Securities and Business Investment Division 260 Constitution Plaza, Hartford, CT 06103-1800 (860) 240-8299
HAWAII	Business Registration Division Department of Commerce and Consumer Affairs 335 Merchant Street, Room 203 Honolulu, HI 96813 808.586.2722
ILLINOIS	Office of Attorney General Franchise Division 500 South Second Street Springfield, IL 62706 217.782.1090
INDIANA	Indiana Secretary of State Securities Division Franchise Section, Room E-111 302 West Washington Street Indianapolis, IN 46204 317.232.6681
MARYLAND	Office of the Attorney General Division of Securities 200 St. Paul Place Baltimore, MD 21202-2020 410.576.6360
MICHIGAN	Michigan Department of Attorney General Division of Securities Consumer Protection Division Antitrust and Franchise Unit 670 Law Building Lansing, MI 48913 517.373.7117
MINNESOTA	Minnesota Department of Commerce 85 7 th Place East, Suite 280 St. Paul, MN 55101 651-539-1600

State	State Administrator
NEW YORK	New York State Department of Law Investor Protection Bureau, 28 Liberty Street, 21st Floor, New York, NY 10005 212.416.8222
NORTH DAKOTA	North Dakota Insurance & Securities Department 600 East Boulevard Avenue Bismarck, ND 58505-0510 701-328-2910
OREGON	Department of Consumer and Business Services Division of Finance and Corporate Securities 350 Winter Street, N.E. #410 Salem, OR 97310 503.378.4387
RHODE ISLAND	Department of Business Regulation Division of Securities 1151 Pontiac Avenue Building 69-1 Cranston, RI 02920 401.222.3048
SOUTH DAKOTA	Department of Labor and Regulation Division of Insurance Securities Regulation 124 S. Euclid, Suite 104 Pierre, SD 57501 605.773.3563
VIRGINIA	State Corporation Commission Division of Securities and Retail Franchising 1300 East Main Street, 9 th Floor Richmond, VA 23219 804.371.9051
WASHINGTON	Director of Dept. of Financial Institutions Securities Division 150 Israel Rd. SW Tumwater, WA 98501 360.902.8760
WISCONSIN	Wisconsin Securities Commissioner Department of Financial Institutions 201 W. Washington Avenue, 3 rd Floor P.O. Box 1768 Madison, WI 53703 608.261.9555

State	Agent for Service of Process
CALIFORNIA	California Commissioner of Financial Protection and Innovation 320 West 4 th Street, Suite 750 Los Angeles, CA 90013 213.576.7500 or Toll Free 866.275.2677
CONNECTICUT	The Banking Commissioner The Department of Banking, Securities and Business Investment Division 260 Constitution Plaza, Hartford, CT 06103-1800 (860) 240-8299
HAWAII	Commissioner of Securities of the State of Hawaii 335 Merchant Street, Room 203 Honolulu, HI 96813 808.586.2722
ILLINOIS	Illinois Attorney General 500 South Second Street Springfield, IL 62706 217.782.1090
INDIANA	Indiana Secretary of State 201 State House Indianapolis, IN 46204 317.232.6681
MARYLAND	Maryland Securities Commissioner 200 St. Paul Place Baltimore, MD 21202-2020 410.576.6360
MICHIGAN	Michigan Department of Commerce, Corporations and Securities Bureau 670 Law Building Lansing, MI 48913 517.373.7117
MINNESOTA	Minnesota Commissioner of Commerce 85 7 th Place East, Suite 280 St. Paul, MN 55101 651-539-1600
NEW YORK	Secretary of State, New York One Commerce Plaza 99 Washington Avenue, 6 th floor Albany, NY 12231
NORTH DAKOTA	North Dakota Insurance Commissioner North Dakota Insurance & Securities Department 600 East Boulevard Avenue Bismarck, ND 58505-0510 701.328.2910
OREGON	Director of Oregon Department of Insurance and Finance 350 Winter Street, N.E. #410 Salem, OR 97310 503.378.4387

State	Agent for Service of Process
RHODE ISLAND	Director of Rhode Island Department of Business Regulation 1151 Pontiac Avenue Building 69-1 Cranston, RI 02920 401.222.3048
SOUTH DAKOTA	Division of Insurance Securities Regulation 124 S. Euclid, Suite 104 Pierre, SD 57501 605.773.3563
VIRGINIA	Clerk of State Corporation Commission 1300 East Main Street, 1 st Floor Richmond, VA 23219 804.371.9051
WASHINGTON	Director of Dept. of Financial Institutions Securities Division 150 Israel Rd SW Tumwater, WA 98501 360.902.8760
WISCONSIN	Commissioner of Securities of Wisconsin Department of Financial Institutions 201 W. Washington Avenue, 3 rd Floor P.O. Box 1768 Madison, WI 53703 608.261.9555

EXHIBIT D
TO FRANCHISE DISCLOSURE DOCUMENT
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**EXHIBIT E
TO FRANCHISE DISCLOSURE DOCUMENT**

STATE ADDENDA TO DISCLOSURE DOCUMENT

**THE FTC COVER SHEET OF THIS FDD IS AMENDED TO INCLUDE THE STATE COVER
SHEETS THAT BEGIN ON THE NEXT PAGE:**

ADDITIONAL DISCLOSURES FOR THE STATE OF CALIFORNIA

In recognition of the requirements of the California Franchise Investment Law, Cal. Corp. Code SS 3100-31516, and the California Franchise Relations Act, Cal. Bus. & Prof. Code SS 20000 – 20043, the Franchise Disclosure Document, in connection with the offer and sale of franchises for use in the State of California, shall be amended to include the following:

1. The following is added to the end of Item 5 of the Disclosure Document:

The Department has determined that we, the franchisor, have not demonstrated we are adequately capitalized and/or that we must rely on franchise fees to fund our operations. The Commissioner has imposed a fee deferral condition, which requires that we defer the collection of all initial franchise fees from California franchisees until we have completed all of our pre-opening obligations and you are open for business. For California franchisees who sign a development agreement, the payment of the development and initial fees attributable to a specific unit in your development schedule is deferred until that unit is opened.

2. The following is added to the “Special Risks to Consider About This Franchise” page in the Disclosure Document:

3. 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.

4. Mandatory Minimum Payments. You must make minimum royalty or advertising fund payments regardless of your sales levels. Your inability to make payments may result in termination of your franchise and loss of your investment.

ADDITIONAL DISCLOSURES FOR THE STATE OF HAWAII

1. The following is added to the Cover Page of this Disclosure Document:

“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 COMMERCE AND CONSUMER AFFAIRS OR A FINDING BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE, AND NOT MISLEADING.

THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO 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 DISCLOSURE DOCUMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THE DISCLOSURE DOCUMENT 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.

Registered agent in the state authorized to receive service of process: Director of Commerce and Consumer Affairs, Business Registration Division, 1010 Richards Street, Honolulu, HI, 96813.”

2. In recognition of the requirements of the Hawaii Franchise Investment Law, Hawaii Rev. Stat. Sections 482E, *et. seq.*, the Franchise Disclosure Document of Helpful Heroes International, LLC, in connection with the offer and sale of franchises for use in the State of Hawaii, shall be amended to include the following:

- a. The following list is hereby added to the end of Item 20 of the Disclosure Document to reflect the status of our franchise registrations in states which have franchise registration and/or disclosure laws:
 - i. The states in which a registration is effective, in which we are relying on an exception, or where an offering has been filed: None.
 - ii. The states in which a proposed registration of filing is or will be shortly on file: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.
 - iii. The states, if any, which have refused, by order or otherwise, to register these franchises: None.
 - iv. The states, if any, which have revoked or suspended the right to offer these franchises: None
 - v. The states, if any, in which proposed registration of these franchises has been withdrawn: None.

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

ADDITIONAL DISCLOSURES FOR THE STATE OF ILLINOIS

1. Illinois law governs the Franchise Agreement.
2. In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.
3. Your rights upon Termination and Non-Renewal of an agreement are set forth in sections 19 and 20 of the Illinois Franchise Disclosure Act.

4. 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.

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

ADDITIONAL DISCLOSURES FOR THE STATE OF INDIANA

In recognition of the requirements of the Indiana Code, Title 23, Article 2, Chapter 2.7, Sections 1 -7; amended by Laws of 1985, PL 233, the Franchise Disclosure Document, in connection with the offer and sale of franchises for use in the State of Indiana, shall be amended to include the following:

1. It is unlawful for any Franchise Agreement entered into between any franchisor and a franchisee that is either a resident of Indiana or a nonresident who will be operating a franchise in Indiana, to contain any of the following provisions. The following statements are added at the end of the Franchise Agreement table in Item 17: “Any release required as a condition of renewal and/or transfer will not apply to any claims that may arise under the Indiana Franchise Disclosure Law and the Indiana Deceptive Franchise Practices Act.”
2. The Summary section of Item 17(r.) entitled Non-Competition Covenants after the Franchise Terminates or Expires is amended to provide that the provisions contained in the Franchise Agreement and Item 12 of this Disclosure Document are subject to Indiana Code 23-2-2.7-1(9), which prohibits covenants not to compete which extend beyond any exclusive Territory granted to you.
3. Item 17(v) and 17(w) entitled Choice of Forum and Choice of law are amended to provide that Michigan law generally applies except for matters arising under the Indiana Franchise Disclosure Law and the Indiana Deceptive Franchise Practices Act.
4. In reference to Section 15.I. of the Franchise Agreement, such waivers constitute a limitation on litigation and therefore violate IC 23-2-2.7-1(10) and may not occur under this provision.
5. In reference to Section 15.K. of the Franchise Agreement, such a limitation of claims may only be barred unless an action is brought more than two years after the violation pursuant to IC 23-2-2.7-7.

Each provision of these Additional Disclosures to the Disclosure Document shall be effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Indiana Franchise Disclosure Law, Indiana Code 23-2-2.5-1 to 23-2-2.5-51, and the Indiana Deceptive Franchise Practices Act, Indiana Code 23-2-2.7-1 to 23-2-2.7-10, are met independently without reference to these Additional Disclosures to the Disclosure Document.

ADDITIONAL DISCLOSURES FOR THE STATE OF MARYLAND

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, the Franchise Disclosure Document in connection with the offer and sale of franchises for use in the State of Maryland, shall be amended to include the following:

1. Item 17.C. and 17.M. require a general release as a condition of renewal, sale, and/or transfer. Any such release shall not apply to any liability that falls under the Maryland Franchise Registration and Disclosure Law.
2. Item 17.U. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought by you within three (3) years after the grant of the Franchise.
3. Item 17.V., requires that all actions will be commenced in the state, and any court of general jurisdiction in Washtenaw, Michigan, or the United States District Court for the Eastern District of Michigan except for claims arising under the Maryland Franchise Registration and Disclosure Law, which may be commenced by you in Maryland.
4. Exhibit I of the Franchise Agreement is a Disclosure Acknowledgement Statement. Such representations are not intended to, nor shall they act as a release, estoppel, or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
5. The following is added to the end of the Item 17 chart:
“Despite any contradicting provision in the Franchise Agreement, you have three years from the date on which we grant you the franchise to bring a claim under the Maryland Franchise Registration and Disclosure Law.”
6. 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.

ADDITIONAL DISCLOSURES FOR THE STATE OF MINNESOTA

In recognition of the requirements of the Minnesota Franchises Law, Minn. Stat 80C.01 through 80C.22, and the Rules and Regulations promulgated thereunder by the Minnesota Commissioner of Commerce, Minn. Rules 2860.0100 through 2860.9930, the Franchise Disclosure Document in connection with the offer and sale of franchises for use in the State of Minnesota shall be amended to include the following:

Item 6. Item 6 and Section 2.E of the Franchise Agreement are amended to state: Pursuant to Minnesota Statute 604.113, the NSF Fees are capped at \$30 per incident.

Item 13 “Trademarks” is amended by the addition of the following:

Pursuant to Minnesota Stat. Sec. 80C.12, Subd. 1(g), we are required to protect any rights that you have to use our proprietary rights, including your right to use the trademarks, service marks, trade names, logotypes or other commercial symbols and indemnify the franchisee from any loss, costs, or expenses arising out of any claim, suite or demand regarding the use of the name.

Item 17 “Renewal, Termination, Transfer, and Dispute Resolution,” is amended by the addition of the following paragraphs:

1. Minn. Rule 2860.4400J. prohibits the waiver of a jury trial.
2. Minn. Stat. 80C.17, Subd. 5 requires that no action may be commenced pursuant to this section more than three years after the cause of action occurs.
3. Minn. Stat. Sec. 80C, 14 Subds. 3, 4, and 5 requires that, except in certain specified cases, a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice of non-renewal of the Franchise Agreement, and that consent to the transfer of the franchise cannot be unreasonably withheld.
4. Minn. Stat. 80C.21 and Minn. Rule 2860.4400J might prohibit us from requiring litigation to be conducted outside Minnesota. In addition, nothing in the Disclosure Document or agreement can abrogate or reduce any rights you have under the Minnesota Franchises Law, including (if applicable) the right to submit matters to the jurisdiction of the courts of Minnesota and the right to any procedure, forum, or remedies that the laws of jurisdiction provide.
5. Minn. Rule 2860.4400D. prohibits us from requiring you to assent to a general release.

Each provision of this Addendum to the Disclosure Document shall be effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Minnesota Franchises Law or the Rules and Regulations promulgated by the Minnesota Commissioner of Commerce, are met independently without reference to these Additional Disclosures in the Disclosure Document.

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

ADDITIONAL DISCLOSURES FOR THE STATE OF 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 C OR YOUR PUBLIC LIBRARY FOR SOURCES OF INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE 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 CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following should be added to Item 3 of this Disclosure Document:

With the exception of what is stated above, the 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 had an administrative, criminal, or civil action pending against that person alleging: a felony, 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 10-year period immediately preceding the application for registration, has been convicted or pleaded nolo contendere to a misdemeanor charge or been held liable in a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; 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 any 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 franchise as a real estate broker or sales agent.

3. The following is added to the end of the “Summary” sections of 17(c), titled “**Requirements for franchisee to renew or extend**” and 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 by 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 “Summary” sections of Item 17(v), titled “**Choice of forum**,” and Item 17(w), titled “**Choice of law**”:

The foregoing choice of law and choice of forum should not be considered a waiver of any right conferred upon you by the provisions of Article 33 of the General Business Law of the State of New York.

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.

ADDITIONAL DISCLOSURES FOR THE STATE OF NORTH DAKOTA

For franchises and franchisees subject to the North Dakota Franchise Investment Law, the following information supersedes on supplements, as the case maybe, the corresponding disclosures in the main body of the text of the Helpful Heroes International, LLC Franchise Disclosure Document.

1. Item 17 is amended by the addition of the following language to the original language that appears therein:
 - a. Covenants not to compete upon termination or expiration of a Franchise Agreement are generally unenforceable in North Dakota, except in certain instances as provided by law.
 - b. Any provision in the Franchise Agreement which designates jurisdiction or venue or requires the franchisee to agree to jurisdiction or venue in a forum outside of North Dakota is void with respect to any cause of action which is otherwise enforceable in North Dakota.
 - c. Any provision in the Franchise Agreement which requires a franchisee to waive his or her right to a jury trial has been determined to be unfair, unjust and inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law.
 - d. Any provision requiring a franchisee to sign a general release upon renewal of the Franchise Agreement has been determined to be unfair, unjust and inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law.
 - e. Apart from civil liability as set forth in Section 51-19-12 of the N.D.C.C., which is limited to violations of the North Dakota Franchise Investment Law (registration and fraud), the liability of the franchisor to a franchisee is based largely on contract law. Despite the fact that those provisions are not contained in the franchise investment law, those provisions contain substantive rights intended to be afforded to North Dakota residents and it is unfair to franchise investors to require them to waive their rights under North Dakota Law.
 - f. Any provision in the Franchise Agreement requiring that the agreement be construed according to the laws of a state other than North Dakota are unfair, unjust or inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law.
 - g. Any provision in the Franchise Agreement that requires the franchisee to waive any right to or claim for any punitive, exemplary, incidental, indirect, special or consequential damages (including, without limitation, lost profits) has been determined to be unfair, unjust and inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law.

- h. Any provision in the Franchise Agreement that requires the franchisee to consent to termination or liquidated damages has been determined to be unfair, unjust and inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law.

ADDITIONAL DISCLOSURES FOR THE STATE OF RHODE ISLAND

The following is added to the Cover Page of the Disclosure Document:

EVEN THOUGH THE FRANCHISE AGREEMENT PROVIDES THAT "HOME STATE" LAW APPLIES, LOCAL LAW MAY SUPERSEDE IT IN YOUR STATE. PLEASE REFER TO ANY STATE-SPECIFIC ADDENDUM THAT MAY BE ATTACHED TO THE OFFERING FOR DETAILS.

In recognition of the requirements of the State of Rhode Island Franchise Investment Act §19-28.1 et seq., the Franchise Disclosure Document for Helpful Heroes International, LLC, for use in the State of Rhode Island is amended as follows:

1. Item 17 (u) shall be amended to read: §19-28.1-21 (a) A person who violates any provision of this act is liable to the franchisee for damages, costs, and attorneys and experts' fees. In the case of a violation of §§19-28.1-5, 19-28.1-8, or 19-28.1-17(1)-(5), the franchisee may also sue for rescission. No person shall be liable under this section if the defendant proves that the plaintiff knew the facts concerning the violation. (b) Every person who directly or indirectly controls a person liable under this section, every principal executive officer or director of the liable person, every person occupying a similar status or performing similar functions, and every agent or employee of a liable person, who materially aids in the act or transaction constituting the violation, is also liable jointly and severally with and to the same extent as the person liable under this section, unless the agent, employee, officer, or director proves he or she did not know, and in the exercise of reasonable care could not have known of the existence of the fact by reason of which the liability is alleged to exist.
2. Item 17 (v)(w) shall be amended to read: §19-28.1-14 A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this act.
- 3.

ADDITIONAL DISCLOSURES FOR VIRGINIA

In recognition of the restrictions contained in Section 13.1-564 of the Virginia Retail Franchising Act, the Franchise Disclosure Document for Helpful Heroes International, LLC for use in the Commonwealth of Virginia shall be amended as follows:

1. Additional Disclosure. The following statements are added to Item 17.h.:

Under Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any grounds for default or termination stated in the franchise agreement does not constitute "reasonable cause," as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

**EXHIBIT F
TO FRANCHISE DISCLOSURE DOCUMENT**

LIST OF FRANCHISEES

Name	Address	City	State	Phone Number
Scott Neal	2831 Fort Mojave Drive	Bullhead City	Arizona	(928) 234-2233

**FRANCHISEES WHO HAVE SIGNED FRANCHISE AGREEMENTS,
BUT NOT OPENED AS OF DECEMBER 31, 2025**

None.

EXHIBIT G
TO FRANCHISE DISCLOSURE DOCUMENT
LIST OF FORMER FRANCHISEES

None.

EXHIBIT H
TO THE FRANCHISE DISCLOSURE DOCUMENT
FRANCHISE ORGANIZATIONS OR
INDEPENDENT FRANCHISEE ASSOCIATIONS

As of the date of this Disclosure Document, we have not created any Franchise Organizations.

As of the date of this Disclosure Document, to our knowledge, there are no Independent Franchise Associations.

EXHIBIT I
TO FRANCHISE DISCLOSURE DOCUMENT
DISCLOSURE ACKNOWLEDGEMENT QUESTIONNAIRE

FRANCHISEE DISCLOSURE QUESTIONNAIRE

As you know, Helpful Heroes International LLC and you are preparing to enter into a Franchise Agreement for the operation of a franchise. Please review each of the following questions carefully and provide honest responses to each question.

This Questionnaire does not apply to any residents of or franchisees who intend to operate the franchised business in the State of California or State of Washington.

The questionnaire should not be completed or signed by and will not apply to any franchisees and franchises that are subject to the Maryland franchise registration/disclosure laws.

1. Have you received and personally reviewed the Franchise Disclosure Document and each exhibit we provided to you? Yes _____ No _____
2. Did you sign a receipt for the Franchise Disclosure Document indicating the date you received it? Yes _____ No _____
3. Have you discussed operating a Helpful Heroes franchise with an attorney, accountant or other professional advisor? Yes _____ No _____
4. Do you understand the success or failure of your franchise will depend on many factors including your skills and abilities, competition, interest rates, the economy, inflation, labor and supply costs, lease terms and the marketplace? Yes _____ No _____
5. Has any employee or other person speaking on behalf of Helpful Heroes International, LLC made any statement or promise regarding the amount of money you may earn in operating the Helpful Heroes franchise that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes _____ No _____
6. Has any employee or other person speaking on behalf of Helpful Heroes International, LLC made any statement or promise concerning the total amount of revenue the franchise Helpful Heroes will generate that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes _____ No _____
7. Has any employee or other person speaking on behalf of Helpful Heroes International, LLC made any statement or promise regarding the costs involved in operating the Helpful Heroes franchise that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes _____ No _____
8. Has any employee or other person speaking on behalf of Helpful Heroes International, LLC made any statement or promise concerning the actual, average or projected profits or earnings or the

likelihood of success that you should or might expect to achieve from operating a Helpful Heroes franchise that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes_____ No_____

9. Has any employee or other person speaking on behalf of Helpful Heroes International, LLC made any statement or promise or agreement, other than those matters addressed in your Franchise Agreement, concerning advertising, marketing, media support, market penetration, training, support service or assistance that is contrary to, or different from, the information contained in the Franchise Disclosure Document? Yes_____ No_____
10. BELFOR Property Restoration locations or its Affiliates are under no obligation to send jobs or leads for jobs to you. Has any employee or other person speaking on behalf of Helpful Heroes International, LLC made any statement or promise or agreement indicating you will receive jobs or leads for jobs from any BELFOR Restoration Company location or its Affiliates if you purchase this franchise? Yes_____ No_____
11. If you have answered "Yes" to any of the questions 5 through 10, please provide a full explanation of your answer in the following blank lines. (Attach additional pages, if necessary, and refer to them below.) If you have answered "No" to each of the foregoing questions, please leave the following lines blank.

By signing this Questionnaire, you are representing that you have responded truthfully to the above questions.

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.

Maryland sales/Maryland residents: The representations, acknowledgements and affirmations in this Exhibit are not intended to nor shall they act as a release, estoppel, or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Act.

Washington sales/Washington residents: This Franchisee Disclosure Questionnaire does not waive any liability the franchisor may have under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

FRANCHISE APPLICANT

_____, 20__

EXHIBIT J

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, Connecticut, 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
Florida	pending
Hawaii	pending
Illinois	pending
Indiana	pending
Maryland	pending
Michigan	pending
Minnesota	pending
New York	pending
North Dakota	pending
Rhode Island	pending
South Dakota	pending
Utah	pending
Virginia	pending
Washington	pending
Wisconsin	pending

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 K
TO FRANCHISE DISCLOSURE DOCUMENT
RECEIPTS

RECEIPTS

This Disclosure Document summarizes certain provisions of the franchise agreement and other information in plain language. Read this Disclosure Document and all agreements carefully. If Helpful Heroes International, LLC offers you a franchise, it must provide the Disclosure Document to you fourteen (14) days before you sign a binding agreement or make a payment with the franchisor or an affiliate in connection with the proposed franchise sale.

If Helpful Heroes International LLC does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and State law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the state agency listed on Exhibit C.

New York and Rhode Island require that we give you this Disclosure Document at the earlier of the first personal meeting or 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. Michigan and Oregon require that we give you this Disclosure Document at least 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.

Date of Issuance: March 30, 2026

See Exhibit C for our registered agents authorized to receive service of process.

I have received a disclosure document dated March 30, 2026, that included the following Exhibits:

- A – Form of Agreements
- B – Financial Statements
- C – State Administrators and Agents for Service of Process
- D – Manual Table of Contents
- E – Vehicle Promissory Note
- F – State Addenda to the Disclosure Document
- G – List of Franchisees
- H – List of Former Franchisees
- I – Franchise Organizations and Independent Franchisee Associations
- J – Disclosure Acknowledgement Questionnaire
- K - State Effective Dates Page
- L - Receipts

The franchise seller is Helpful Heroes International LLC, 5405 Data Court, Ann Arbor, MI 48108, (734) 864-9799. Any additional individual franchise sellers involved in offering the franchises are: _____

All located at 5405 Data Court, Ann Arbor, MI 48108.

Date Received: _____

Signature of Prospective Franchisee

Print Name

Entity Name (if applicable)

Signature of Prospective Franchisee

Print Name

Entity Name (if applicable)

You should return one copy of the signed receipt by signing, dating, and returning it to your Franchise Seller. You may keep the second copy for your records.

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