

FRANCHISE DISCLOSURE DOCUMENT



RESTORATION 1 FRANCHISE HOLDING, LLC

Delaware Limited Liability Company

6270 Morning Star Drive, Suite 120

The Colony, Texas 75056

(800) 933-0803

info@restoration1hq.com

www.Restoration1.com

We offer franchises for businesses providing residential and commercial water, fire, smoke, and mold restoration services and additional services and products under the name "Restoration 1®". The total investment necessary to begin operation of a standard Restoration 1® franchise ranges from \$126,525 to \$309,500 for a new business or \$75,750 to \$199,000 for a conversion business. This includes \$60,425 to \$64,925 that must be paid to the franchisor or affiliate. The total investment necessary to begin operation of an add-on micro territory franchise ranges from \$18,350 to \$114,250. This includes \$14,025 to \$36,525 that must be paid to the franchisor or affiliate.

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

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact Zach Munroe, 6270 Morning Star Drive, Suite 120, The Colony, Texas 75056, (800) 933-0803.

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

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

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

Date of Issuance: May 1, 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 Exhibit F.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit E 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 Restoration 1® 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 Restoration 1® franchisee?	Exhibit F 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, which requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit A.

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

Special Risks to Consider About *This* Franchise

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

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by arbitration and/or litigation only in Texas. Out-of-state arbitration or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to arbitrate or litigate with the franchisor in Texas than in your own state.
2. **Minimum Performance Requirement.** The Franchise Agreement requires that beginning with the 25th month of operations and counting forwards, the franchised business must achieve average collected gross revenue of at least \$32,500 per month (calculated as total collected gross revenue during the prior six-month period, divided by six). If you do not meet and maintain this minimum revenue performance requirement, we may terminate the Franchise Agreement.

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

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

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

- (a) A prohibition against you joining an association of franchisees.
- (b) A requirement that you assent to a release, assignment, novation, waiver, or estoppel which would deprive you of rights and protections provided under the Michigan Franchise Investment Law. This does not preclude you, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits the franchisor to terminate your franchise prior to the expiration of its term except for good cause. Good cause includes your failure to comply with any lawful provision of the Franchise Agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.
- (d) A provision that permits the franchisor to refuse to renew your franchise without fairly compensating you by repurchase or other means for the fair market value at the time of expiration, of your 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 provision applies only if:
 - (i) The term of the franchise is less than five years; and
 - (ii) You are prohibited by the Franchise Agreement 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 if you do not receive at least six months advance notice of the franchisor's intent not to renew the franchise.
- (e) A provision that permits the franchisor to refuse to renew the franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This provision does not require a renewal provision in the Franchise Agreement or other agreement.
- (f) A provision requiring that arbitration or litigation be conducted outside of Michigan. This does not preclude you from entering into an agreement, at the time of the arbitration, to conduct arbitration at a location outside of Michigan.
- (g) A provision that permits the franchisor to refuse to permit a transfer of ownership of the franchise, except for good cause. This provision does not prevent the franchisor from exercising its right of first refusal to purchase the franchise. Good cause includes, but is not limited to:
 - (i) The failure of the proposed transferee to meet the franchisor's then-current reasonable qualifications or standards.
 - (ii) The fact that the proposed transferee is a competitor of the franchisor.

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

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

(h) A provision that requires you to resell to the franchisor items that are not uniquely identified with the franchisor. This does not prohibit a provision that grants the 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 it 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 you have breached the lawful provisions of the Franchise Agreement and have failed to cure the breach in the manner provided in (c), above.

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

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

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

Any questions regarding this notice should be directed to:

State of Michigan
Corporate Oversight Division
Attn: Franchise Section
G. Mennen Williams Building
525 West Ottawa, 5th Floor
Lansing, Michigan 48933
Telephone Number: (517) 335-7567

Note: We believe that paragraph (f) is preempted by federal law and cannot preclude us from enforcing the arbitration section in the franchise agreement. We will seek to enforce this section as written.

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

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ITEM 1

THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS AND AFFILIATES

To simplify the language in this disclosure document (“Disclosure Document”), the words “we,” “our,” and/or “us” refer to Restoration 1 Franchise Holding, LLC, the franchisor. “You” and “your” refer to the person who buys the franchise, the franchisee, whether you are a corporation, limited liability company, or other business entity. If you are a corporation, limited liability company or other business entity, certain provisions of this Disclosure Document also apply to your owners where noted.

The Franchisor

We are a Delaware limited liability company. Our principal business address is 6270 Morning Star Drive, Suite 120, The Colony, Texas 75056 and our principal phone number is (800) 933-0803. We conduct business under our corporate name and the name “Restoration 1.” Our agents for service of process are disclosed in Exhibit A. We have been offering Restoration 1® franchises since May 2020, and we have never offered franchises in any other line of business. We do not engage in any other business activities, and we have never operated a business of the type being franchised.

Parents, Predecessors and Affiliates

We are a wholly owned subsidiary of Stellar Brands, LLC, which shares our principal business address. Our parents are Stellar Brands Holdings, LLC, RH1 Investments, LLC, MPK RH1, LLC, and MPK Equity Partners, LLC, each of which has the principal business address of 3000 Turtle Creek Blvd., Dallas, Texas 75219.

Our predecessor is a company that was also named Restoration 1 Franchise Holding, LLC. In April 2020, we merged with our predecessor and became the franchisor going forward. Our predecessor offered Restoration 1® franchises from January 2010 until April 2020. Our predecessor never offered franchises in any other line of business, and never operated a business of the type being franchised. Our predecessor’s principal place of business was 5113 Steinbeck Bend Drive, Waco, Texas 76708.

We have the following affiliates that offer franchises:

BlueFrog Plumbing and Drain, LLC offers franchises for plumbing and drain repair businesses under the name “BlueFrog Plumbing + Drain®.” BlueFrog Plumbing and Drain, LLC began offering franchises in 2014 and as of December 31, 2025, 43 franchised “BlueFrog Plumbing + Drain®” businesses were in operation. BlueFrog Plumbing and Drain, LLC shares our principal business address.

PatchMaster Franchise LLC offers franchises for businesses providing wall surface repair and related services under the name “PatchMaster®”. PatchMaster Franchise LLC began offering franchises in April 2022, and as of December 31, 2025, 180 franchised “PatchMaster®” businesses were in operation. PatchMaster Franchise LLC has the principal business address of 57 Main Street, Chester, NJ 07930.

Zoom Drain Franchise LLC offers franchises for businesses providing drain cleaning and sewer inspections, maintenance, repair, grease trap and septic services, and related products and services under the name “ZOOM DRAIN®”. Zoom Drain Franchise LLC began offering franchises in February 2021, and as of December 31, 2025, 163 franchised “ZOOM DRAIN®” businesses were in operation. Zoom Drain Franchise LLC has the principal business address of 500 Davis Drive, Plymouth Meeting, Pennsylvania 19462.

None of the parents, predecessors, or affiliates described above have owned, operated, or offered franchises for Restoration 1 Businesses. Other than as listed above, neither we nor any of our affiliates

offers franchises for any other concept, or offers or sells products or services to our franchisees.

The Franchised Business

We franchise the right to develop, own, and operate a business providing residential and commercial water, fire, smoke, mold restoration services, and additional services and products we authorize (each a “Restoration 1 Business”). Restoration 1 Businesses operate under the name “Restoration 1[®]” and such other trademarks, service marks, graphics, trade names, trade dress, slogans, and other commercial symbols as we may approve (collectively, the “Marks”). Restoration 1 Businesses have distinctive and proprietary business systems, methods, designs, layouts, standards, and specifications, all of which we may improve, substitute, further develop, or otherwise modify periodically (together, the “System”). We call the Restoration 1 Business that you will operate “your Franchised Business.” You must comply with all of the standards, specifications, operating procedures, and rules that we periodically prescribe as mandatory for operating Restoration 1 Businesses generally, or your Franchised Business specifically (“System Standards”).

You must sign a Franchise Agreement with us to obtain the franchise for a Restoration 1 Business. Our current form of Franchise Agreement is attached as Exhibit B-1 to this Disclosure Document. Your Franchise Agreement will identify the location from which you will operate your Franchised Business (your “Franchised Business Office”). Your Franchised Business Office may be your personal residence, or other property that you lease or own at your own cost. The service tools and equipment for your Franchised Business may not be stored at any location other than the Franchised Business Office, unless you notify us that you have identified off-site storage that satisfies our System Standards. The Franchise Agreement will also identify a territory in which you may conduct marketing, advertising, and promotional activities for your Franchised Business (your “Market Territory”). The standard Market Territory for a Restoration 1 Business will be 250,000 to 275,000 in population. We may offer a franchise for a micro Market Territory of 75,000 to 200,000 if you are an existing franchisee and the new micro Market Territory is contiguous with your existing Market Territory.

We may authorize franchisees to provide additional Reconstruction Services (as defined in Item 16) associated with projects fulfilled by your Franchised Business. If you wish to offer any Reconstruction Services, you (or any affiliate of yours that will provide such Reconstruction Services) must first execute our then-current Reconstruction Services Addendum, in form and substance designated by us, a copy of which is attached as Exhibit B-4 to this Disclosure Document.

Market and Competition

The restoration services business is well established and competitive. Your competition will include national, regional, and local commercial and residential restoration businesses, as well as other businesses that offer similar services, such as biohazard treatment, disinfecting, cleaning, drying, repair of damaged structural areas, pack-out services, and general contracting. You will provide services to residential and commercial customers, but often will be paid by insurance companies under property and casualty insurance policies. Your competition may also include other Restoration 1[®] Businesses operated by us, our affiliates, or our franchisees, which may perform services in your Market Territory.

Industry-Specific Laws and Regulations

In addition to laws that affect businesses generally, Restoration 1 Businesses are subject to federal, state, and local laws and ordinances specifically applicable to restoration businesses, including environmental laws regarding asbestos and lead, as well as zoning and building laws. You will need to obtain certain certifications from the Institute of Inspection Cleaning and Restoration Certification (IICRC) before

providing associated services, including certifications for Water Damage Restoration, Applied Structural Drying, Estimating, Lead Renovation, Repair, and Painting, Fire and Smoke Remediation, and Microbial Remediation. Additionally, depending on your local or state requirements, you may need to obtain other certifications and be a licensed contractor or engineer. If you provide Reconstruction Services, you may need to obtain additional permits and licenses and you may need to obtain additional insurance and bonding. You are responsible for investigating and complying with all applicable federal, state, county and city laws and regulations with regard to your Franchised Business.

ITEM 2

BUSINESS EXPERIENCE

Jessica Wescott – Chief Executive Officer

Ms. Wescott currently serves as our Chief Executive Officer. During the prior 5 years, she has held the following positions:

Entity	Title	Location	Period of Time
Restoration 1 Franchise Holding, LLC	Chief Executive Officer	The Colony, TX	Oct 2024 to present
BlueFrog Plumbing and Drain, LLC	Chief Financial Officer and Chief Operating Officer	Dallas, TX	Jun 2022 to Oct 2024
Stellar Brands, LLC			
Softroc Global, LLC	Chief Executive Officer	Dallas, TX	Oct 2024 to Oct 2025
TDC Franchising, LLC	Chief Financial Officer and Chief Operating Officer	Dallas, TX	Jun 2022 to Oct 2024
Johnson & Sekin, LLC	Chief Financial Officer	Dallas, TX	Jan 2022 to May 2022
Not Employed	N/A	N/A	Oct 2021 to Dec 2021
Fuzzy’s Taco Opportunities, LLC	Chief Financial Officer & Chief Operating Officer	Irving, TX	Oct 2020 to Sep 2021

Kevin Rychel – Senior Vice President of Operations

Mr. Rychel currently serves as our Senior Vice President of Operations. During the prior 5 years, he has held the following positions:

Entity	Title	Location	Period of Time
Restoration 1 Franchise Holding, LLC	Senior Vice President of Operations	The Colony, TX	April 2024 to present
Fuzzy’s Taco Opportunities, LLC	Vice President of Operations	Irving, TX	March 2019 to March 2024

Zach Munroe – Vice President of Franchise Development

Mr. Munroe currently serves as our Vice President of Franchise Development. During the prior 5 years, he has held the following positions:

Entity	Title	Location	Period of Time
Restoration 1 Franchise Holding, LLC BlueFrog Plumbing and Drain, LLC Stellar Brands, LLC	Vice President of Franchise Development	The Colony, TX	Feb 2025 to present
Softroc Global, LLC TDC Franchising, LLC	Vice President of Franchise Development	Dallas, TX	Feb 2025 to Oct 2025
Head To Toe Brands	VP of Development	Dallas, TX	June 2024 to Feb 2025
SVN International Corp	VP of Growth	Boston, MA	Jan 2023 to June 2024
	Director of Sales	Boston, MA	Nov 2020 to Jan 2023

Amanda Evans – Senior Vice President of Marketing

Ms. Evans currently serves as our Senior Vice President of Marketing. During the prior 5 years, she has held the following positions:

Entity	Title	Location	Period of Time
Restoration 1 Franchise Holding, LLC BlueFrog Plumbing and Drain, LLC Stellar Brands, LLC	Senior Vice President of Marketing	The Colony, TX	Feb 2025 to present
	Vice President of Marketing	Dallas, TX	Nov 2023 to Feb 2025
Softroc Global, LLC TDC Franchising, LLC	Senior Vice President of Marketing	Dallas, TX	Feb 2025 to Oct 2025
	Vice President of Marketing	Dallas, TX	Nov 2023 to Feb 2025
Pool Scouts	Franchise Owner	Collierville, TN	Dec 2021 to June 2024
Self	Consultant	Collierville, TN	June 2022 to Nov 2023
Nationwide Marketing Group	VP, Shopper Marketing	Winston-Salem, NC	April 2021 to May 2022
	Dir, Shopper Marketing	Winston-Salem, NC	Jan 2018 to April 2021

ITEM 3

LITIGATION

Restoration 1 Franchise Holding, LLC v. Coast 2 Coast Restoration LLC, Robert A. Lee, Jr. and Anthony Aceto, United States District Court for the Northern District of Texas (Case No. 23-cv-005490), filed March 13, 2023. We filed a lawsuit against our former franchisee, Coast 2 Coast Restoration LLC (“Coast 2 Coast”) and its owners for: (a) failure to operate their franchised businesses in accordance with the franchise agreements’ terms, and (b) continuing to operate competitive businesses using our trademarks following our termination of defendants’ franchise agreements. Defendants answered our complaint and asserted counterclaims against us for breach of contract, declaratory judgment, and violations of the Texas Deceptive Trade Practices - Consumer Protection Act, all alleging that we wrongfully terminated the franchise agreements, seeking a declaratory judgment that they were not bound by the franchise agreements’ post-termination noncompetition covenants, damages, interest, costs, and attorneys’ fees. Defendants later claimed \$3,250,000 in actual damages due to an alleged pre-termination agreement to purchase their business for that amount, which defendants contended would have consummated in a sale but for the termination. In July 2023, the court entered a stipulated preliminary injunction enjoining defendants from using any of our trademarks in defendants’ business. The case proceeded to a bench trial that concluded in March 2025. On June 24, 2025 the Court entered final judgment on the parties’ claims, ruling that we properly terminated defendants’ franchise agreements, that all of defendants’ counterclaims failed and they would take nothing on their claims, and that we were entitled to \$274,751.67 in damages pursuant to the franchise agreements’ liquidated damages and final payment provisions, plus pre- and post-judgment interest. Separately, the Court invited us to submit a motion for our reasonable litigation costs and attorneys’ fees, which we then did. On March 6, 2026, the court awarded us \$552,623.50 in costs and fees against all defendants and entered separate final judgment on that award. Defendants did not file a notice of appeal of either the final merits judgment or the final fee award judgment. Both judgments are now final and non-appealable, and the matter is closed.

Graca Lord, Trustee of the Graca Rodrigues Lord Revocable Living Trust v. Restoration 1 Franchise Holding, LLC, Onetarp Holdings, LLC d/b/a Restoration 1 of Knoxville, Jeremy Jones, Misty Dawn Jones, and First Pulaski National Corporation d/b/a First National Bank, Chancery Court for Knox County, State of Tennessee (Case No. 210624-2), filed March 6, 2025. Plaintiff filed an action against us, our franchisee and its principal owners, and the franchisee’s commercial bank. Plaintiff alleges that franchisee and its principals performed restoration work on the plaintiff’s property despite not having proper Tennessee contractor licenses, improperly used billing software, did not fully complete the work, deposited a check from plaintiff’s insurance company made out to both franchisee and plaintiff despite the check being only endorsed by franchisee, and failed to promptly return plaintiff’s property that franchisee had been holding until plaintiff filed a replevin action. Plaintiff claimed these alleged acts constituted conversion, fraud, and a violation of the Tennessee Consumer Protection Act and that we are vicariously liable for franchisee and its principals’ alleged actions. Plaintiff seeks \$166,154.05 in actual damages, \$500,000 in punitive damages, and litigation costs and attorney’s fees, jointly and severally from all defendants. We have answered the complaint, denying all allegations, and the case is now in the discovery phase. We intend to vigorously defend against plaintiff’s claims.

Aaron Cline v. Restoration 1 Franchise Holding, LLC filed with the American Arbitration Association (Case No. 01-16-0002-0987). On or about May 27, 2016, Aaron Cline, a California franchisee, our former franchisee, filed a demand for arbitration against us asserting claims for fraudulent and deceptive trade practices and misrepresentations in our disclosure document. Mr. Cline sought \$150,000 in damages, plus attorneys’ fees and arbitration costs. On August 29, 2016, the parties settled all claims whereby the parties agreed to terminate the plaintiff’s Restoration 1 franchise agreement and exchanged mutual releases.

Commonwealth of Virginia, ex rel. State Corporation Commission v. Restoration 1 Franchise Holding, LLC and Andor Kovacs, (Case No. SEC-2014-00028). On July 16, 2014, we entered into a Settlement Order with the Virginia State Corporation Commission based upon the allegation that we offered and sold a franchise in Virginia after our Virginia registration had lapsed. We neither admitted nor denied the allegations but nonetheless agreed to the terms of the Settlement Order whereby we paid \$1,000 to defray the costs of investigation to the State of Virginia, agreed to attend franchise sales compliance training, and agreed to never again violate the Virginia Retail Franchise Act in the future.

Except for the actions described above, no other litigation is required to be disclosed in this Item.

ITEM 4

BANKRUPTCY

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

ITEM 5

INITIAL FEES

Franchise Fee

You must pay us an initial franchise fee when you sign the Franchise Agreement (the “Franchise Fee”). The amount of the Franchise Fee is \$59,900, plus an additional \$0.18 per person over 250,000 in your Market Territory. Most franchisees have Market Territories between 250,000 and 275,000 people, resulting in Franchise Fees ranging from \$59,900 to \$64,400. The Franchise Fee is deemed fully earned when paid and is non-refundable under any circumstances. Except for discounts described below, the Franchise Fee was uniformly applied in our prior fiscal year.

Current Franchisee Discount

If you purchase more than one Restoration 1 Business at the same time, or if you purchase additional Restoration 1 Businesses within 2 years of purchasing your first Restoration 1 Business, you are eligible to receive a discount on the Franchise Fee for the additional Restoration 1 Businesses, as follows: (i) \$49,900 for the second franchise; and (ii) \$39,900 for the third or subsequent franchise, in each case plus an additional \$0.18 per person over 250,000 in your Market Territory.

Micro Territory Discount

If you are an existing franchisee and wish to acquire an additional franchise for a micro territory the Franchise Fee will be \$0.18 per person in population. Most micro territories will be between 75,000 and 200,000 in population, resulting in a Franchise Fee of \$13,500 to \$36,000. We only offer micro territories as an add-on to an existing and contiguous standard Market Territory.

Veterans Discount

We offer a discounted Franchise Fee to qualifying veterans who have received an honorable discharge from any branch of the United States military before applying to become a franchisee. The veteran’s discount is \$9,000 off the Franchise Fee. The discount is only available for the first Restoration 1 Business purchased. If the franchisee is a corporation, limited liability company, or other legal entity, the veteran participant must maintain at least a 51% ownership interest in the entity to qualify for this discount. To apply for the veteran’s discount, you must provide us a copy of your active-duty ID or form DD-214 reflecting your military status before the Franchise Agreement is signed.

Combination of Discounts

Discounts may not be combined. Any questions about discounts, including questions about the order in which discounts may be applied, will be resolved by us.

Technology Fee

You must pay us a monthly Technology Fee (defined in Item 6). You must pay the first monthly installment of the Technology Fee (currently, \$525 / month) when your website and digital channels are set-up, which will be before you open. The Technology Fee is not refundable under any circumstances.

ITEM 6

OTHER FEES

Type of Fee	Amount	Due Date	Remarks ^{1, 2}
Royalty Fee ³	Greater of: (a) 7% of Collected Gross Revenue (or 3.5% for a conversion franchise during its initial 6 months) (other than Construction Gross Revenue); or (b) the Minimum Royalty Fee.	Monthly	The “Minimum Royalty Fee” is: • Initial 6 full/partial months after opening: \$0 • 7th through 24th months after opening: \$500 per month • 25th through 36th months after opening: \$1,500 per month • Remainder of term: \$2,000 per month We may increase the amount of the Minimum Royalty Fee up to the aggregate rate of inflation since the later of the date of your Franchise Agreement or our last adjustment.
Reconstruction Royalty Fees ⁵	2% of Construction Gross Revenues	Same as Royalty Fee	This fee is in addition to your Royalty Fee on Collected Gross Revenue.
Technology Fee	\$525 / month (subject to change)	Monthly	We may modify the amount of the Technology Fee and the method or timing for payment at any time; provided, the Technology Fee will not increase by more than 15% per year on a compounding basis, unless our direct costs are in excess of that amount, in which case not more than our direct costs at the time of such increase. If you operate multiple Market Territories, the Technology Fee is charged per Market Territory.
Additional User Accounts	\$10 to \$25 / month / user (subject to change)	Monthly	Our monthly Technology Fee is based on a certain number of user accounts for certain software, and we may charge additional fees if you request additional user accounts. Currently, we charge \$12 to \$25 per month for each additional user for certain software, and \$10 per month per email address if you want more than 10 branded email addresses. This amount is subject to change based on our direct costs.
Brand Fund Contribution ^{3, 4}	Not currently charged (subject to change up to 2% of Collected Gross Revenue, excluding Construction Gross Revenue)	Monthly	Payable to us as your Brand Fund Contribution (as defined in Item 11).

Type of Fee	Amount	Due Date	Remarks ^{1, 2}
Reconstruction Brand Fund Contribution ⁵	Not currently charged (subject to change up to 0.5% of Construction Gross Revenues)	Monthly	This fee is in addition to the Brand Fund Contribution.
Local Advertising Expenditure ³	Not currently charged (subject to change up to 2% of Collected Gross Revenue)	Monthly	You must spend this amount on local advertising in your Market Territory (your “Local Advertising Expenditure”). We may require you to pay part or all of the Local Advertising Expenditure to us or our designee for local marketing.
Marketing in Another Market Territory	Greater of: (i) \$5,000 per incident, or (ii) 100% of the job value for any work obtained outside of your Market Territory	As incurred	Payable if you, your Owners, or affiliates, conduct any marketing, advertising, or promotional activities outside of your Market Territory.
Audit Expenses	Cost of Audit	When invoiced	Payable if any audit we conduct shows you have not spent the Local Advertising Expenditure, or if you underreported amounts you owe us by 3% or more.
Approval of Products or Suppliers	All costs and expenses associated with the evaluation	Upon demand	Payable if you request that we evaluate a new product or supplier.
Insurance Policies	Amount of unpaid premiums plus our reasonable expenses in obtaining the policies	Upon demand	Payable if you fail or refuse to obtain and maintain the insurance we specify and we elect to obtain coverage for you.
Service Warranties Remediation	Our cost of honoring any Service Warranty	Upon demand	Payable if you fail or refuse to honor Service Warranties offered to customers by your Franchised Business, and we elect to honor those Service Warranties on your behalf.
Service Warranty Deposit	Varies based on the amount of outstanding Service Warranties	Upon demand	We may require you to pay us a reasonable deposit, post a bond, or offer another form of financial assurance to us to support any Service Warranties offered by your Franchised Business. This amount would be refunded to you after expiration or termination of all Service Warranties offered by your Franchised Business, less any deductions arising if we have to honor any such Service Warranties on your behalf. We may hold these amounts after the termination or expiration of your Franchise Agreement until all Service Warranties have expired or are satisfied by you.
Transfer Fee	\$5,000	Upon demand	Payable to us if you request our approval of a transfer (transfer to a wholly-owned entity or upon death or disability does not incur this fee, but you must reimburse our direct costs).
Renewal Fee	Our direct costs and expenses	Upon demand	Payable to us if you wish to acquire a successor franchise and we approve you for such franchise.
Additional Training Fee ⁶	\$1,000 per day per trainee (subject to change), plus expenses	Prior to training	You will pay us an additional training fee for any additional training we offer because: (1) we determine that any of your Key Personnel have not completed the Training Program to our satisfaction; (2) you appoint a new Designated Manager or your Designated Owner changes; (3) you are not performing to our System Standards; (4) you request, and we agree, to provide any additional training, after the Training Program; or (5) we require additional training because you failed to attend our annual meeting. The per day fee is subject to change up to 5% per year on a compounding basis.

Type of Fee	Amount	Due Date	Remarks ^{1, 2}
Conference Registration Fee	\$399 per person (subject to change up to \$1,000 per person)	Prior to conference	If you fail to attend any required conference, you must still pay the conference registration fee for the missed conference. We may waive this fee if you demonstrate good cause for your inability to attend.
National Account Dispatch and Claims Management Fees	No dispatch fees currently charged (subject to change). Claims management fee of 5% of the invoiced amount (subject to change)	At time of job	You must pay our then-current fees if you provide services for a National Account Clients (defined in Item 16). We will invoice and collect payment from the client, and remit to you your portion of the payment after deducting fees. Fees are subject to change up to \$75 / claim for dispatch fees and up to 15% of the invoiced amount for claims management fees.
Cost of Enforcement	All costs including reasonable attorneys' fees	Upon demand	You must reimburse us for all costs in enforcing obligations if we prevail.
Interest on Past Due Amounts	Lesser of 1.5% per month or the highest rate allowed by law	Upon demand	All amounts owed under the Franchise Agreement to us that are not received by us on the due date, will bear interest from the date payment is due to the date payment is received. You must also pay us for all costs we incur in the collection of any unpaid and past due amounts, including reasonable attorneys' fees.
Vendor Cost Reimbursement	Reimbursement all amounts, plus our costs and expenses	Upon demand	We may periodically arrange with vendors to collect and pay fees centrally. If we do so, you may be required to pay us or our affiliates the fees for certain products and services offered and we will pay the vendor on your behalf.
Customer Refund	Reimbursement all amounts, plus our costs and expenses	Upon demand	Payable if you do not resolve a customer service complaint, and we determine a request for refund is reasonable, and we pay a refund to the customer to resolve the complaint.
Reimbursement for Taxes	Reimbursement all amounts, plus our costs and expenses	Upon demand	Payable if we are required to pay taxes on your behalf, such amounts we pay will be indemnified by you.
Indemnification	All costs including reasonable attorneys' fees	Upon demand	You must reimburse us if we are held responsible for claims directly or indirectly arising out of your Franchised Business or your breach of the Franchise Agreement.
Interim Operations Fee	5% of Collected Gross Revenue(subject to change), plus costs and expenses	Upon demand	Payable if we step-in to operate your Franchised Business on an interim basis if: (1) you abandon or fail actively to operate your Franchised Business for a period of more than 5 consecutive days; (2) after death or incapacity of you or any of your Owners,; or (3) the Franchise Agreement expires or is terminated and we are transitioning your Franchised Business operations to us or another person we designate, or determining whether to do so. Fee is subject to change up to \$1,000 per day.
Final Payment	Accounts Receivable multiplied by 70%, multiplied by combined rate of your Royalty Fees and Brand Fund Contributions as of termination or expiration	Within 5 business days following expiration or termination of the Franchise Agreement	Payable in lieu of continuing Royalty Fees and Brand Fund Contributions otherwise payable on Collected Gross Revenue after the date of expiration or termination. "Accounts Receivable" means any and all revenue due you for services performed by your Franchised Business prior to expiration or termination.

Type of Fee	Amount	Due Date	Remarks ^{1, 2}
Lost Revenue Damages	Will vary under circumstances	Within 15 business days of termination	If we terminate your Franchise Agreement because of your default (or if you terminate without cause), you must pay us the net present value of the Royalty Fees and Brand Fund Contributions that would have become due had the Franchise Agreement not been terminated, from the date of termination until the earlier of: (a) 2 years following the date of termination; or (b) the scheduled expiration of the term of the Franchise Agreement (based on the average monthly amount of your Royalty Fees and Brand Fund Contributions during the last 12 months of your regular operations, or if you have been operating your Franchised Business for less than 12 months, on the average monthly Royalty Fees and Brand Fund Contributions of all Restoration 1 Businesses during our previous fiscal year).

Notes to Item 6:

1. Except as described in this Item 6, all fees are imposed and collected by and payable to us, though we may transfer these rights to our affiliates. These fees are not refundable. Not all of our fees are uniformly imposed due to individually negotiated terms with certain franchisees. All amounts payable by you to us, or our affiliates must be in United States Dollars (\$USD).

2. You must pay all amounts due under the Franchise Agreement as we periodically prescribe. Currently, we require all payments to be made through an electronic funds transfer account (the "Transfer Account") that allows us to debit the Transfer Account for all amounts you owe us on their due dates or the next business day if the due date is a national holiday or a weekend day. You must ensure that funds are available in the Transfer Account to cover our withdrawals. If you fail to report your Collected Gross Revenue or Construction Services Revenues when due, then for each payment under the Franchise Agreement calculated based on Collected Gross Revenue or Construction Gross Revenue, we may debit the Transfer Account 110% of the average of the last three payments. If the amounts that we debit from your account are greater than the amounts you actually owe us, we will credit the excess against the amounts we otherwise would debit from your Transfer Account on the next payment due date. We may require you to make payments through any other method at any time, and you must comply with our payment instructions. We may change the timing and intervals of your payments with 30 days prior notice to you.

3. "Collected Gross Revenue" means the aggregate of all revenue and consideration of any kind derived from your Franchised Business, whether from check, cash, credit or otherwise, including all proceeds from any business interruption insurance, but excluding (a) all refunds actually made to customers in good faith, (b) any sales and equivalent taxes that are collected by you for or on behalf of any governmental taxing authority and paid thereto, and (c) uncollected amounts not paid by customers. With respect to National Accounts Clients, Collected Gross Revenue includes all revenue received by us for performance of services, without deduction for dispatch or claims management fees or similar fees.

4. We may, upon 30 days prior written notice to you, change the required Brand Fund Contribution up to the maximum amount provided in your Franchise Agreement.

5. If your Franchised Business offers Reconstruction Services, you must separately report your "Construction Gross Revenues" meaning the aggregate of all Collected Gross Revenue derived from Reconstruction Services. You must report all Construction Gross Revenue to us separately from

all other Collected Gross Revenue. Except with respect to the calculation of Royalty Fees and Brand Fund Contributions, all references in this Disclosure Document and the Franchise Agreement to Collected Gross Revenues shall be deemed to include Construction Gross Revenue.

6. You must pay all travel and living expenses (including wages, transportation, food, lodging and workers' compensation) incurred by you and your Key Personnel or any other person incurs during any and all meetings and/or training courses and programs. You must also pay all travel and living expenses (including transportation, food, and lodging) incurred by any of our trainers or staff we send to your Franchised Business to provide training courses or programs.

ITEM 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

STANDARD MARKET TERRITORY FOR NON-CONVERSIONS ¹

Type of Expenditure ²	Amount		Method of Payment	When Due	To Whom Payment Is To Be Made
	Low	High			
Franchise Fee ³	\$59,900	\$64,400	Lump sum	When signing Franchise Agreement	Us
Technology Fee ⁴	\$2,100	\$2,100	As incurred	Before opening and as incurred	Us
Real Estate/ Rent ⁵	\$0	\$1,000	Lump sum	When signing lease	Landlord
Renovations and Improvements ⁶	\$250	\$500	As incurred	Before opening	Contractor and suppliers
Encircle Software ⁷	\$225	\$2,500	Lump sum	Before opening	Third-party supplier
Office Equipment and Supplies ⁸	\$300	\$1,000	As incurred	Before opening	Suppliers
Service Tools and Equipment ⁹	\$1,200	\$48,000	As incurred	Before opening	Approved third-party suppliers
Uniforms ¹⁰	\$250	\$650	Lump sum	Before opening	Suppliers
Technology Systems Components ¹¹	\$1,650	\$4,750	As incurred	Before opening	Third party suppliers
Training Expenses for 3 people ¹²	\$4,700	\$14,100	As incurred	During training	Airlines, hotels and restaurants
Vehicle ¹³	\$4,500	\$70,000	Lump sum or monthly payments	Before opening	Auto leasing company

Type of Expenditure ²	Amount		Method of Payment	When Due	To Whom Payment Is To Be Made
	Low	High			
Marketing Materials ¹⁴	\$500	\$2,500	As incurred	Before opening	Approved third-party suppliers
Insurance ¹⁵	\$7,000	\$12,000	As arranged	Before opening	Insurance company
Licenses & Permits ¹⁶	\$250	\$5,000	Lump sum	Before opening	Licensing authorities
Certifications ¹⁷	\$2,200	\$4,000	Lump sum	Before opening	Third party vendors
Professional Fees ¹⁸	\$1,500	\$2,000	As arranged	Before opening	Attorney and accountant
Additional Funds (3 months) ¹⁹	\$40,000	\$75,000	As incurred	As necessary	Employees, utilities, lessor, and suppliers
TOTAL ²⁰	\$126,525	\$309,500			

STANDARD MARKET TERRITORY FOR CONVERSION¹

Type of Expenditure ²	Amount		Method of Payment	When Due	To Whom Payment Is To Be Made
	Low	High			
Franchise Fee ³	\$59,900	\$64,400	Lump sum	When signing Franchise Agreement	Us
Technology Fee ⁴	\$2,100	\$2,100	As incurred	Before opening and as incurred	Us
Real Estate/ Rent ⁵	\$0	\$1,000	Lump sum	When signing lease	Landlord
Renovations and Improvements ⁶	\$0	\$0	As incurred	Before opening	Contractor and suppliers
Encircle Software ⁷	\$0	\$2,500	Lump sum	Before opening	Third-party supplier
Office Equipment and Supplies ⁸	\$300	\$1,000	As incurred	Before opening	Suppliers
Service Tools and Equipment ⁹	\$0	\$48,000	As incurred	Before opening	Approved third-party suppliers
Uniforms ¹⁰	\$250	\$650	Lump sum	Before opening	Suppliers

Type of Expenditure ²	Amount		Method of Payment	When Due	To Whom Payment Is To Be Made
	Low	High			
Technology Systems Components ¹¹	\$0	\$4,750	As incurred	Before opening	Third party suppliers
Training Expenses for 3 people ¹²	\$4,700	\$14,100	As incurred	During training	Airlines, hotels and restaurants
Vehicle ¹³	\$4,500	\$10,000	Lump sum or monthly payments	Before opening	Auto leasing company
Marketing Materials ¹⁴	\$500	\$2,500	As incurred	Before opening	Approved third-party suppliers
Insurance ¹⁵	\$0	\$12,000	As arranged	Before opening	Insurance company
Licenses & Permits ¹⁶	\$0	\$5,000	Lump sum	Before opening	Licensing authorities
Certifications ¹⁷	\$0	\$4,000	Lump sum	Before opening	Third party vendors
Professional Fees ¹⁸	\$1,500	\$2,000	As arranged	Before opening	Attorney and accountant
Additional Funds (3 months) ¹⁹	\$2,000	\$25,000	As incurred	As necessary	Employees, utilities, lessor, and suppliers
TOTAL ²⁰	\$75,750	\$199,000			

MICRO TERRITORY ADD-ON ¹

Type of Expenditure ²	Amount		Method of Payment	When Due	To Whom Payment Is To Be Made
	Low	High			
Franchise Fee ³	\$13,500	\$36,000	Lump sum	When signing Franchise Agreement	Us
Technology Fee ⁴	\$2,100	\$2,100	As incurred	Before opening and as incurred	Us
Service Tools and Equipment ⁹	\$0	\$48,000	As incurred	Before opening	Approved third-party suppliers
Uniforms ¹⁰	\$250	\$650	Lump sum	Before opening	Suppliers

Type of Expenditure ²	Amount		Method of Payment	When Due	To Whom Payment Is To Be Made
	Low	High			
Marketing Materials ¹⁴	\$500	\$2,500	As incurred	Before opening	Approved third-party suppliers
Additional Funds ¹⁹ (3 months)	\$2,000	\$25,000	As incurred	As necessary	Employees, utilities, lessor, and suppliers
TOTAL ²⁰	\$18,350	\$114,250			

Notes to Item 7:

1. The estimate in the first table above describes the estimated initial investment for a standard Market Territory that is a newly developed business. The estimate in the second table above describes the estimated initial investment for a standard Market Territory for a conversion franchise. The estimate in the third table above is the estimated initial investment for adding a micro Market Territory that is contiguous with an existing Market Territory. Our estimate above for an add-on micro Market Territory includes only the incremental cost of developing the additional territory as an add-on to your existing business operations.

2. Except as otherwise provided, none of the amounts payable to us or our affiliates in this table are refundable under any circumstances. All amounts payable to third parties will be paid under the terms of your agreements with these respective third parties. We do not offer direct or indirect financing for any of these items.

3. The Franchise Fee for a standard conversion and non-conversion Market Territory is \$59,000 plus \$0.18 per person above 250,000 in population. Most franchisees have Market Territories between 250,000 and 275,000 people, resulting in Franchise Fees ranging from \$59,900 to \$64,400 for a standard conversion and non-conversion Market Territory. If you wish to add-on a micro Market Territory to an existing Market Territory, the Franchise Fee will depend on the size of the Market Territory. The Franchise Fee for a micro Market Territory of 75,000 to 200,000 will be \$13,500 to \$36,000, based on \$0.18 per person in the population.

4. This estimate is for your Technology Fee for one month prior to opening and the first three months of operation for a total of four months of payments. This estimate assumes that you have one Market Territory and have not requested any additional user accounts or email addresses. You must pay the Technology Fee per Market Territory.

5. A suitable space for storing all service tools and equipment will be approximately 150 square feet. We currently require you lease off-site storage space. The estimate above for non-conversion franchises includes a security deposit equal to two months' rent to lease the unit. Estimated rental costs for three months are included within the category "Additional Funds." The location of the storage space and its relationship to and the nature of any adjoining uses will affect both its size and price. We may establish System Standards for off-site storage, including relating to size, safety, or insurance requirements, with which your off-site storage must comply. If you are a conversion franchise, the low estimate above assumes that you already lease appropriate off-site storage and have paid the associated

deposits. The estimate for an add-on micro territory does not include any incremental cost for a Franchised Business Office as we permit franchisees with an add-on micro Market Territory to operate from the Franchised Business Office in their standard Market Territory.

6. To adapt the Franchised Business Office for the operation of your Franchised Business, you may need to make some minor renovations or improvements. Factors that may effect the cost of renovations and improvements include: the size, condition, and location of the facilities, local wage rates, and the cost of materials. If you are a conversion franchise, the low estimate above assumes that you already have a suitable space to operate your Franchised Business, and do not need to make any further improvements.

7. You must purchase our designated Encircle Software prior to attending the Training Program in The Colony, Texas. This fee may be paid in a lump sum of \$2,500 per year or in installment payments of \$225 per month. The fee is paid directly to the third-party licensor and covers the first 100 claims as well as the training program provided by the licensor of the software. After your first 100 claims, you must pay the licensor an additional fee of \$10 per claim (a minimum of 100 claims must be purchased at a time). If you are a conversion franchise, the low estimate above assumes that you already lease Encircle Software and have paid any associated start-up costs.

8. You must purchase general office supplies including stationery, business cards, and typical office equipment. Factors that may affect your cost of office equipment and supplies include local market conditions and competition among suppliers.

9. We will provide you with our System Standards for the service tools and equipment and other equipment and supplies necessary to establish and operate a Restoration 1 Business. The low estimate for non-conversion franchises is based on 3 months of leasing costs, if you lease the required equipment and service tools through a third party. If you are a conversion franchise, the low estimate above assumes that you own or lease all necessary service tools and equipment and are incurring no incremental costs. The high estimates above assume that you purchase new equipment and service tools. Factors that may affect the cost of required service tools and equipment may include local market conditions and competition among suppliers. The third-party from whom you purchase from may offer financing options for your purchase, but estimates of financing costs not included above.

10. The range of costs provided represents an initial supply of uniform shirts that meet our standards and specifications. The costs will depend on the number of employees that you hire and the quantity of uniform shirts that you order.

11. You must acquire and use the Technology Systems (defined in Item 11) that we designate. The cost of your Technology Systems will depend on whether you already own any components that must be purchased, freight and installation costs, the cost of internet and connectivity services in your area, applicable state and local taxes and other factors. If you are a conversion franchise, the low estimate above assumes that you own the necessary Technology Systems.

12. We do not charge a fee for the Training Program (as defined in Item 11) for you (or if you are a legal business entity, your Owners) and up to three additional persons (one of which must be, your Designated Owner or Designated Manager, as applicable). For the estimate above, we assume that you will send between 1 to 3 individuals to training. We do not include fees or costs for any additional trainees. You are responsible for all travel and living expenses (including, wages, transportation, food, lodging, and workers' compensation insurance) that you and your Key Personnel (as defined in Item 11) incur during any and all meetings and/or training courses and programs. The total cost will depend on the number of people attending, how far you and your Key Personnel will travel, and the type of accommodation chosen. We assume for the estimate above, that all attendees will share one rental car. If

we or our representatives travel to your area to conduct any training of any kind, you are also responsible for the travel and living expenses and out-of-pocket costs that we and such representatives incur. The estimate provided does not include the cost of our personnel travelling to your area to provide the Training Program.

13. We will provide you our System Standards for a service vehicle, which you must lease or purchase prior to the start of operations of your Franchised Business. The service vehicle must be wrapped and lettered in accordance with the System Standards and must accommodate the required equipment to operate your Franchised Business. For non-conversion franchises, the low estimate above is based on the first 3 months of leasing costs for 1 new service vehicle including the cost of wrapping the van; and the high estimate includes the estimated purchase price of 1 tradesman van and the cost of wrapping the van. You may obtain more than 1 service vehicle if you wish, but you are not required to do so, and our estimate above does not include more than 1 service vehicle for a non-conversion franchise. If you are a conversion franchise, the low estimate above assumes that you already own 1 to 5 service vehicles, and your costs will only include up to \$4,500 per van to obtain new vehicle wraps. The third-party from whom you purchase from may offer financing options for your purchase, but estimates of financing costs not included above.

14. During your first three months of operation, we recommend you spend at least \$500 on local advertising and promotion of your Franchised Business, including online and internet marketing and advertising, dues for business organizations and events, or other solicitation and promotional efforts. However, you may elect to spend more than the minimum amount on your grand opening marketing program. The amount you spend will depend on several factors, including the local market conditions and the amount of competition in your area, and other factors. You may not use any advertising, promotional, or marketing materials that we have not approved.

15. You must maintain in force at your sole expense the minimum types and amounts of insurance that we require. Our current insurance requirements are detailed in Item 8, though we may change the requirements at any time with written notice to you. Insurance costs depend on policy limits, types of policies, nature and value of physical assets, business revenue, number of employees, location, and other factors bearing on risk exposure. Insurance providers may require either an annual payment or semi-annual installments. The low estimate for a conversion franchise assumes that you already have suitable insurance coverage in place and do not need to obtain further coverage. The amounts listed above estimate the cost of your premiums for the first 3 months of operations.

16. You must obtain and provide us with copies of all permits and licenses required to operate your Franchised Business, including those specified as mandatory in the Confidential Operations Manual and by state and local law. In addition to business and operating licenses and permits, you may need to become a licensed contractor or engineer to make repairs to damaged structures. The permitting process and attendant licensing and permitting costs will depend on the requirements of your local jurisdiction. If you are a conversion franchise, the low estimate above assumes that you have already obtained all necessary licenses and permits.

17. We will provide you access to our designated vendor for Water Restoration, Applied Structural Drying, and Estimating certifications from IICRC at no cost in connection with the Training Program. But you must obtain all other necessary certifications at your own expense based on the services you offer from your Franchised Business. The estimate above assumes you obtain Mold and Fire certifications promptly after signing your Franchise Agreement, but you may elect to obtain additional certifications. The low estimate assumes that you do not need to travel outside of your area to obtain the certifications. The high estimate includes estimates of travel, local transportation, lodging, and meals in addition to tuition, course materials, and exam fees. If you are a conversion franchise, the low estimate

above assumes that you have already obtained all necessary certifications.

18. You may incur other types of professional fees including fees for legal and accounting services. You may require an accountant and an attorney to provide services to help you form a new business entity to own your Franchised Business and review contracts and other documents, including this Disclosure Document. If you are a conversion franchise, the low estimate above assumes that you have already paid or already incur many of the costs associated with your first three months operation, and therefore may have minimal incremental costs for operating as a Restoration 1 Business.

19. The figures in the chart reflect estimated working capital needs for a three-month period. Additional funds include operating expenses, such as rent, storage space rental costs, utilities, and employees' salaries. We recommend that you engage a business development manager or technician, the cost of which is also included in this estimate. These amounts do not include any estimates for debt service on loans that you obtain to finance your Franchised Business, and the estimates do not include any salary for your Owners during the initial phases of operations.

20. In compiling this chart, we relied on our and our affiliates' industry knowledge and experience in developing Restoration 1 Businesses and affiliated franchise businesses.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Specifications for Products, Services and Suppliers

We have developed or may develop standards and specifications for required equipment, supplies, inventory, and other products, assets, and services, including Technology Systems, service vehicles, and any other equipment, supplies, inventory, signage, third-party services, to be used in your Franchised Business. We may require that you purchase and use only the products, assets, and services meeting our System Standards. We may require that you purchase any products or services only from a supplier designed or approved by us, and/or that satisfy our System Standards, which may be a third party vendor or supplier, or may be us or an affiliate of us.

If you wish to use any products, services, or suppliers that we have not approved, you must first send us sufficient information, specifications and samples for us to determine whether the service, product, or supplier complies with our System Standards. You must pay all costs and expenses associated with the evaluation that are incurred by us in connection with determining whether we will approve an item, service, or supplier. Currently, we estimate that we will provide notice of our decision to approve or disapprove an alternative supplier within 30 days of receiving the request. We are not required to consider alternative suppliers and we may refuse to consider such requests for any reason. Approval of a supplier may be conditioned on the supplier's ability to provide a sufficient quantity of product; quality of products or services at competitive prices; production and delivery capability; and dependability and general reputation. We may elect not to issue to you or any of our approved suppliers these standards and specifications. Our standards and specifications for products and services and criteria for suppliers are not currently issued to franchisees or approved suppliers. We may revoke our approval of any products, services, or suppliers at any time by providing you notice. You must promptly cease using, selling, or providing any products, services, or suppliers disapproved by us.

Currently, you must purchase: (i) claims management software, bookkeeping and accounting software, customer relations software, learning management software, reputation management software, digital presence software, job management platform, job documentation platform, job invoicing platform, lead tracking platform, air movers and dehumidifiers, and certain chemicals from exclusive vendors that we designate; and (ii) other equipment, uniforms and apparel, brochures and business cards, collateral

merchandise, vehicle wraps, content wash system, duct and content cleaning, storage units, digital marketing services, and other products and services we designate from other approved suppliers.

Neither we nor our affiliates derived any revenue from the sale of products and services to franchisees in the prior fiscal year. None of our officers have an interest in any privately held suppliers, or a material interest in any publicly held suppliers.

Collectively, the purchases you obtain according to our specifications or from approved or designated suppliers represent approximately 70% to 90% of your total purchases to establish your Franchised Business, and 10% to 40% of your total purchases to operate your Franchised Business.

Insurance

During the term of the Franchise Agreement, you must maintain in force at your sole expense the minimum types and amounts of insurance that we require as part of our System Standards, including:

- “All risk” property insurance coverage for the replacement value of the assets of your Franchised Business
- Workers’ compensation insurance as required by state law and employer liability coverage with a minimum limit of \$100,000 per incident and \$500,000 for the policy limit
- Comprehensive general liability insurance with a minimum liability coverage of \$1,000,000 per occurrence and an aggregate limit of \$2,000,000
- Business interruption insurance with a minimum coverage of \$100,000
- Automobile liability insurance of at least \$1,000,000
- Mold restoration and pollution coverage with a minimum liability coverage of \$1,000,000 per occurrence and an aggregate limit of \$2,000,000
- Errors and omissions coverage in the amount of \$1,000,000

We may require that you obtain all or a portion of your insurance policies from a designated supplier and on the terms and according to the specifications we approve. We may require increased coverage if you wish to serve National Account Clients. The liability insurance must cover claims for bodily and personal injury, death, and property damage caused by or occurring in connection with your Franchised Business’ operation or activities of you and your personnel. We may periodically increase the amounts of coverage required under these insurance policies and/or require different or additional insurance coverages at any time. These insurance policies must be purchased from licensed insurers having a rating of “A/VIII” or higher.

Each insurance policy for liability coverage must name us and any affiliates we designate as additional named insureds, using a form of endorsement that we have approved, and provide for 30 days’ prior written notice to us of a policy’s material modification, cancellation, or expiration.

If you engage any subcontractor to perform other services for customers of the Franchised Business, such subcontractor must be covered by your insurance or must have the types of insurance and amount of coverage as set forth in the Confidential Operations Manuals for all services performed. Such insurance policy must name you, your Owners, us, and any affiliates we designate as additional named insureds under the policy. You must obtain from each subcontractor a certified copy of the certificate of insurance evidencing such coverage prior to the date the subcontractor performs any services.

Revenue Derived from Franchisee Purchases and Leases

We and/or our affiliates may derive compensation or other benefits based on your purchases or leases, including from designated or approved suppliers. We have the right to retain such compensation or benefits and you will have no interest in or claim to such compensation or benefit. Additionally, we may occasionally pay any of our approved or designated suppliers on your behalf, and you must reimburse us for such amounts. We currently receive the following compensation from suppliers to franchisees: (i) 3% of total purchases made by franchisees of equipment purchases; (ii) 2% of the total payments made by franchisees for equipment rentals; and (iii) 2% of total purchases by franchisees of contractor supplies. Our parent Stellar Brands, LLC also collects certain flat payments for vendor sponsorships for our annual franchisee conference.

During our fiscal year ended December 31, 2025, we derived \$93,704 from suppliers on the basis of franchisee purchases and leases (0.66% of our total revenue of \$14,223,067). Our parent, Stellar Brands, LLC, derived \$151,500 from conference sponsorships for our annual franchisee conference in 2025.

Other than the foregoing amounts, in our prior fiscal year neither we nor our affiliates received any compensation from suppliers on the basis of sales to franchisees or from franchisee purchases.

Purchasing Cooperatives and Arrangements

There are no purchasing or distribution cooperatives in existence for the System. We may negotiate purchase arrangements with suppliers, including price terms, for the benefit of franchisees. Currently, we have negotiated purchase agreements (including pricing terms) with suppliers for the following goods and services: (i) equipment (rental and purchase), (ii) chemicals, and supplies; (iii) vehicle wraps; (iv) uniforms and apparel; (v) content wash system; (vi) phone call answering, call routing, and tracking services; (vii) duct and content cleaning; (viii) storage units; (ix) digital marketing services; (x) junk removal services; (xi) claims management software, (xii) bookkeeping and accounting software, (xiii) customer relations software, (xiv) learning management software, (xv) digital presence software, (xvi) reputation management software, (xvii) job management platform, (xviii) job documentation platform, (xix) job invoicing platform, (xx) lead tracking platform, and (xxi) collateral merchandise. You may be required to purchase these items at a price or on other terms we have negotiated in advance.

We do not provide you with any material benefit (such as renewal rights or additional franchise rights) based on your purchase of particular products or services or use of particular suppliers.

ITEM 9

FRANCHISEE'S OBLIGATIONS

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

Obligation		Section(s) in Agreement	Disclosure Document Item(s)
a.	Site selection and acquisition/lease	Section 1 and 4.1	11 and 12
b.	Pre-opening purchases/leases	Sections 4 and 10.3	7, 8, and 11
c.	Site development and other pre-opening requirements	Section 4	7, 8, and 11
d.	Initial and ongoing training	Section 7; Reconstruction Services Addendum Section 8	6, 7, and 11
e.	Opening	Section 4.4	11
f.	Fees	Sections 2, 3.2, 7, 10.3, 10.5, 11.9, 11.11, 11.13, 14.2, Summary Page; and Reconstruction Services Addendum Sections 5 and 7	5, 6, and 7
g.	Compliance with standards and policies/ Operating Manuals	Sections 5, 6.1, 8 and 11	8, 14, and 16
h.	Trademarks and proprietary information	Section 5, 6.1, 8.1 and 8.2	13 and 14
i.	Restrictions on products/services offered	Sections 8.1, 11.1, 11.2, 11.11 and 11.12; Reconstruction Services Addendum Section 1	8 and 16
j.	Warranty and customer service requirements	Sections 11.6 and 11.8	16
k.	Territorial development and sales quotas	Sections 1.2 and 11.10	12 and 16
l.	Ongoing product/service purchases	Section 11.1	8, 11 and 16
m.	Maintenance, appearance and remodeling requirements	Sections 4, 8.1, 8.3 and 11.3	6 and 11
n.	Insurance	Section 11.14	6, 7, and 8
o.	Advertising	Section 9	6, 7, and 11
p.	Indemnification	Section 5.4 and 16.2	6 and 13
q.	Owner's participation, management and staffing	Sections 11.4 and 11.5	15
r.	Records and reports	Sections 10.1 and 10.2; Reconstruction Services Addendum Section 4	11

Obligation		Section(s) in Agreement	Disclosure Document Item(s)
s.	Inspections and audits	Sections 10.1, 10.2 and 10.5	6 and 11
t.	Transfer	Section 14	6 and 17
u.	Renewal	Section 3.2	6 and 17
v.	Post-termination obligations	Sections 6 and 13; Reconstruction Services Addendum Section 11	17
w.	Non-competition covenants	Sections 6.3	17
x.	Dispute resolution	Section 18	17
y.	Unlimited Guaranty and Assumption of Obligations	Section 15.3	15

ITEM 10

FINANCING

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

ITEM 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

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

Before you begin operating your Franchised Business, we will:

1. Make available to you our System Standards for your Franchised Business Office, service vehicle, service tools and equipment, and other equipment and supplies necessary for the establishment and development of Restoration 1 Businesses (Franchise Agreement, Sections 1.1, 4 and 11.1). Other than providing you with our System Standards for products and suppliers, we do not otherwise deliver, install, or provide assistance with obtaining equipment, signs, fixtures, opening inventory, or supplies.
2. Make our Training Program available to you (or if you are a business entity, your Owners) and up to three additional persons (one of which must be your Designated Owner or Designated Manager, as applicable) (Franchise Agreement, Section 7.1).
3. Provide you with access to the Confidential Operations Manual (Franchise Agreement, Section 8.2).

Site Selection

If you have not identified the site that will be your Franchised Business Office before you sign your Franchise Agreement, you will have a period of 90 days after signing to obtain our approval of the proposed site of your Franchised Business Office. Currently, we estimate that we will provide notice of our decision to accept or reject a proposed site within 30 days of receiving the request. The criteria we use to evaluate the selected site include visibility, size, layout, adjacent uses, parking, demographics, local competition, and other factors we determine periodically. Neither we nor our affiliates generally own the sites for your Franchised Business Office or lease those sites to franchisees.

The service tools and equipment for your Franchised Business may not be stored at the any location other than the Franchised Business' Office without our approval. You are solely responsible for obtaining occupancy rights to the Franchised Business Office, and for maintaining, insuring, and paying all associated costs for the Franchised Business Office. You must manage and administer your Franchised Business from the Franchised Business Office, including maintaining the books and records of your Franchised Business. We may periodically establish System Standards for the Franchised Business Office, including relating to size, safety, or insurance requirements, and you must comply with all System Standards.

If there is insufficient space at the Franchised Business Office to store your Franchised Business' service tools and equipment, then you may be permitted to store the same off-site within a leased storage unit, provided that you inform us in writing of the location of the storage unit. The storage unit may not display any signage reflecting the Marks. We may periodically establish other System Standards for off-site storage, including relating to size, safety, or insurance requirements, and you must comply with all System Standards for such off-site storage. We currently require all Restoration 1 Businesses to maintain off-site storage as part of our System Standards.

Opening of Franchised Business

We estimate that you will begin operating your Franchised Business within 150 days of signing the Franchise Agreement. We may terminate the Franchise Agreement if you fail to begin operating your Franchised Business within this time period. The date you may begin operating your Franchised Business will depend on whether you have completed all of the following requirements, all of which are mandatory prior to commencing operations: (a) obtain and provided us copies of all certifications, permits and licenses required to operate your Franchised Business, including those specified as mandatory in the Confidential Operations Manual; (b) establish the Franchised Business Office; (c) acquire and set-up all required office equipment including broadband or high-speed internet service; (d) acquire and set up at least one telephone number dedicated to your Franchised Business; (e) acquire a service vehicle meeting our System Standards, and have it wrapped and lettered it in accordance with our System Standards; (f) acquire the service tools and equipment required for the operation of your Franchised Business; (g) if necessary, secure off-site storage space for tools and equipment; (h) furnish us with copies of all insurance policies required by your Franchise Agreement, or by the lease, or such other evidence of insurance coverage and payment of premiums as we may request; (i) complete the Training Program to our satisfaction; (j) hire and train the personnel necessary or required for the operation of your Franchised Business; and (k) pay in full all amounts due to us. You may not commence operations until you have met all of the conditions above and our System Standards, and you receive notice from us that you are authorized to open.

Confidential Operations Manual

We will make information about the System Standards, and other suggestions and general guidance for operating a Restoration 1 Business available to you, which may include one or more manuals, bulletins, publications, newsletters, memoranda, videos, and other communications from us and our representatives, in printed, electronic, audio/video, or other form (collectively, the "Confidential Operations Manual"). We may modify the Confidential Operations Manual periodically, including changing System Standards. The approximate total number of pages in the Confidential Operations Manual is 116. The Table of Contents of the Confidential Operations Manual, along with number of pages devoted to each section, is included as Exhibit D to this Disclosure Document

After you begin operating your Franchised Business, we will:

1. Indemnify you if anyone challenges your right to use the Marks, provided you have complied with your Franchise Agreement (Franchise Agreement, Section 5.4).
2. Continue to provide you with access and modifications to the Confidential Operations Manual (Franchise Agreement, Sections 8 and 11.1).
3. Administer the Brand Fund, if established, as required by the terms of the Franchise Agreement (Franchise Agreement, Section 9.2).
4. Establish prices charged to National Account Clients and prices for products or services sold through any Franchise System Website (as defined below) (Franchise Agreement, Sections 11.11 and 11.12).

Advertising and Promotion

Local Advertising. You are solely responsible for conducting all local advertising for your Franchised Business. We are not obligated to spend any particular amount on advertising in your area or Market Territory. You must advertise and market your Franchised Business in any advertising medium we determine, using forms of advertisement we approve. You must also list your Franchised Business with the online directories and subscriptions we periodically prescribe, and/or establish any other Online Presence we require. You must comply with all of our System Standards for your advertising. All advertising materials that you use and any advertising activities that you conduct must be factually accurate, conform to the highest standards of ethical advertising, and comply with all federal, state and local laws. You must ensure your advertisements and promotional materials do not infringe upon the intellectual property rights of others.

You must submit to us, for our approval prior to use, all advertising and promotional materials that you wish to use to promote your Franchised Business and/or that display the Marks. You may not use any advertising, promotional, or marketing materials that we have not approved in writing. We may revoke our approval of any advertising, promotional, or marketing materials at any time. You must promptly cease using any advertising, promotional, or marketing materials disapproved by us.

We may require you to spend a minimum of up to 2% of Collected Gross Revenue each month on advertising, promotions, and public relations for your Franchised Business in your Market Territory (“Local Advertising Expenditure”). We will determine what type of expenditures will count towards your Local Advertising Expenditure. Indirect costs you incur in managing your local advertising campaigns, such as salaries and benefits of employees administering the campaigns, will not be counted towards your Local Advertising Expenditure. Additionally, any costs you incur for advertising conducted at the Franchised Business Office and/or on service vehicle(s), such as vehicle wraps, will not be counted towards your Local Advertising Expenditure. At our request, you must send us an accounting of your Local Advertising Expenditures. We may periodically require you to pay part or all of the Local Advertising Expenditure to us or our designee for local marketing. We may at any time, on one or more occasions, with at least 30 days’ notice to you, change the proportion of the Local Advertising Expenditure that you must spend directly, versus paying to us or our designee.

Brand Fund. We may establish and administer a marketing, advertising, and promotion fund to facilitate advertising and marketing efforts for the Restoration 1® brand, the franchise system, any products or services offered by Restoration 1 Businesses, and/or Restoration 1 Businesses (“Brand Fund”). We have not currently established a Brand Fund, but if we do so, you must contribute monthly

to the Brand Fund an amount specified by us periodically up to 2% of Collected Gross Revenue (“Brand Fund Contribution”). If we own any Restoration 1 Businesses in the future, they may, but are not required to, contribute to the Brand Fund at the same rate required for franchisees. In fiscal year ended December 31, 2025, we did not collect any funds for a Brand Fund and therefore did not spend any such funds.

If you perform Reconstruction Services, you may also be required to contribute monthly to the Brand Fund an amount equal to 0.5% of Construction Gross Revenues. This fee is in addition to the Brand Fund Contribution, and together may exceed 2% of your Collected Gross Revenue. This fee is not currently charged, but may be charged if we establish the Brand Fund.

We will have exclusive control over all programs and services administered by the Brand Fund, with sole control over creative concepts, materials and media used in such programs, and the placement and allocation thereof. We do not guarantee that any particular franchisee will benefit directly from expenditures by the Brand Fund, or that any such expenditures will be in proportion to any franchisee’s contributions. The program(s) may be local, regional, or national in scope. We do not guarantee the results of any Brand Fund programs, services, or expenditures in any manner. The Brand Fund may pay for preparing and producing video, audio, and written materials and electronic media; developing, implementing, and maintaining any Online Presences, software, applications or other technology solutions; administering advertising, marketing, and promotional campaigns and programs; using public relations and marketing agencies and other advisors to provide assistance; conducting customer surveys and programs; developing market research and other marketing strategy or implementation activities; and/or any other expenditures that are directly or indirectly related to promoting the Marks, the System, the Restoration 1® brand, and/or Restoration 1 Businesses. We may also use the Brand Fund to pay for the Brand Fund’s other administrative and overhead costs, including the reasonable salaries and benefits of personnel who manage and administer the Brand Fund, and any other expenses that we or our affiliates incur that are related to administering or directing the Brand Fund and its programs. We may modify Brand Fund programs, services, or expenditures at any time. We do not anticipate using any Brand Fund allocations to principally solicit new franchise sales. We may modify Brand Fund programs, services, or expenditures at any time. If all of the Brand Fund Contributions are not spent in the fiscal year in which they accrue, the remaining amounts are retained in the Brand Fund for use in the following years.

We may at any time, on 30 days’ prior written notice to you, reduce or suspend Brand Fund Contributions and/or operations of the Brand Fund for one or more periods of any length and terminate (and, if terminated, reinstate) the Brand Fund and associated Brand Fund Contributions. If we terminate the Brand Fund, we will first pay all outstanding invoices and debts incurred by the Brand Fund, and then we will return the remaining balance to franchisees in proportion to their Brand Fund Contributions in the 12 months prior to such termination.

We may elect to maintain multiple Brand Funds or the administration thereof, whether determined by geographic region, country, or otherwise, or consolidate or merge multiple Brand Funds or the administration thereof, in each case provided that each such Brand Fund will otherwise remain subject to the terms of the Franchise Agreement. The Brand Fund is not a trust, and we assume no fiduciary duty in administering the Brand Fund.

An accounting of the operation of the Brand Fund will be prepared annually and will be available to you upon written request. We retain the right to have the Brand Fund reviewed or audited and reported on, at the expense of the Brand Fund, by an independent certified public accountant selected by us. We may also administer the Brand Fund through a separate entity whenever we deem appropriate, and such entity will have all of the rights and duties reserved to us.

Other than participation in the Brand Fund under the terms described above, you are not required to participate in any local or regional advertising cooperatives.

Franchisee Advisory Council. Other than our Franchisee Advisory Council (the “FAC”), we do not currently maintain an advertising council composed of franchisees to advise us on advertising policies. The FAC was established by us to provide an open forum for communication with franchisees to discuss matters of common interest, which may periodically include matters relating to advertising, but is not limited to such topics. The FAC serves in an advisory and consultative capacity only and the advice of the FAC is not binding on us. The FAC will be comprised of 6 franchisee members (which may be increased up to 10 franchisee members by a majority vote), and 1 member that is a representative of ours. All franchisee members will be elected by a majority vote of franchisees in their designated region. Except for the election of the initial FAC members, each FAC member is eligible to serve no more than 3 consecutive terms of 1 year each. If a council seat is vacated or otherwise not filled, the remaining members shall nominate and appoint, by a majority vote, the replacement member to serve for such remaining term. To qualify to serve on the FAC, a franchisee must have a current and valid Restoration 1 Business which has been open for a minimum of 180 days, be in full compliance with its agreements with us, have an active Reconstruction Services Addendum on file with us, and agree to uphold the council bylaws. Membership on the FAC is limited to 1 member per franchisee or franchisee-affiliate group at any given time. A member of the FAC may be removed by a majority vote of the FAC for failure to fulfil his or her duties. We may modify or terminate the FAC at any time.

Franchise System Website. We may establish, acquire, or host any Online Presence (as defined below) to advertise, market, and promote Restoration 1 Businesses and/or the Restoration 1® brand, the products, and services that they offer and sell, and/or a franchise opportunity (a “Franchise System Website”). We have the right to temporarily or permanently remove references to your Franchised Business from any or all Franchise System Websites if you or your Owners or affiliates are in default of any obligation under your Franchise Agreement or our System Standards, and/or upon the expiration or termination of your Franchise Agreement. We may require you to obtain from us and use an email address associated with our registered domain name. If we require you to obtain and use such an email address, you must do so according to our then-current System Standards. We will have unrestricted access to and sole ownership of all such email accounts, and all document, data, materials, and messages shared from or by such accounts. We may deactivate any such account or limit your or your users’ access at any time.

Your Online Activities. Except as approved by us in writing or specified in the Confidential Operations Manual, you may not develop, maintain, or authorize any website, domain name, email address, social media account, or other online, virtual, digital, or electronic presence of any kind (“Online Presence”) that displays any of the Marks, promotes or advertises your Franchised Business, links to any Online Presence maintained by us for the brand, or engage in any promotional or similar activities, whether directly or indirectly, and/or offer any products or services for sale on any Online Presence. If we approve the use of any Online Presence, you must develop and maintain such Online Presence only in accordance with our guidelines, including guidelines for posting any messages or commentary on other third-party platforms, preparing and linking a privacy policy to such Online Presence, and other System Standards we may establish periodically. At our request, you must grant us or our designees access to each such Online Presence, and to take whatever action (including signing assignment or other documents) we request to gain access, control, or ownership of such Online Presence.

Technology Systems

You must acquire and use all hardware, software, and IT systems that we specify periodically, including computer, point-of-sale, financial, telecommunications, security and similar systems, together with the associated hardware, software, applications, integrations, and related equipment and services (collectively the “Technology Systems”). We may establish System Standards for the Technology Systems and/or require the use of designated Technology Systems for any purpose associated with your Franchised Business, including purchasing, estimating, pricing, scheduling, accounting, order entry, inventory control, security, data management, information storage, retrieval and transmission, customer information, customer programs, marketing, communications, or any other business purpose. We may require that you, at your expense, acquire new or substitute Technology Systems, and/or replace, upgrade or update existing Technology Systems, upon reasonable prior notice.

Currently, the Technology Systems are comprised of: (i) a personal computer with associated hardware, software, connectivity, and printing capabilities, as required to access the mandatory software; (ii) one all-in-one printer, copier, scan and fax machine; (iii) one smart device (either a tablet or phone) with unlimited data access; (iv) our designated estimating and claims management software; (v) QuickBooks and Qvinci financial accounting software, (vi) IFX CRM software; (vii) KnowHow learning management software; (viii) Bird Eye reputation management software, (ix) Yext design presence software; (x) Xcelerate job management platform; (xi) Encircle and Docusketch job documentation platforms; (xii) Xactimate job invoicing platform; and (xiii) CallRail lead tracking platform. We estimate the total start-up costs for your Technology Systems will range from \$1,650 to \$4,750. Additionally, we charge a \$525 per month per Market Territory Technology Fee to each franchisee to help cover the costs associated with certain technology that we make available to our franchisees. Our monthly Technology Fee is based on a certain number of user accounts for certain software and services. We charge \$12 to \$25 per month for each additional user for certain software services, and \$10 per month per email address if you want more than 10 email addresses.

You are responsible for all fees, costs and expenses associated with acquiring, licensing, utilizing, updating, and upgrading the Technology Systems. Certain components of the Technology Systems must be purchased or licensed from designated or approved third party suppliers, which may be us or our affiliates. We may also enter into master agreements with third-party suppliers relating to any components of the Technology Systems and then charge you for all amounts that we must pay to these suppliers based upon your use.

You do not have to enter into any ongoing maintenance or support agreements for the maintenance of your computer or the various software programs, but you may find it advantageous to do so. The annual costs of entering into maintenance, update, upgrading, or support contracts may range from \$200 to \$350 per year, depending on your area and which maintenance provider you employ. You may periodically be required to update or upgrade computer hardware and software, if we believe it is necessary. We may introduce new requirements or modify our specifications and requirements for computer and point-of-sale systems. There are no limitations on our rights to do so.

You must take all steps necessary to enable us to have independent access to certain data collected through the Technology Systems which we designate from time to time, including information regarding your Collected Gross Revenues, relating to customers and jobs completed, and any other information relating to your Franchised Business. You must provide us, upon request, with all user IDs and passwords for your Technology Systems, including upon termination or expiration of the Franchise

Agreement.

Training

Training Program. We will provide a training program on the material aspects of operating a Restoration 1 Business (the “Training Program”) to you (or your Owners) and up to three additional persons (one of which must be your Designated Owner or Designated Manager, as applicable) (together, your “Key Personnel”). You may invite additional persons to attend the Training Program if space allows. If we approve such requests, we may charge our then-current training fee (currently, \$1,000 per day, per trainee, plus expenses) for each additional person attending the Training Program, and/or for any portion of the Training Program conducted more than one time to accommodate the schedules of your attendees. We will determine the identity and composition of the trainer(s) conducting all portions of the Training Program. We will also determine the length and content of the Training Program. We may vary the Training Program based on the experience and skill level of the individual(s) attending. Scheduling of the Training Program is based on your and our availability and the projected opening of your Franchised Business.

Your Key Personnel must complete the Training Program to our satisfaction before beginning to operate your Franchised Business. If any of your Key Personnel fail to satisfactorily complete the Training Program, we may require such person(s) to attend additional training at a time and location of our choice, and we will charge you our then-current training fee (currently, \$1,000 per day, per trainee, plus expenses) for such additional training. If you and your Key Personnel complete the Training Program to our satisfaction and have not expressly informed us at the end of the Training Program that they do not feel sufficiently trained in the operation of your Franchised Business, then you and your trainees will be deemed to have been trained sufficiently.

If you hire a new Designated Manager or your Designated Owner changes, the new Designated Manager or Designated Owner must attend and successfully complete our then-current Training Program before providing services to your Franchised Business, and you must pay our then-current training fee for such training.

The Training Program is offered on an as needed basis at our training location in The Colony, Texas, or another location we designate, which may include conducting any portion of the Training Program virtually. The time frames provided in the chart below are an estimate of the time it will take to complete training. Our Training Program is currently supervised by Kevin Rychel, who has 2 years of experience with us and has 27 years of experience in the business and franchise industry, and operated by Melissa Hastings, who has 2 years of experience with us, and 27 years of experience in the restoration industry. Currently, the Training Program is comprised of the following training modules:

TRAINING PROGRAM

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Pre-Training Checklist	8	0	The Colony, Texas, or virtual
Company Introductions	2	0	The Colony, Texas, or virtual

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Restoration Overview	4	0	The Colony, Texas, or virtual
Technical/Safety Training	4	0	The Colony, Texas, or virtual
Technology Software	4	4	The Colony, Texas, or virtual
Hands on Mitigation Equipment	2	4	The Colony, Texas, or virtual
Sales and Marketing	8	0	The Colony, Texas, or virtual
Administration	4	0	The Colony, Texas, or virtual
Estimating Technology	2	0	The Colony, Texas, or virtual
IICRC Water Restoration / Applied Structural Drying	40	0	Virtual or Sharpsburg, Georgia
IICRC Estimating and Job Invoicing	32	0	Virtual
TOTAL	110	8	

Professional Certifications. You must obtain all IICRC certifications for the services you provide from your Franchised Business before you begin to provide those services. We may mandate a designated and exclusive vendor for any such certification programs. We currently provide you access to our designated vendor for Water Restoration / Applied Structural Drying, and Estimating and Job Invoicing certifications in connection with the Training Program, though you must pay your direct costs. You must obtain all other necessary certifications at your own expense based on the services you offer from your Franchised Business, including certifications for Mold and Asbestos Remediation, Lead Renovation, Repair, and Painting, Fire and Smoke Remediation, and Applied Microbial Remediation.

Personnel Training. You must train all of your employees, contractors, and personnel at your sole cost and expense. We may periodically require you to disclose to us the training curriculum and materials that you use to train your personnel, and/or set System Standards relating to the training that you offer (including requiring third-party training or certification) to ensure that all personnel receive appropriate training to conduct your Franchised Business in accordance with our System Standards, but these minimum requirements are solely intended to protect our System and the goodwill of the Marks.

Additional Training. Subject to limitations on scheduling, availability, and similar resources, we may provide you with advice periodically regarding your Franchised Business. Our advice and guidance will be furnished in the formats we periodically designate, which may include updates to our Confidential Operations Manual, written bulletins and newsletters, via telephone or electronic meetings, and/or consultation at our offices. We may modify or discontinue any ongoing training or advice we provide at any time. You may request additional training for you, your Owners, or your personnel, periodically. If we agree to provide you such additional training, we and you will jointly

determine the duration of this additional training, and we may charge you our then-current training fee for such additional training (currently, \$1,000 per day, per trainee, plus expenses). If you fail to attend any annual/regional meetings we designate, we may require you to attend additional training, and charge our then-current training fee for such training (currently, \$1,000 per day, per trainee, plus expenses). In addition, if we determine that you are not operating your Franchised Business in full compliance with our System Standards, we may require that your Key Personnel attend additional training, and we may charge our then-current training fee for such training plus expenses.

We may require you and your Key Personnel and/or other personnel to attend various training courses, trade shows, ongoing education programs, and/or webinars at the times and locations designated by us, which may be offered by us or our affiliates, vendors, or other designees of ours. In addition to these training courses, programs, and events, we may additionally require you and/or any of your Key Personnel to attend periodic meetings of franchise owners or managers. These meetings will be held at the times and locations we designate, and we may charge meeting or conference fees up to \$1,000 (currently, \$399 per attendee, per conference).

Training Expenses. You must pay all travel and living expenses (including, wages, transportation, food, lodging, and workers' compensation insurance) that you and your Key Personnel or any other person incurs during any and all meetings and/or training courses and programs. If we or our representatives travel to your area to conduct any training of any kind, you are also responsible for the travel and living expenses and out-of-pocket costs that we and such representatives incur to provide you and your personnel with any training.

ITEM 12

TERRITORY

Your Market Territory

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

You and we will agree on a geographic area to act as your Market Territory. The Market Territory may be defined by ZIP codes, political boundaries, geographic boundaries, or roads. A standard Market Territory will have a population of 250,000 to 275,000. In some cases, we may award a micro Market Territory of 75,000 to 200,000 to an existing franchise acquiring an additional Market Territory that is contiguous with its existing Market Territory. The source of the data for determining population is our territory mapping program, GbBIS. You may not relocate your Franchised Business' Market Territory and/or the Franchised Business Office without our prior written consent. Our approval will depend on our then-current criteria for relocations, which may change periodically, including the proposed location must be in your Market Territory, must satisfy our minimum requirements for storage of equipment, insurability, and ability to service customers, you must be in compliance with our System Standards, and other factors we determine.

Your Market Territory is strictly a limitation on the geographic area where you may conduct business activities. Your Market Territory is not an exclusive territory, and you will have no territorial protections in the Market Territory. Nothing will restrict or limit, in any manner, our or our affiliates' rights to conduct marketing or other business activities, solicit or accept customers, and/or grant licenses or franchises of any kind, in any location whatsoever, including through alternative distribution channels

and/or the Internet, catalog sales, telemarketing, or other direct marketing sales. We may operate and/or authorize other franchisees to operate, solicit customers, and conduct services in your Market Territory. We are not required to pay you any compensation relating to these activities.

Without our prior authorization, you and your Owners may not, and each of you will cause your respective affiliates, representatives, and personnel not to: (i) conduct any marketing, advertising, or promotional activities for your Franchised Business and/or using the Marks or the System outside of your Market Territory, and/or (ii) solicit orders, jobs, or projects from customers outside of your Market Territory and/or that would be conducted outside of your Market Territory, in each case, including that you may not use any channels of distribution, such as the Internet, catalog sales, telemarketing, or other direct marketing to conduct such solicitation or activities. If these territorial limitations are violated, in addition to our right to terminate your Franchise Agreement for your breach, we have the right to require you to pay damages equal to: (i) \$5,000 per incident for any marketing, advertising, or promotional activities conducted outside of your Market Territory, or (ii) 100% of the job value for any work obtained in breach of the territorial limitations.

You may not engage in any promotional or similar activities, or sell any products or services, whether directly or indirectly, through any Online Presence, without our prior approval. You are not granted any options, rights of first refusal or similar rights to acquire additional territories or franchises.

Minimum Performance Criteria

You do not receive any territorial protection your Market Territory and are therefore not required to achieve a certain sales volume, market penetration, or other contingency to preserve it. However, we may terminate your Franchise Agreement, causing you to lose your franchise rights, if you fail to achieve the following minimum performance criteria: beginning with the 25th month of operation, your Franchised Business must achieve an average Collected Gross Revenue of at least \$32,500 per month (total Collected Gross Revenue during the prior trailing six-month period, divided by six). There is no minimum performance criteria during the first 2 years of operations of your Franchised Business. With no less than 30 days prior notice, we may increase the amount of the minimum average monthly Collected Gross Revenue in an amount not to exceed the aggregate rate of inflation established by the U.S. Bureau of Labor's Consumer Price Index since the date of your Franchise Agreement, or such later date as we last adjusted the minimum average monthly Collected Gross Revenue.

Affiliated Franchised Programs

As described further in Item 1, we are under common control with entities that operate other franchised brands. Currently none of our affiliated brands offers restoration services, though some may offer certain products or services that are competitive with some aspects of a Restoration 1 Business. For example, PatchMaster offers wall repair, which may be a service that Restoration 1 Business offer as part of the restoration or reconstruction work that they perform. These affiliate franchises may be located within close proximity to your Franchised Business, including within your Market Territory, and they may solicit or accept orders from customers near your Franchised Business or in your Market Territory. If a conflict should arise between any Restoration 1 Business and any other business operated or franchised by an affiliate of ours, we will analyze the conflict and take any action or no action as we deem appropriate. We currently have the same corporate office and training facility as our affiliate that offers "BlueFrog[®]" franchises, but different corporate offices and training facilities as our affiliates offering "PatchMaster[®]" and "ZOOM DRAIN[®]" franchises.

ITEM 13 TRADEMARKS

We currently own our principal Marks, which have been registered on the Principal Register of the U.S. Patent and Trademark Office (“USPTO”). Our principal Marks are currently as follows:

Mark	Reg. Number	Reg. Date
Restoration 1	Reg. No. 3717916	Reg. Date: December 1, 2009
	Reg. No. 3820954	Reg. Date: July 20, 2010
	Reg. No. 4982600	Reg. Date: June 21, 2016
	Reg. No. 7142447	Reg. Date: August 22, 2023
	Reg. No. 7142446	Reg. Date: August 22, 2023
	Reg. No. 7142445	Reg. Date: August 22, 2023

All required affidavits of use will have been filed in a timely manner. There is presently no effective determination of the U.S. Patent and Trademark Office, the Trademark Trial & Appeal Board, the trademark administrator of any state or any court, nor any pending infringement, opposition or cancellation proceeding or any pending material litigation involving our principal Marks. There are no agreements currently in effect that significantly limit our rights to use or license the use of the Marks in any manner material to the franchise. We know of no infringing or prior superior uses that could materially affect the use of the Marks.

We are the sole and exclusive owners of the Marks and the System. You may not at any time contest the validity or ownership of any of the Marks or the System, or assist any other person in contesting the validity or ownership of any of the Marks or the System. Any unauthorized use of the Marks or the System by you or your Owners or affiliates is a breach of your Franchise Agreement and an infringement on the intellectual property rights of us and our affiliates. All provisions of the Franchise Agreement relating to the Marks and the System apply to any changes and/or additions to the Marks or the System that we authorize periodically.

You must immediately notify us of any apparent or threatened: (i) infringement of the Marks or any component of the System, (ii) challenge to your use of any of the Marks or any component of the System, and/or (iii) claim by any person of any rights in any of the Marks or any component of the System. You may not communicate with any person other than us and our counsel in connection with any such infringement, challenge, or claim; provided, you may communicate with your counsel at your expense. We may take such action as we deem appropriate and the right to exclusively control any litigation or other proceeding arising out of any infringement, challenge, or claim or otherwise relating to any of the Marks and/or the System. You must execute any and all instruments and documents, render such assistance, and do such acts and things as we require to protect and maintain our interests or to otherwise protect and maintain our interest in the Marks and/or the System.

We will reimburse you for all direct out-of-pocket expenses reasonably incurred by you in any proceeding disputing your authorized use of any Mark, provided that you have complied with your Franchise Agreement and our directions in responding to such proceeding. We or our designee may defend and control the defense of any proceeding arising directly from your use of any Mark and/or any component of the System, including choice of counsel. This indemnification will not include the expense to you of removing signage or discontinuance of the use of the Marks and/or any component of the System. This indemnification will not apply to litigation between us and you wherein your use of the Marks or System is disputed or challenged by us or our affiliates. This indemnification will not apply to any separate legal fees or costs incurred by you if you obtain independent counsel after we have appointed counsel.

If we deem it necessary for you to modify or discontinue use of any of the Marks or components of the System, and/or use one or more additional or substitute trade names, trademarks, service marks or other commercial symbols to identify Restoration 1 Businesses, you must comply with our directions promptly. We are not required to reimburse you for your expenses derived from updating, adding, or discontinuing use of any Marks or any components of the System or any loss of goodwill associated therewith or for any expenditures made by you to promote any modified or substituted Mark or modified System.

ITEM 14

PATENTS, COPYRIGHTS, AND PROPRIETARY INFORMATION

Patents and Copyrights

We do not own any patents that are material to the franchise. We do not have any pending patent applications that are material to the franchise. We own copyrights in the Confidential Operations Manual, our website, our marketing materials, and other copyrightable items that are part of the System. While we claim copyrights in these and similar items, we have not registered these copyrights with the United States Register of Copyrights. You may use these items only as we specify while operating your Franchised Business and you must stop using them if we direct you to do so.

We know of no effective determinations of the U.S. Copyright Office or any court regarding any of our copyrighted materials. Our right to use or license copyrighted items or Confidential Information (defined below) is not materially limited by any agreement or known infringing use.

Confidential Information

In connection with your Franchised Business, you and your Owners and personnel may be provided and/or have access to non-public information about the System and the operation of Restoration 1 Businesses (the “Confidential Information”), including: (1) training programs and operations materials (including the Confidential Operations Manual); (2) the System Standards and methods and techniques for operating Restoration 1 Businesses; (3) market research and strategies, customer service techniques, and other practices for generating and maintaining customers; (4) specifications for, suppliers of, and methods of ordering, products and services; (5) any software, technology, or Online Presences which are proprietary to us or the System, including digital passwords and identifications and any source code of, and data and reports generated by the software or similar technology; (6) the operating results and financial performance of Restoration 1 Businesses, including your Franchised Business; (7) customer and client lists, terms, job pricing and history, preferences, demographic information and related information; (8) any other data, materials, and/or information that is created by, stored in, and/or derived from your Technology Systems in connection with your Franchised Business; and (9) any other information designated as confidential or proprietary by us. Confidential Information does not include information, knowledge, or know-how, which is lawfully known to the public without violation of applicable law or an obligation to us or our affiliates.

All Confidential Information is exclusively owned by us and is proprietary to our System (other than personally identifiable information relating to your employees and personnel, and/or certain other data that we do not have access to or are otherwise designated or restricted by us). You and your Owners will not acquire any interest in our Confidential Information, other than the right to use it to develop and operate your Franchised Business in compliance with the Franchise Agreement.

You must and must cause your representatives to: (a) process, retain, use, collect, and disclose our Confidential Information strictly to the limited extent, and in such a manner, as necessary for the development and operation of your Franchised Business in accordance with your Franchise Agreement and not for any other purpose, (b) process, retain, use, collect, and disclose our Confidential Information strictly in accordance with the privacy policies and System Standards we establish, and our and our representative’s instructions; (c) keep confidential and not disclose, sell, distribute, or trade our Confidential Information to any person other than those of your employees and representatives who need to know such Confidential Information for the purpose of assisting you in operating the Franchised Business in accordance with your Franchise Agreement (you will be responsible for any violation of this requirement by any of your representatives or employees); (d) not make unauthorized copies of any of our Confidential Information; (e) adopt and maintain administrative, physical and technical safeguards to prevent unauthorized use or disclosure of any of our Confidential Information, including by establishing reasonable security and access measures, restricting its disclosure to Key Personnel, and/or by requiring persons who have access to the Confidential Information to execute a non-disclosure agreement on terms no less favorable than terms applicable to Confidential Information under the Franchise Agreement; and (f) at our request, destroy or return any of the Confidential Information.

As it relates to any “personally identifiable information” that constitutes part of our Confidential Information, you must also: (a) process, retain, use, collect, and disclose all such personally identifiable information only in strict accordance with all applicable laws, regulations, orders, the guidance and codes issued by industry or regulatory agencies, and the privacy policies and terms and conditions of any applicable Online Presence; (b) assist us with meeting our compliance obligations under all

applicable laws and regulations relating to such personally identifiable information, including the guidance and codes of practice issued by industry or regulatory agencies; and (c) promptly notify us of any communication or request from any customer or other data subject to access, correct, delete, opt-out of, or limit activities relating to any such personally identifiable information.

Innovations

All ideas, concepts, techniques or materials concerning any Restoration 1 Business and/or the System or developed, in whole or in part, using Confidential Information must be promptly disclosed to us and will be deemed our sole and exclusive property and work made-for-hire for us, automatically and without compensation to you, your Owners, or any of your employees or representatives. We have the right to incorporate such items into the System. To the extent any item does not qualify as a “work made-for-hire” for us, you must assign to us, all right, title, and interest in that item. You must sign any documents required by us to memorialize such assignment. You must take all actions to assist our efforts to obtain or maintain intellectual property rights in any item related to the System, whether developed by you or not.

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

Designated Owner

If you operate your Franchised Business through a legal entity, you must identify one of your Owners who is a natural person with at least a 10% direct or indirect ownership interest and voting power in that entity (your “Designated Owner”). We must approve the person that will act as your Designated Owner. Your Designated Owner will be authorized to deal with us on your behalf for all matters that may arise with respect to your Franchise Agreement. Any decision made by the Designated Owner will be final and binding on you and we will be entitled to rely solely on the decision of the Designated Owner without discussing the matter with any other party. The person acting as your Designated Owner must have full corporate power and authority to enter into the Franchise Agreement and any other documents to which you are a party, and to make binding decisions on your behalf.

Designated Manager

Subject to the terms and conditions of your Franchise Agreement, you (or if you operate through a legal entity, your Designated Owner) will be solely responsible for the management, direction and control of your Franchised Business. If you (or your Designated Owner) do not wish to supervise the day-to-day operations of your Franchised Business, then you may request that we approve an alternative person to supervise the day-to-day affairs of your Franchised Business (your “Designated Manager”). We may establish conditions for approving any such Designated Manager or Designated Owner, as applicable, which may include the completion of training, confirmation that such individual will have no competitive businesses activities, and/or execution of a non-disclosure agreement (that we approve or designate) or other covenants we require. You (or your Designated Owner) or your Designated Manager, as applicable, must supervise the management and day-to-day operations of your Franchised Business on a full-time basis and continuously exert best efforts to promote and enhance your Franchised Business and the goodwill associated with the Marks.

Obligations of Owners and Other Key Personnel

If you enter into your Franchise Agreement as a legal business entity, each person who holds a direct

or indirect ownership, voting, or beneficial interest in you (an “Owner”) must execute a guaranty, agreeing to be personally bound, jointly and severally, by all provisions of the Franchise Agreement and any ancillary agreements between you and us and/or our affiliates. Our current form of Guaranty and Assumption of Obligations is attached as an exhibit to the current form of Franchise Agreement. We may also require that your Owners, Key Personnel, management level employees and officers, and other representatives that will have access to Confidential Information to sign certain covenants we designate.

Subcontractors

You must obtain our prior written approval of any subcontractor that will be used to provide services of any kind for your Franchised Business. You will remain fully liable for all obligations under your Franchise Agreement for all operations from your Franchised Business, including those performed by any approved subcontractors. You will also be fully liable for the actions, omissions, and performance of any and all subcontractors and their personnel. Your obligation to indemnify us against liability from your Franchised Business will apply to operations by your subcontractors.

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

Authorized Products and Services

You must provide or offer for sale or use at your Franchised Business all of the services, products, supplies, equipment, and other items that we periodically designate. You may not offer or provide any other services, products, supplies, equipment, or other items as part of your Franchised Business without our express approval. You may not offer or provide any other products and services, and/or permit any of your affiliates, employees, Owners, or other representatives to offer or provide any other products and services, related to or arising in connection with any project conducted by your Franchised Business, without our approval.

You may not offer or sell any products or services from your Franchised Business at wholesale, for resale, or through other alternative distribution channels, including any Online Presence, or to other franchisees, without our prior written approval.

We are not required to authorize every Restoration 1 Business to offer the same services, products, supplies, equipment, and other items. We may condition our approval for you to offer any services, products, supplies, equipment and other items on our then-current criteria, including your compliance with your Franchise Agreement.

You and your Owners may not, and each of you will cause your respective affiliates, representatives, and personnel not to: (i) conduct any marketing, advertising, or promotional activities for your Franchised Business and/or using the Marks or the System outside of your Market Territory, and/or (ii) solicit orders, jobs, or projects from customers outside of your Market Territory and/or that would be conducted outside of your Market Territory.

Reconstruction Services

If you wish to offer any restoration, reconstruction, or other products and services in connection with a project conducted by your Franchised Business, to restore the property to its former condition (“Reconstruction Services”), you (or any affiliate of yours that will provide such Reconstruction Services) must first execute our then-current Reconstruction Services Addendum, in a form and substance designated by us. Neither you nor any of your affiliates may offer any Reconstruction

Services for any projects associated with your Franchised Business without approval by us and execution of the designated Reconstruction Services Addendum.

Pricing

You will have the sole right to determine the prices to be charged by your Franchised Business for services offered to customers, other than prices charged to National Accounts Clients, which we will negotiate in advance with our National Accounts Clients.

National Accounts Clients

We or our affiliates may periodically enter into agreements with clients that require service (the “National Account Clients”). We may provide these services ourselves or through our affiliates or designees, and/or may subcontract servicing rights to one or more third parties or franchisees. We may establish criteria or qualifications for franchisees that wish to service National Accounts Clients, including different service standards, requirements for accepting or declining jobs, insurance requirements, agreeing to certain terms and conditions, or other conditions we establish. If we offer you the right to provide services to a National Account Client, you must provide the services in accordance with all of our System Standards, plus the terms, fees, and conditions that we have negotiated with the National Account Client. We may invoice the National Account Client and collect payment directly. We may also charge our then-current fees for participation in the program, including dispatch, management, declined job, or other administrative fees.

Service Warranties

Certain products and services offered to customers by your Franchised Business may be subject to one or more customer warranties, guarantees, commitments and/or similar customer service programs, including those offered by you and your affiliates and/or third-party service providers and manufacturers that offer products and services used by your Franchised Business (collectively, “Service Warranties”). During and after the term of your Franchise Agreement, you must honor all Service Warranties made to customers of your Franchised Business, including using your best efforts to assist customer of your Franchised Business tendering claims to any third-party serviced providers and manufacturers. You must obtain our approval of all Service Warranties before you offer them to customers of your Franchised Business. We may establish System Standards for any such Service Warranties periodically. All Service Warranties offered by your Franchised Business are strictly your obligation and responsibility and are not offered or guaranteed in any manner by us.

If you fail to honor any Service Warranties to your customers, we may take any action we deem appropriate to honor such Service Warranties, including by providing any services or products or support ourselves, or through our designees, affiliates, or other franchisees, and you must reimburse us any and all costs incurred by us, our designees, affiliates, representatives, or other franchisees. We may require you to pay us a reasonable deposit, post a bond, or offer another form of financial assurance to us to support any Service Warranties offered by your Franchised Business.

ITEM 17

RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

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

Provision	Section in Agreement	Summary
a. Length of franchise term	Section 3.1, Summary Page, Reconstruction Services Addendum 9 and 10	The initial term is 10 years. The right to offer Reconstruction Services may not be the same as your franchise term because these services are optional and either party may terminate the Reconstruction Services Addendum any time with 60 days' notice.
b. Renewal or extension of the term	Section 3.2	You may renew for one successive 10-year term if you satisfy the conditions described below.
c. Requirements for franchisee to renew or extend	Section 3.2	You must have: substantially complied with the Franchise Agreement and all other agreements with us and our affiliates; updated the Franchised Business Office and your service vehicle(s) and equipment; satisfied all monetary obligations owed to us and our affiliates and have timely met these obligations throughout the term; not been in default of any provision of the Franchise Agreement or any other agreement between you and us; notified us of your intent to renew no less than 9 months and no more than 12 months prior to the end of the term; signed a then-current Franchise Agreement and associated agreements, which may have materially different terms and conditions (including higher Royalty Fee, higher Brand Fund Contributions and a different or modified Market Territory); reimburse us for our costs in processing the renewal; attend additional training (upon our request); complied with then-current qualifications for new franchisees; and signed a general release (subject to state law). We must be offering franchises for Restoration 1 Businesses in the geographic area of your Market Territory at the time you request a renewal.
d. Termination by Franchisee	Section 12.3; Reconstruction Services Addendum Section 10	Subject to state law, you can terminate if you are in full compliance with all of the terms of your Franchise Agreement, we materially breach your Franchise Agreement, and we fail to make reasonable efforts to cure such breach within 60 days after receiving written notice from you. Reconstruction Services are optional, and you or any of your affiliates may terminate your Reconstruction Services Addendum at any time with 60 days' notice to us.
e. Termination by franchisor without cause	No provision in Franchise Agreement; Reconstruction	We may not terminate the Franchise Agreement without cause. We may terminate the Reconstruction Services Addendum without cause upon 60 days' notice to you.

Provision	Section in Agreement	Summary
	Services Addendum Section 9	
f. Termination by franchisor with cause	Sections 12.1 and 12.2; Reconstruction Services Addendum Section 9	We may terminate the Franchise Agreement or Reconstruction Services Addendum if you or your Owners default.
g. “Cause” defined – curable defaults	Section 12.2; Reconstruction Services Addendum Section 9	We can terminate the Franchise Agreement, after a cure period as follows: 72 hours to cure violations of health or safety laws; 5 days to cure failure to maintain certifications and permits; 5 days to cure failure to pay any monies or deliver any reports when due under the Franchise Agreement; 10 days to cure failure to maintain the required insurance coverage; 10 days to cure failure to comply with applicable laws or regulations; 7 days to cure territory violations; 30 days to cure any other breach of the Franchise Agreement (that does not provide for sooner termination) (subject to state law). We may terminate your Reconstruction Services Addendum immediately upon notice to you if you or your Owners fail to comply with your agreements with us or our affiliates, beyond any applicable cure period.
h. “Cause” defined – non-curable defaults	Section 12.1	The Franchise Agreement will terminate automatically without notice upon the occurrence of certain bankruptcy or insolvency-related events. We may also terminate without an opportunity to cure if you: fail to begin operations by the specified deadline; fail to have your Key Personnel satisfactorily complete the Training Program; make a material misrepresentation or omission in the franchise application; are convicted of or plead no contest to a felony or other crime; activities, behavior or conduct likely to adversely affect your Franchised Business; violations of confidentiality, non-compete or other covenants; abandonment; unauthorized transfer; fail to maintain your Franchised Business under the supervision of an approved manager; submit reports on two or more separate occasions understating any amounts due by more than 5%; misuse of Marks or System; 2 or more defaults in any 12 months; failure to pay vendors or otherwise comply with material obligation owed to vendor beyond applicable cure periods; terminable default under any other

Provision	Section in Agreement	Summary
		agreement with us or our affiliates (subject to state law).
i. Franchisee's obligations on termination/non-renewal	Section 13; Reconstruction Services Addendum Section 11	You must stop operating your Franchised Business; cease use of Marks and System and de-identify your Franchised Business; cease representing yourself as a present or former Restoration 1® franchisee and cancel assumed names; pay all amounts owed to us and our affiliates; return or destroy Confidential Information; cease using and either assign to us or deactivate any contact information and/or Online Presence; pay us a reasonable deposit, post a bond, or offer another form of financial assurance to us to support any Service Warranties; comply with all other System Standards for closure and de-identification; comply with the covenants not to compete and any other surviving provisions of the Franchise Agreement; and pay us all balances owed within 5 days, including final payments on Accounts Receivable. You must pay us lost revenue damages if we terminate for your breach or you terminate other than as permitted under the Franchise Agreement. On termination of your Reconstruction Services Addendum, you and your affiliates must cease offering Reconstruction Services, de-brand in accordance with our instructions, and pay us the final payments on Accounts Receivable.
j. Assignment of contract by franchisor	Section 14.1	There are no restrictions on our right to assign our interest in the Franchise Agreement.
k. "Transfer" by franchisee-definition	Section 14.2	"Transfer" includes voluntarily or involuntarily, directly or indirectly, selling, assigning, conveying, gifting, giving away, pledging, mortgaging, sublicensing, or otherwise transferring or encumbering, whether by operation of law or otherwise: (a) the Franchise Agreement or any interest in the Franchise Agreement, (b) the franchise granted to you, (c) all or substantially all of the assets of your Franchised Business, or (d) any direct or indirect ownership interest in you, your franchise rights, or your Franchised Business, including any right to share in the governance or profits thereof, and/or the management and/or control thereof.
l. Franchisor's approval of transfer by franchisee	Section 14.2	You may not transfer your interest in any of the items listed in Item 17(k) above without our prior written consent.

Provision	Section in Agreement	Summary
m. Conditions for franchisor approval of transfer	Section 14.2.2	We decline to exercise our right of first refusal; all obligations owed to us are paid and satisfied; you have materially complied with your Franchise Agreement and other agreements with us and our affiliates; you and transferee sign the transfer documents we require, including executing a general release of claims (subject to state law); you and the transferee comply with our then-current transfer procedures, including any application and certification of the prospective transferee; the proposed transferee satisfies our criteria for new franchisees; the terms of the transfer are approved by us; the transferee assumes all outstanding Service Warranties; the transferee and its owners sign our then-current Franchise Agreement and associated agreements which may have materially different terms and conditions (including higher Royalty Fee, higher Brand Fund Contributions); payment of a transfer fee; the transferee's key personnel have agreed to complete the Training Program; you provide all other evidence we require of the transition and transfer of the business to satisfy our conditions; for micro Market Territories, you also transfer your standard contiguous territory to the same buyer.
n. Franchisor's right of first refusal to acquire franchisee's Franchised Business	Section 14.3	We may match an offer for your Franchised Business or an ownership interest you propose to sell.
o. Franchisor's option to purchase franchisee's Franchised Business	None	Not applicable.
p. Death or disability of franchisee	Section 14.2	After the death or incapacity of an Owner of the franchise, his or her representative must transfer, subject to the terms of the Franchise Agreement, the individual's interest in the franchise within 180 days of death or incapacity or we may terminate the Franchise Agreement. We must approve the transferee prior to transfer. We will also have the right to operate your Franchised Business on an interim basis if it is not being properly managed.

Provision	Section in Agreement	Summary
q. Non-competition covenants during the term of the franchise	Section 6.3	You and your Owners each agree not to, and to cause each of your respective spouses, immediate family members, affiliates, and assigns not to, directly or indirectly: (i) own, maintain, or acquire any direct or indirect interest in or relationship with any Competitive Business, whether as record or beneficial owner, investor, employee, partner, director, officer, representative, agent, lessor, lender, or otherwise, and/or (ii) advise, operate, or provide assistance or services of any kind or nature to any Competitive Business, during the term of the Franchise Agreement, in any location worldwide.
r. Non-competition covenants after the franchise is terminated or expires	Section 6.3	For a period of 2 years from and after the date of termination or expiration of the Franchise Agreement, you and your Owners, and each of your respective spouses, immediate family members, affiliates, and assigns are prohibited from (i) owning, maintaining, or acquiring any direct or indirect interest in or relationship with any Competitive Business, whether as record or beneficial owner, investor, employee, partner, director, officer, representative, agent, lessor, lender, or otherwise, and/or (ii) advising, operating, or providing assistance or services of any kind or nature to any Competitive Business, if such Competitive Business is located or operates in and/or services customers in your Market Territory or any location that is within a 25-mile radius of your Market Territory. “Competitive Business” means any business that offers or provides (or grants franchises or licenses to others to operate a business that offers or provides: (1) water, fire, and smoke cleanup and restoration services, (2) mold mitigation and remediation, (3) biohazard cleanup and removal, (4) removal, transportation, and return of damaged property to a secure location for processing, cleaning, and restoration (sometimes referred to as “pack-out” services), (5) content processing, cleaning, and restoration, and/or (6) any other line of business, products, or services that are substantially similar to those offered by Restoration 1 Businesses.
s. Modification of the agreement	Sections 8.2, 8.3, and 17.3	The Franchise Agreement can be modified only by written agreement between you and us. We may modify the System Standards and Confidential Operations Manual during the term of your Franchise Agreement.

Provision	Section in Agreement	Summary
t. Integration/merger clause	Section 17.3	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 or mediation	Section 18	All controversies, disputes or claims between us must be submitted for binding arbitration to the American Arbitration Association on demand of either party. We and you must arbitrate all disputes at a location in or within 50 miles of our then-principal place of business (currently, The Colony, Texas) (subject to state law, if applicable).
v. Choice of forum	Sections 18.1 and 18.5	Arbitration in the city in which we maintain our principal business address (currently The Colony, Texas). The venue for any other proceeding is exclusively the courts located in the county in which we maintain our principal business address, currently The Colony, Texas (subject to applicable state law).
w. Choice of law	Section 18.4	All matters relating to arbitration will be governed by the Federal Arbitration Act. Except to the extent governed by the Federal Arbitration Act, the U.S. Trademark Act of 1946, or other federal law, any agreement between us and our affiliates and you and your affiliates, will be governed by the laws of the State of Texas (subject to applicable state law).

ITEM 18

PUBLIC FIGURES

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

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

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

Methodology

The financial data in the tables below is for the calendar year ended December 31, 2025. As of December 31, 2025, there were a total of 278 franchised territories in operation.

The financial performance data presented below for Total Collected Revenue is based on a total of 231 franchised territories operated by 118 franchisees. We excluded data for: (i) 4 franchised territories that were opened in 2025 year by new franchisees (6 franchises territories were opened in 2025 by existing franchisees and the data from the new territory was included in that franchisee's data); and (ii) 43 franchised territories that failed to report their 2025 data and/or reported for a partial year. This data also excludes 30 franchised territories that were terminated and/or ceased operations during 2025, of which none had been operating for less than 12 months as of the date of termination or closure.

The costs and profit data in the table below is based on a total of 148 franchised territories operated by 75 franchisees. We excluded all of the same franchisees/territories excluded above for the revenue data, plus an additional 33 franchisees with 59 franchised territories for which we did not receive reliable costs data, and 24 franchised territories with 10 franchisees where the amount of construction work performed (>60% of Total Collected Revenue) was not representative of a standard franchise and resulted in materially different cost structures and operating results. In the cost and profit table below, each of the listed cost and profit figures is reflected as a percentage of Total Collected Revenue for the calendar year ended December 31, 2025. That data shown in the table is on a per franchisee and not a per territory basis. Our franchisees do not report data on a per territory basis. If a franchisee acquired an additional territory in 2025, that franchisee is reported based on the year-end territory count.

Territory size varied for franchisees reported in this Item 19. The average and range of population in franchisee territories at the end of 2025 was: (a) franchisees operating 1 territory – average population of 380,679 with the population ranging from 250,532 to 2,494,345; (b) franchisees operating 2 territories – average population of 651,571 with the population ranging from 251,831 to 1,432,382; (iii) franchisees operating 3 territories – average population of 972,046 with the population ranging from 434,281 to 1,415,744; (c) franchisees operating 4 territories – average population of 1,208,517 with the population ranging from 699,926 to 1,717,108; and (d) franchisees operating 5 to 7 territories – average population of 1,841,350 with the population ranging from 1,250,042 to 2,933,912.

Definitions

“Total Collected Revenue” means the aggregate of all revenue and consideration of any kind derived from your Franchised Business, whether from check, cash, credit or otherwise, including all proceeds from any business interruption insurance, but excluding (a) all refunds actually made to customers in good faith, (b) any sales and equivalent taxes that are collected for or on behalf of any governmental taxing authority and paid thereto, and (c) uncollected amounts not paid by customers. With respect to National Accounts Clients, Collected Gross Revenue includes all revenue received by us for performance of services, without deduction for dispatch or claims management fees or similar fees. The figures in the chart for Collected Gross Revenue do not reflect the operating costs and expenses that you will incur in operating your Franchised Business, such as royalties, advertising and marketing fees and costs, payroll, vehicle finance or lease payments, insurance, telephone, utilities, and telephone number fees. These figures also do not include depreciation or amortization or taxes.

“Core Collected Revenue” means the Total Collected Revenue derived from the offer and sale of core services, including commercial water, fire and smoke and mold remediation services, but excluding any Reconstruction Collected Revenue.

“Reconstruction Collected Revenue” means Total Collected Revenue from Reconstruction Services.

“Favorable to Average” means the number or percentage of reporting franchisees that achieved higher than average revenue or profit numbers; or lower than average cost numbers, as applicable.

“Full-Time Business Development” means that such franchisee had at least one dedicated individual that developed business for the Restoration 1 Business on a full-time basis during all or substantially all of 2025. The business development individual may be an owner of the franchisee or an employee. The categorization of franchisees as Full-Time Business Development in this Item 19 is based on franchisee-survey responses about their business development personnel.

Each of the following are reflected in the table below as a percentage of Total Collected Revenue:

“Materials / Supplies” means the cost of supplies and materials used to perform services.

“Equipment / Vehicle Costs” means the cost of purchasing or leasing service vehicle(s) and vehicle insurance, plus the cost of fuel, maintenance, tolls, and similar expenses.

“Hourly Labor/Subcontractors” includes hourly wages and compensation to subcontractors, but and not administrative expenses such as payroll taxes and benefit costs included in G&A Payroll below and referrals and commissions included in Referral / Commission below.

“Royalties” means the aggregate amount paid as the Royalty Fee under the Franchise Agreement, including the respective percentage Royalty Fee for Construction Collected Revenue and Core Collected Revenue and the minimum monthly Royalty Fee, as applicable.

“Referral / Commissions” means the amount you pay to persons that refer work to you.

“Misc. COGS” includes the other costs of providing services to customers, not included in Materials / Supplies, Equipment / Vehicle Costs, Hourly Labor/Subcontractors, Royalties, or Referral / Commissions.

“Gross Profit” means Total Collected Revenue less Total COGS.

“G&A Payroll” means the administrative costs of managing payroll functions, including fees paid to payroll vendors and payroll taxes.

“Advertising Expenses” means the amounts spent on advertising.

“Technology Expenses” means the cost of software, hardware, and subscriptions, including Technology Fees to the extent not included in Total COGS by the reporting franchisee.

“Occupancy Costs” means the cost of owning or leasing the Franchised Business Office, including maintenance, association or common area fees, and insurance.

“Office Expense” means the cost of office services such as internet and phone, and other office supplies and services.

“Professional Fees” means the costs of attorneys, accountants, and similar professionals.

“Travel Expense” means the cost of travelling for jobs, including lodging and meals, and to the extent not included in Equipment / Vehicle Costs, gas and tolls.

“Misc Expenses” includes all other expenses incurred that are not otherwise separately listed in Other Expenses or Total COGS, excluding taxes, depreciation and amortization, and interest.

“Other Expenses” includes G&A Payroll, Advertising Expenses, Technology Expense,

Occupancy Expense, Office Expense, Professional Fees, Travel Expense, and Misc. Expense.

“Profit Before Owners / Mgmt” means Gross Profit less Other Expenses.

“Owner’s Expenses” includes cost of wages for salaried owners and reimbursement for cost items such as cell phone, vehicle costs, and similar costs.

“Management Payroll” includes the costs of wages to salaried management staff, but and not administrative expenses such as payroll taxes and benefit costs included in G&A Payroll and referrals and commissions included in Referral / Commission.

“Total Owners / Mgmt” means Owners’ Expense plus Management Payroll.

“Profits After Owners / Mgmt” means Profit Before Owners / Mgmt less Total Owners / Mgmt.

“Other Income” means income not derived from core business operations, including late fees and other miscellaneous or non-operating revenue items recorded throughout the year.

2025 Total Collected Revenue					
Territories	Average	Lowest	Highest	Median	# and % of Franchisees Favorable to Avg
1	\$818,415	\$42,159	\$5,221,437	\$526,145	17 of 59 (28.8%)
2	\$1,177,603	\$77,417	\$7,424,409	\$731,462	11 of 32 (34.4%)
3	\$1,870,058	\$132,717	\$4,127,975	\$2,039,967	8 of 15 (53.3%)
4	\$1,399,255	\$759,725	\$2,038,785	\$1,399,255	1 of 2 (50%)
5-7	\$4,977,002	\$1,137,431	\$22,503,672	\$2,955,011	1 of 9 (11.1%)
TOTAL	\$1,427,586	\$42,159	\$22,503,672	\$760,111	35 of 118 (29.7%)

2025 Total Collected Revenue for Franchisees with Full-Time Business Development					
Territories	Average	Lowest	Highest	Median	# and % of Franchisees Favorable to Avg
1	\$1,251,098	\$133,035	\$5,221,437	\$836,618	5 of 22 (22.7%)
2	\$1,518,681	\$77,417	\$7,424,409	\$1,152,449	8 of 18 (44.4%)
3	\$2,595,446	\$1,226,560	\$4,127,975	\$2,386,526	3 of 9 (33.3%)
4	\$1,399,255	\$759,725	\$2,038,785	\$1,399,255	1 of 2 (50%)
5-7	\$4,977,002	\$1,137,431	\$22,503,672	\$2,955,011	1 of 9 (11.1%)
TOTAL	\$2,174,654	\$77,417	\$22,503,672	\$1,504,105	18 of 61 (29.5%)

2025 Total Collected Revenue for Franchisees Without Full-Time Business Development					
Territories	Average	Lowest	Highest	Median	# and % of Franchisees Favorable to Avg
1	\$561,145	\$42,159	\$4,001,486	\$394,520	13 of 37 (35.1%)
2	\$739,073	\$198,390	\$3,357,892	\$512,627	4 of 14 (28.6%)
3	\$781,976	\$132,717	\$1,428,830	\$616,079	2 of 6 (33.3%)
TOTAL	\$628,092	\$42,159	\$4,001,486	\$437,753	19 of 57 (33.3%)

2025 COSTS AND PROFIT % OF TOTAL COLLECTED REVENUE			
Financial Metrics	Average	Median	# Favorable to Average
Core Services Revenue	77.8%	82.0%	41 of 75 – 54.7%
Construction Revenue	21.2%	15.9%	33 of 75 – 44.0%
Misc. Revenue	1.0%	0.0%	10 of 75 – 13.3%
TOTAL REVENUE	100%	100%	
Materials/Supplies	4.9%	3.1%	52 of 75 - 69.3%
Equipment/Vehicle Costs	5.2%	4.4%	44 of 75 - 58.7%
Hourly Labor/ Subcontractors	25.7%	27.2%	37 of 75 - 49.3%
Referral/Commissions	0.9%	0.0%	60 of 75 – 80.0%
Royalties	5.9%	6.3%	33 of 75 – 44.0%
Misc. COGS	1.2%	0.7%	53 of 75 - 70.7%
TOTAL COGS	43.8%	43.0%	40 of 75 - 53.3%
GROSS PROFIT	56.2%	57.0%	40 of 75 – 53.3%
G&A Payroll	14.1%	10.3%	50 of 75 - 66.7%
Advertising Expense	7.4%	6.0%	46 of 75 - 61.3%
Technology Expense	2.1%	1.9%	46 of 75 - 61.3%
Occupancy Expense	4.9%	3.9%	47 of 75 - 62.7%
Office Expense	1.5%	0.8%	54 of 75 – 72.0%
Professional Fees	5.5%	5.1%	43 of 75 - 57.3%
Travel Expense	1.2%	0.8%	51 of 75 – 68.0%
Misc. Expense	1.7%	0.2%	56 of 75 - 74.7%
OTHER EXPENSES	38.5%	36.8%	38 of 75 - 50.7%
Other Income	0.6%	0.1%	16 of 75 - 21.3%
PROFITS BEFORE OWNERS/MGMT.	18.3%	17.1%	36 of 75 – 48.0%

Owner's Expense	5.0%	0.8%	51 of 75 – 68.0%
Management Payroll	3.4%	0.0%	51 of 75 – 68.0%
TOTAL OWNERS/MGMT.	8.4%	5.7%	42 of 75 – 56.0%
PROFITS AFTER OWNERS/MGMT.	10.0%	8.0%	44 of 75 – 58.7%

Some outlets have earned this amount. Your individual results may differ. There is no assurance you will earn as much. Written substantiation of the data used in preparing this information will be made available upon reasonable request.

Other than the preceding financial performance representation, 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 Jessica Wescott, Chief Executive Officer, Restoration 1 Franchise Holding, LLC, 6270 Morning Star Drive, Suite 120, The Colony, Texas 75056, (800) 933-0803; the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

TABLE 1 - SYSTEM-WIDE OUTLET SUMMARY FOR YEARS 2023 TO 2025				
Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	289	293	+4
	2024	293	298	+5
	2025	298	278	-20
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	289	293	+4
	2024	293	298	+5
	2025	298	278¹	-20

¹Since the end of our most recent fiscal year, 11 franchised outlets have ceased operations.

TABLE 2 – TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS (OTHER THAN THE FRANCHISOR) FOR YEARS 2023 TO 2025		
State	Year	Number of Transfers
Arizona	2023	1
	2024	3
	2025	0
Colorado	2023	0
	2024	3
	2025	2
Florida	2023	0
	2024	1
	2025	1
Georgia	2023	0
	2024	1
	2025	1
Illinois	2023	0
	2024	1
	2025	1
Maryland	2023	1
	2024	0
	2025	0
Michigan	2023	0
	2024	2
	2025	0
North Carolina	2023	1
	2024	0
	2025	0
Ohio	2023	1
	2024	0
	2025	0
Texas	2023	6
	2024	2
	2025	0
Washington	2023	0
	2024	0
	2025	3
Total	2023	10
	2024	13
	2025	8

TABLE 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 Year ¹
Alabama	2023	8	0	0	0	0	0	8
	2024	8	0	1	0	0	0	7
	2025	7	0	0	0	0	0	7
Arizona	2023	8	1	0	0	0	0	9
	2024	9	0	0	0	0	0	9
	2025	9	0	0	0	0	0	9
Arkansas	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
California	2023	13	2	3	0	0	0	12
	2024	12	4	2	0	0	0	14
	2025	14	0	2	0	0	1	11
Colorado	2023	12	0	1	0	0	0	11
	2024	11	1	0	0	0	0	12
	2025	12	0	1	0	0	0	11
Connecticut	2023	4	2	0	0	0	0	6
	2024	6	0	0	0	0	0	6
	2025	6	1	0	0	0	1	6
District of Columbia	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Florida	2023	23	1	0	0	0	0	24
	2024	24	2	7	0	0	0	19
	2025	19	0	0	0	0	1	18
Georgia	2023	12	2	0	0	0	0	14
	2024	14	2	0	0	0	0	16
	2025	16	0	0	0	0	0	16
Idaho	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	2	0	0	0	0
Illinois	2023	14	0	0	0	0	0	14
	2024	14	0	0	0	0	0	14
	2025	14	0	0	0	0	0	14
Indiana	2023	7	0	0	0	0	0	7
	2024	7	1	1	0	0	0	7
	2025	7	0	1	0	0	0	6
Iowa	2023	2	0	0	0	0	0	2
	2024	2	1	0	0	0	0	3
	2025	3	0	0	0	0	0	3
Kansas	2023	2	0	1	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	1	0	0	0	0	2
Kentucky	2023	0	0	0	0	0	0	0
	2024	0	2	0	0	0	0	2
	2025	2	0	0	0	0	0	2

TABLE 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 Year ¹
Louisiana	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3
Maryland	2023	6	0	0	0	0	0	6
	2024	6	1	0	0	0	0	7
	2025	7	0	0	0	0	0	7
Massachusetts	2023	5	0	0	0	0	0	5
	2024	5	1	1	0	0	0	5
	2025	5	0	1	0	0	0	4
Michigan	2023	12	1	0	0	0	0	13
	2024	13	1	1	0	0	0	13
	2025	13	1	0	0	0	0	14
Minnesota	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	3	2
Mississippi	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	0	4
Missouri	2023	5	0	0	0	0	0	5
	2024	5	3	0	0	0	0	8
	2025	8	0	0	0	0	0	8
Nebraska	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Nevada	2023	3	0	0	0	0	0	3
	2024	3	1	0	0	0	0	4
	2025	4	0	3	0	0	0	1
New Hampshire	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
New Jersey	2023	7	0	0	0	0	0	7
	2024	7	0	0	0	0	0	7
	2025	7	0	0	0	0	0	7
New York	2023	14	0	5	0	0	0	9
	2024	9	3	1	0	0	0	11
	2025	11	0	1	0	0	0	10
North Carolina	2023	12	0	0	0	0	0	12
	2024	12	1	0	0	0	0	13
	2025	13	1	1	0	0	0	13
Ohio	2023	9	0	2	0	0	0	7
	2024	7	0	0	0	0	0	7
	2025	7	0	0	0	0	0	7
Oklahoma	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	0	4

TABLE 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 Year ¹
Oregon	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	1	0	0	0	0	4
Pennsylvania	2023	6	0	0	0	0	0	6
	2024	6	2	0	0	0	0	8
	2025	8	0	1	0	0	0	7
Rhode Island	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	3	0	0	0	0
South Carolina	2023	6	0	1	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	0	5
South Dakota	2023	1	0	1	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	0
Tennessee	2023	9	0	0	0	0	0	9
	2024	9	0	6	0	0	0	3
	2025	3	1	1	0	0	0	3
Texas	2023	29	5	0	0	0	0	34
	2024	34	1	1	0	0	0	34
	2025	34	2	2	0	0	1	33
Utah	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Virginia	2023	12	0	1	0	0	0	11
	2024	11	0	3	0	0	0	8
	2025	8	2	2	0	0	2	6
Washington	2023	11	5	0	0	0	0	16
	2024	16	2	0	0	0	0	18
	2025	18	0	0	0	0	0	18
West Virginia	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Wisconsin	2023	5	0	1	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	0	4
Totals	2023	289	19	15	0	0	0	293
	2024	293	29	24	0	0	0	298
	2025	298	10	21	0	0	9	278

¹Since the end of our most recent fiscal year, 11 franchised outlets have ceased operations as follows: (i) 1 in Florida; (ii) 4 in Georgia; (iii) 3 in Ohio; (iv) 2 in Texas; and (v) 1 in Virginia.

TABLE 4 - STATUS OF COMPANY-OWNED OUTLETS FOR YEARS 2023 TO 2025							
State	Year	Outlets at Start of Year	Outlets Opened	Outlets Reacquired From Franchisee	Outlets Closed	Outlets Sold to Franchisee	Outlets at End of Year
Totals	2023	0	0	0	0	0	0
	2024	0	0	0	0	0	0
	2025	0	0	0	0	0	0

TABLE 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
Florida	1	1	0
Kentucky	1	1	0
Michigan	1	1	0
Pennsylvania	1	1	0
South Carolina	1	1	0
Virginia	2	2	0
Tennessee	1	1	0
TOTALS	8	8	0

Exhibit F contains a list of the names of all current franchisees and the address and telephone number of each of their outlets as of December 31, 2025. Exhibit F also contains a list of the names, city and state, and current business telephone number, or if unknown, the last known home telephone number of every franchisee who had an outlet terminated, transferred, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under the franchise agreement during our most recently completed fiscal year ending December 31, 2025, or who have not communicated with us within 10 weeks of the Issuance Date of this Disclosure Document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

Within the last three years, franchisees have signed confidentiality clauses. In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with our franchise system. You may wish to speak with current and former franchisee but be aware that not all such franchisees will be able to communicate with you.

We have established the FAC to engage in meetings with our senior leadership. To contact the FAC, please reach out to Jessica Wescott at jessica@stellarservicebrands.com. The FAC is not incorporated or organized under state law. Other than the FAC, we are not aware of any franchisee organizations associated with our franchise system.

ITEM 21
FINANCIAL STATEMENTS

Attached to this Disclosure Document as Exhibit E is our: (i) unaudited interim balance sheet as of February 28, 2026, and profit and loss statement for the two-month period then-ended; (ii) audited balance sheets as of December 31, 2025, December 31, 2024; and (iii) related audited statements of operations, changes in member's equity, and cash flows for the fiscal years ended December 31, 2023, December 31, 2024, and December 31, 2025. Our fiscal year end is December 31.

ITEM 22
CONTRACTS

Exhibit B-1 — Franchise Agreement

Exhibit 1— Unlimited Guaranty and Personal Undertaking

Exhibit 2 — Holders of Legal or Beneficial Interest in Franchisee; Governing Persons

Exhibit 3 — Electronic Funds Transfer Authorization

Exhibit 4 — State Specific Riders

Exhibit 5 — Franchise Disclosure Questionnaire

Exhibit B-2 — Sample General Release

Exhibit B-3 — Consent to Transfer

Exhibit B-4 — Reconstruction Services Addendum

ITEM 23
RECEIPTS

Exhibit G contains two documents that serve as a receipt of this Disclosure Document. Please sign and date each copy, return one copy to us, and retain the other for your records.

EXHIBIT A
STATE ADMINISTRATORS AND AGENTS FOR SERVICE OF PROCESS

EXHIBIT A

STATE ADMINISTRATORS AND AGENTS FOR SERVICE OF PROCESS

Listed here are the names, addresses and telephone numbers of the state agencies having responsibility for franchising disclosure/registration laws. We may not be registered to sell franchises in any or all of these states.

California

Department of Financial Protection &
Innovation
Commissioner of Department of Financial
Protection & Innovation
1 (866) 275-2677

Los Angeles

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

Sacramento

651 Bannon Street, Suite 300
Sacramento, California 95811
(916) 327-7585

San Diego

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

San Francisco

One Sansome Street, Suite 600
San Francisco, California 94104
(415) 972-8565

Hawaii

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

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

Illinois

Franchise Bureau
Office of the Attorney General
500 South Second Street
Springfield, Illinois 62701
(217) 782-4465

Indiana

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

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

Maryland

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

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

Michigan

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

(agent for service of process)
Michigan Department of Commerce,
Corporations and Securities Bureau
P.O. Box 30054
6546 Mercantile Way
Lansing, Michigan 48909

Minnesota

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

New York

(state administrator)
NYS Department of Law
Investor Protection Bureau
28 Liberty Street, 21st Floor
New York, New York 10005
(212) 416-8222

(agent for service of process)
New York Department of State
One Commerce Plaza
99 Washington Avenue, 6th Floor
Albany, New York 12231-0001
(518) 473-2492

North Dakota

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

Oregon

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

Rhode Island

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

South Dakota

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

Virginia

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

(agent for service of process)
Clerk, State Corporation Commission
1300 East Main Street, 1st Floor
Richmond, Virginia 23219
(804) 371-9733

Washington

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

(agent for service of process)
Director
Department of Financial Institutions
Securities Division
150 Israel Road, S.W.
Tumwater, Washington 98501

Wisconsin

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

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

EXHIBIT B-1

FRANCHISE AGREEMENT



RESTORATION 1 FRANCHISE HOLDING, LLC

FRANCHISE AGREEMENT

**FRANCHISE AGREEMENT
SUMMARY PAGE**

EXPIRATION DATE: _____

FRANCHISEE(S): _____

TYPE OF BUSINESS ENTITY: _____

STATE OF FORMATION: _____

AUTHORIZED TRADE NAME: Restoration 1 of _____

FRANCHISED BUSINESS OFFICE: _____

TELEPHONE NUMBER: _____

E-MAIL ADDRESS: _____

CONVERSION: ☐ Conversion Franchise

☐ Non-Conversion Franchise

MARKET TERRITORY: The area identified on the attached map.

POPULATION: Market Territory population: _____

STORAGE: ☐ on-site (same site as Franchised Business Office)

☐ off-site

FRANCHISE FEE: \$ _____

MARKET TERRITORY: ☐ Standard Market Franchise

☐ Micro Market Franchise

VETERAN'S DISCOUNT: ☐ You do qualify for a Veteran's Discount

☐ You do not qualify for a Veteran's Discount

**MINIMUM AVERAGE
MONTHLY REVENUE:** \$32,500 per month (trailing 6 months) beginning on 25th month

ROYALTY FEE: Greater of: (i) 7% of Collected Gross Revenue for the previous month (except for a Conversion Franchise, 3.5% of Collected Gross Revenue during the initial 6 months after opening); or (ii) the Minimum Royalty Fee as follows:

Months After Opening	Minimum Royalty Fee
Initial 6 full/partial months	\$0 per month
7 th through 24 th full months	\$500 per month
25 th through 36 th full months	\$1,500 per month
Remainder of term	\$2,000 per month

Franchisor Initial

Franchisee Initial

**BRAND FUND
CONTRIBUTION:**

An amount specified by us from time to time,
but not to exceed 2% of Collected Gross Revenue

TRANSFER FEE:

\$5,000

TECHNOLOGY FEE:

\$525 / month (subject to change)

**FRANCHISOR ADDRESS
FOR NOTICES:**

Restoration 1 Franchise Holding, LLC
Attn: Chief Executive Officer
6270 Morning Star Drive, Suite 120
The Colony, Texas 75056

ADDITIONAL COMMENTS:

Franchisor Initial

Franchisee Initial

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2. FRANCHISE OWNERS
3. ELECTRONIC FUNDS TRANSFER AUTHORIZATION
4. STATE SPECIFIC RIDERS TO THE FRANCHISE AGREEMENT
5. FRANCHISEE DISCLOSURE QUESTIONNAIRE

RESTORATION 1 FRANCHISE HOLDING, LLC FRANCHISE AGREEMENT

This Franchise Agreement (including all exhibits hereto, as amended, restated, supplemented, or otherwise modified from time to time, this “**Agreement**”) is entered into on the Effective Date by and between Restoration 1 Franchise Holding, LLC a Delaware limited liability company, having its principal place of business at 6270 Morning Star Drive, Suite 120, The Colony, Texas 75056 (“**we**” “**us**” and “**our**”), and the franchisee identified in the Summary Page (“**you**” and “**your**”).

BACKGROUND:

WHEREAS, we have developed and will further develop distinctive and proprietary business systems, methods, designs, layouts, standards, and specifications, all of which we may improve, substitute, further develop, or otherwise modify from time to time (together, the “**System**”) identified by the name “Restoration 1[®]” and other trademarks, service marks, graphics, trade names, trade dress, slogans, and other commercial symbols as we may approve from time to time (“**Marks**”), to establish and operate a business providing residential and commercial water, fire, smoke, and mold restoration services and additional products and services authorized by us (“**Restoration 1 Business**”);

WHEREAS, we grant to qualified persons and business entities the right to own and operate a Restoration 1 Business using the System and the Marks; and

WHEREAS, you wish to operate a Restoration 1 Business, have applied for a franchise, and have been approved by us in reliance upon the representations made herein and therein to operate a Restoration 1 Business under the terms of this Agreement.

NOW, THEREFORE, the parties hereto, intending to be legally bound, agree as follows:

1. GRANT AND SCOPE OF FRANCHISE

1.1. Grant

We hereby grant to you, and you undertake and accept, upon the terms and conditions herein contained, a limited and non-exclusive license to operate one Restoration 1 Business using the System and Marks on the terms described in this Agreement (your “**Franchised Business**”). You may not sublicense the use of the System or Marks to any person, or delegate the operation or supervision of your Franchised Business, without our prior written approval.

1.2. Market Territory

1.2.1 You and we have agreed on a geographic area described on the Summary Page of this Agreement (the “**Summary Page**”) to act as your territory for conducting marketing activities and soliciting customers (the “**Market Territory**”). You hereby agree that, without our prior authorization, you and your Owners will not, and each of you will cause your respective affiliates, representatives, and personnel not to: (i) conduct any marketing, advertising, or promotional activities for your Franchised Business and/or using the Marks or the System outside of your Market Territory, and/or (ii) solicit orders, jobs, or projects from customers outside of your Market Territory and/or that would be conducted outside of your Market Territory.

1.2.2 You acknowledge and agree that it is integral to the franchise system that you respect the territorial restrictions contained in this Agreement, and that your failure to respect such boundaries affects not only other franchisees but also our relationship with our other franchisees and the integrity of the franchise system itself. You further acknowledge and agree that the harm caused by such failure would be difficult to calculate. Therefore, you agree that if you breach the terms of Section 1.2.1,

without limiting our other rights including our right of termination under Section 12.2, you must pay us liquidated damages in an amount equal to the greater of: (i) \$5,000 per incident for any marketing, advertising, or promotional activities conducted outside of your Market Territory in breach of Section 1.2, or (ii) 100% of the job value for any work obtained in breach of Section 1.2. You acknowledge and agree that the foregoing amount represents a reasonable forecast of just compensation for the breach.

1.2.3 You understand that your Market Territory is strictly a limitation on the geographic area where you may conduct marketing activities. **Your Market Territory is not an exclusive territory and you will have no territorial protections in the Market Territory.** Nothing in this Agreement will restrict or limit, in any manner, our or our affiliates' rights to conduct marketing or other business activities, solicit or accept customers, and/or grant licenses or franchises of any kind, in any location whatsoever. We may operate and/or authorize other franchisees to operate, solicit customers, and conduct services in your Market Territory from time to time, as we determine in our sole discretion. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control.

2. FEES

2.1. Franchise Fee

Upon execution of this Agreement, you must pay us an initial franchise fee ("**Franchise Fee**") in the amount stated on the Summary Page. The Franchise Fee is deemed fully earned upon execution of this Agreement and is non-refundable under any circumstances.

2.2. Royalty Fee

2.2.1 You must pay us a monthly royalty fee calculated in the manner described on the Summary Page ("**Royalty Fee**"). The due date and intervals of the Royalty Fee will remain subject to change from time to time, provided that they will not be changed without at least 30 days prior notice to you. With no less than 30 days prior notice, we may increase the amount of the Minimum Royalty Fees reflected on the Summary Page in an amount not to exceed the aggregate rate of inflation established by the U.S. Bureau of Labor's Consumer Price Index since the Effective Date, or such later date as we last adjusted the Minimum Royalty Fees.

2.2.2 For the purposes of this Agreement, "**Collected Gross Revenue**" means the aggregate of all revenue and consideration of any kind derived from your Franchised Business, whether from check, cash, credit or otherwise, including all proceeds from any business interruption insurance, but excluding (a) all refunds actually made to customers in good faith, (b) any sales and equivalent taxes that are collected by you for or on behalf of any governmental taxing authority and paid thereto, and (c) uncollected amounts not paid by customers. With respect to National Accounts Clients, Collected Gross Revenue includes all revenue received by us for performance of services, without deduction for dispatch or claims management fees or similar fees.

2.3. Taxes

If any taxes, fees, or assessments are imposed on your payment of any fees (except taxes imposed on your net taxable income), you must also pay the amount of those taxes, fees, or assessments. If we for any reason pay any such taxes on your behalf, such amounts will be indemnified by you under Section 16.2 of this Agreement.

2.4. Technology Fee

We require you to pay a technology fee in the amount specified on the Summary Page (the “**Technology Fee**”). We may periodically modify the amount of the Technology Fee and the method or timing for payment at any time during the Term; provided, the Technology Fee will not increase by more than 15% per year on a compounding basis, unless our direct costs are in excess of that amount, in which case not more than our direct costs at the time of such increase. The Technology Fee is in addition to all direct out-of-pocket costs you must otherwise incur to acquire, maintain, or service the Technology Systems as described in Section 10.3. We may also require you to reimburse us for certain costs determined in part by factors that are unique to your Franchised Business (such as the number of email addresses provided to you and your representatives).

2.5. Transfer Account and Payment Method

You must open and maintain a single commercial deposit account for your Franchised Business (the “**Transfer Account**”). All Collected Gross Revenue from your Franchised Business must be deposited in the Transfer Account immediately upon receipt. You must ensure that there are sufficient funds in the Transfer Account to cover amounts owed to us prior to the date such amounts are due. You agree to execute such documents required by us to authorize us to directly debit amounts owed under this Agreement from the Transfer Account. The current form of Electronic Depository Transfer Authorization is attached to this Agreement as Exhibit 3. You may not close the Transfer Account without our prior written approval. We may periodically designate an alternative method of payment for any payment due hereunder and you agree to comply with our payment instructions. All amounts payable to us or our affiliates must be in United States Dollars (\$USD).

2.6. Interest on Past Due Amounts

All amounts owed under this Agreement to us that are not received by us on the due date, will bear interest at a rate of 1.5% per month (or the maximum rate permitted by law, if less) from the date payment is due to the date payment is received by us. In addition, you must pay us for all costs we incur in the collection of any unpaid and past due amounts, including reasonable attorney fees.

2.7. Undisclosed Sales

If you fail to report your Collected Gross Revenue when due, then for each payment under this Agreement calculated based on Collected Gross Revenue, we may debit the Transfer Account 110% of the average of the last three applicable payments. If the amounts that we debit from the Transfer Account are less than the amounts actually owed (once the Collected Gross Revenue is accurately determined), we will debit the Transfer Account for the balance. If the amounts that we debit from the Transfer Account are greater than the amounts actually owed, we will credit the excess against the amounts we otherwise would debit from the Transfer Account on the next payment due date.

2.8. Application of Payments

Notwithstanding any designation, we have the right to apply any payments by you or your Owners to any past due amounts that you or your affiliates owe us or our affiliates, including for Royalty Fees, Brand Fund Contributions, purchases of products or services, license fees for proprietary software and platforms, or any other amount owed to us or our affiliates in any proportion or priority. You may not withhold payment of any amounts owed to us or our affiliates for any reason, including for any alleged non-performance by us or off-set such amounts in any manner.

3. TERM AND RENEWAL

3.1. Initial Term

This Agreement will begin on the date that we sign this Agreement (the “**Effective Date**”) and will expire on the Expiration Date stated on the Summary Page. If no Expiration Date is specified on the Summary Page, this Agreement will expire on the 10th anniversary of the Effective Date.

3.2. Successor Term

Subject to the conditions below, you have the right to obtain a successor franchise at the expiration of the term of this Agreement by entering into a new franchise agreement with us. Your right to a successor franchise is limited to one successive term of 10 years. To qualify for a successor franchise, each of the following pre-conditions must have been fulfilled and remain true as of the last day of the term of this Agreement:

- (a) You and your affiliates and Owners have, during the entire term of this Agreement, substantially complied with this Agreement, and all other agreements with us and our affiliates;
- (b) You have updated the Franchised Business Office, service vehicle(s), and equipment, to reflect our then-current System Standards applicable to new franchisees;
- (c) You and your affiliates and Owners have satisfied all monetary obligations owed to us and our affiliates, and have timely met these obligations throughout the term of this Agreement;
- (d) You and your affiliates and Owners are not in default of any provision of this Agreement or any other agreement between you and us;
- (e) You have given written notice of your intent to operate a successor franchise to us not less than nine months nor more than twelve months prior to the end of the term of this Agreement;
- (f) You and your Owners have executed our then-current form of franchise agreement and associated documents, agreements, and guarantees, which franchise agreement will supersede this Agreement in all respects, and the terms of which may differ from the terms of this Agreement by requiring, among other things, a different percentage Royalty Fee, or Brand Fund Contribution, or a different or modified Market Territory;
- (g) You reimburse us for our direct out-of-pocket costs for processing the renewal (including legal fees), including that if we request, your Key Personnel must attend additional training at your sole expense;
- (h) You and your Owners satisfy our then-current qualifications for new franchisees;
- (i) We are then offering franchises for Restoration 1 Businesses in the geographic market area of your Market Territory; and
- (j) You and your Owners have executed a general release, in a form prescribed by us, of any and all claims against us, any affiliate and against their officers, directors, shareholders, managers, members, partners, owners, employees, and agents (in their corporate and individual capacities), except to the extent prohibited by the applicable law.

4. DEVELOPMENT OF FRANCHISED BUSINESS

4.1. Franchised Business Office

The street address or description of the premises of the location from which you will operate your Franchised Business (your “**Franchised Business Office**”) is described on the Summary Page. If you have not identified the site that will be your Franchised Business Office as of the Effective Date, you will have a period of 90 days from and after the Effective Date to obtain our approval of the proposed site of your Franchised Business Office. After the Franchised Business Office is approved, you agree that we have the right to enter the address into the Summary Page without that change being deemed an amendment to this Agreement. The service tools and equipment for your Franchised Business may not be stored at any location other than the Franchised Business Office, other than pursuant to Section 4.2 below. You are solely responsible for obtaining occupancy rights to the Franchised Business Office, and for maintaining, insuring, and paying all associated costs for the Franchised Business Office. You must manage and administer your Franchised Business from the Franchised Business Office, including maintaining the books and records of your Franchised Business at the Franchised Business Office. We may from time to time establish System Standards for the Franchised Business Office, including relating to size, safety, or insurance requirements, and you agree to comply with all System Standards. You may not relocate the Franchised Business Office without our prior written consent.

4.2. Storage Space

If there is insufficient space at the Franchised Business Office to store your Franchised Business’ service tools and equipment, then you may be permitted to store the same off-site within a leased storage unit, provided that you inform us in writing of the location of the storage unit. The storage unit may not display any signage reflecting the Marks. We may from time to time establish other System Standards for off-site storage, including relating to size, safety, or insurance requirements, and you agree to comply with all System Standards for such off-site storage. We reserve the right to make off-site storage mandatory if we determine that it is necessary to satisfy our System Standards, or that your Franchised Business Office does not offer sufficient storage.

4.3. Service Vehicles

You must purchase one or more service vehicles that meet our System Standards to conduct your Franchised Business. You must wrap all service vehicles and any associated trailer according to our System Standards. You may not use your service vehicle(s) for any purpose unrelated to your Franchised Business. You and your staff must exclusively use the service vehicle(s) we have approved and meeting our System Standards to travel to and from job sites. You must keep your vehicle in good maintenance and repair and ensure that it is consistently washed and kept in clean and safe condition. Each person that drives your vehicle must: (a) be appropriately licensed and insured; and (b) drive in a safe manner in compliance with all applicable laws.

4.4. Opening of Franchised Business

We will provide you our System Standards for the service vehicle, service tools and equipment and other equipment and supplies necessary to establish and operate a Restoration 1 Business. Within 150 days after the Effective Date, you must have: (a) obtained and provided us copies of all certifications, permits and licenses required to operate your Franchised Business, including those specified as mandatory in the Confidential Operations Manual; (b) established the Franchised Business Office; (c) acquired and set-up all required office equipment including broadband or high-speed internet service; (d) acquired and set up at least one telephone number dedicated to your Franchised Business; (e) acquired a service vehicle meeting our System Standards, and have it wrapped and

lettered it in accordance with our System Standards; (f) acquired the service tools, equipment, and initial inventory required for the operation of your Franchised Business; (g) if necessary, secure off-site storage space for tools and equipment; (h) furnished us with copies of all insurance policies required by this Agreement, or by the lease, or such other evidence of insurance coverage and payment of premiums as we may request; (i) completed the Training Program to our satisfaction; (j) hired and trained the personnel necessary or required for the operation of your Franchised Business; and (k) paid in full all amounts due to us. You may not commence operations until you have met all of the conditions above and our System Standards, and you receive notice from us that you are authorized to open.

5. INTELLECTUAL PROPERTY

5.1. Ownership

We and our affiliates are the sole and exclusive owners of the Marks and the System. Your use of the Marks and the System, and any goodwill created thereby, will inure to the benefit of us and our affiliates. You will not at any time acquire an ownership interest in the Marks or the System by virtue of any use and/or by virtue of this Agreement. You may not, at any time during the term of this Agreement or after its termination or expiration, contest the validity or ownership of any of the Marks or the System, or assist any other person in contesting the validity or ownership of any of the Marks or the System. Any unauthorized use of the Marks or the System by you or your Owners or affiliates is a breach of this Agreement and an infringement on the intellectual property rights of us and our affiliates. All provisions of this Agreement relating to the Marks and the System apply to any changes and/or additions to the Marks or the System that we authorize from time to time.

5.2. Limitations on Use

You are permitted to use the Marks and the System solely to conduct the Franchised Business in compliance with this Agreement. You may not use any trademarks, service marks or commercial symbols other than the Marks to identify or operate your Franchised Business. You may not use any Mark or portion of any Mark as part of any Business Entity name, other than registration of the authorized trade name specified on the Summary Page. You may not use any Mark or the System in connection with the sale of any unauthorized product or service or in any other manner not expressly authorized in writing by us. You must give such notices of trademark and service mark registrations as we specify and obtain such fictitious or assumed name registrations as may be required under applicable law to do business as a Restoration 1 Business. You may not register or seek to register as a trademark or service mark, either with the United States Patent and Trademark Office or any state or foreign country, any of the Marks or a trademark or service mark that is confusingly similar to any Mark licensed to us. You must identify yourself as the independent owner of your Franchised Business in connection with all of your dealings with customers, employees, and the public, and in accordance with any System Standards established by us.

5.3. Notification of Infringements and Claims

You must immediately notify us of any apparent or threatened: (i) infringement of the Marks or any component of the System, (ii) challenge to your use of any of the Marks or any component of the System, and/or (iii) claim by any person of any rights in any of the Marks or any component of the System. You may not communicate with any person other than us and our counsel in connection with any such infringement, challenge, or claim; provided, you may communicate with your counsel at your expense. We have the right to take such action as we deem appropriate and the right to exclusively control any litigation or other proceeding arising out of any infringement, challenge, or claim or otherwise relating to any of the Marks and/or the System. You must execute any and all instruments and documents, render such assistance, and do such acts and things as we determine are necessary or

advisable to protect and maintain our interests in any such litigation or other proceeding or to otherwise protect and maintain our interest in the Marks and/or the System.

5.4. Indemnification for Use of Marks

We will reimburse you for all direct out-of-pocket expenses reasonably incurred by you in defending any trademark or similar proceeding disputing your authorized use of any Mark, provided that you have complied with the provisions of Section 5.3 and have complied with this Agreement and our directions in responding to such proceeding. We or our designee may defend and control the defense of any proceeding arising directly from your use of any Mark and/or any component of the System, including choice of counsel. Our indemnification will not include the expense to you of removing signage or discontinuance of the use of the Marks and/or any component of the System. This indemnification will not apply to litigation between us and you wherein your use of the Marks or System is disputed or challenged by us or our affiliates. This indemnification will not apply to any separate legal fees or costs incurred by you if you obtain independent counsel after we have appointed counsel.

5.5. Changes to the Marks and System

If we deem it necessary for you to modify or discontinue use of any of the Marks or components of the System, and/or use one or more additional or substitute trade names, trademarks, service marks or other commercial symbols to identify Restoration 1 Businesses, you must comply with our directions promptly. We will not be required to reimburse you for your expenses derived from updating, adding, or discontinuing use of any Marks or any components of the System or any loss of goodwill associated therewith or for any expenditures made by you to promote any modified or substituted Mark or modified System.

5.6. Online Activities

Except as approved by us in writing or specified in the Confidential Operations Manual, you may not, directly or indirectly, develop, maintain, or authorize any website, domain name, email address, social media account, or other online, electronic, virtual, or digital presence of any kind (“**Online Presence**”) that displays any of the Marks, promotes or advertises your Franchised Business, links to any Online Presence maintained by us, engage in any promotional or similar activities, and/or offer any products or services for sale on any Online Presence. If we approve the use of any such Online Presence, you will develop and maintain such Online Presence only in accordance with our guidelines, including guidelines for posting any messages or commentary on other third-party platforms, preparing and linking a privacy policy to such Online Presence, and other System Standards we may establish from time to time. At our request, you agree to grant us or our designees access to each such Online Presence, and to take whatever action (including signing other documents) we request to gain access, control, or ownership of such Online Presence.

6. COVENANTS

6.1. Confidential Information

6.1.1 In connection with your franchise under this Agreement, you and your Owners and personnel may from time to time be provided and/or have access to non-public information about the System and the operation of Restoration 1 Businesses (the “**Confidential Information**”), including: (1) training programs and operations materials (including the Confidential Operations Manual); (2) the System Standards and methods and techniques for operating Restoration 1 Businesses; (3) market research and strategies, customer service techniques, and other practices for generating and maintaining customers; (4) specifications for, suppliers of, and methods of ordering, products and

services; (5) any software, technology, or Online Presences which are proprietary to us or the System, including digital passwords and identifications and any source code of, and data and reports generated by the software or similar technology; (6) the operating results and financial performance of Restoration 1 Businesses, including your Franchised Business; (7) customer and client lists, terms, job pricing and history, preferences, demographic information and related information; (8) any other data, materials, and/or information that is created by, stored in, and/or derived from your Technology Systems in connection with your Franchised Business; and (9) any other information designated as confidential or proprietary by us. Confidential Information does not include information, knowledge, or know how, which is lawfully known to the public without violation of applicable law or an obligation to us or our affiliates.

6.1.2 All Confidential Information will be owned by us and our affiliates (other than Restricted Data as defined in Section 10.4). You and your Owners will not acquire any interest in our Confidential Information, other than the right to use it to develop and operate your Franchised Business in compliance with this Agreement. You acknowledge that our Confidential Information includes our trade secrets, and other information that is proprietary to us and our affiliates, derives value from not being known to the public and our competitors, has been developed by us and our affiliates at significant cost and effort, and is critical to the competitive advantage of us and our affiliates and franchisees. You acknowledge that any unauthorized use or disclosure of our Confidential Information would be an unfair method of competition and will result in irreparable harm to us and our affiliates. You and your Owners therefore agree that during and after the term of this Agreement you will and you will cause each of your respective spouses, immediate family members, affiliates, and assigns to:

- (a) process, retain, use, collect, and disclose our Confidential Information strictly to the limited extent, and in such a manner, as necessary for the development and operation of your Franchised Business in accordance with this Agreement, and not for any other purpose;
- (b) process, retain, use, collect, and disclose our Confidential Information strictly in accordance with the privacy policies and System Standards we establish from time to time, and our and our representative's instructions;
- (c) keep confidential and not disclose, sell, distribute, or trade our Confidential Information to any person other than those of your employees and representatives who need to know such Confidential Information for the purpose of assisting you in operating the Franchised Business in accordance with this Agreement; and you agree that you will be responsible for any violation of this requirement by any of your representatives or employees;
- (d) not make unauthorized copies of any of our Confidential Information;
- (e) adopt and maintain administrative, physical and technical safeguards to prevent unauthorized use or disclosure of any of our Confidential Information, including by establishing reasonable security and access measures, restricting its disclosure to key personnel, and/or by requiring persons who have access to the Confidential Information to execute a non-disclosure agreement on terms no less favorable than terms applicable to Confidential Information under this Agreement; and
- (f) at our request, destroy or return any of the Confidential Information.

6.1.3 We are not making any representations or warranties, express or implied, with respect to the Confidential Information. We and our affiliates have no liability to you and your affiliates for any errors or omissions from the Confidential Information.

6.2. Additional Developments

All ideas, concepts, techniques or materials concerning any Restoration 1 Business and/or the System developed, in whole or in part, using Confidential Information, whether or not protectable intellectual property and whether created by or for you or your Owners or employees, shall be promptly disclosed to us and shall be deemed our sole and exclusive property and work made-for-hire for us, automatically and without compensation to you, your Owners, or any of your employees or representatives. We have the right to incorporate such items into the System. To the extent any item does not qualify as a “work made-for-hire” for us, you shall assign, and by this Agreement, do hereby assign to us, all right, title, and interest in that item. You shall sign any documents required by us to memorialize such assignment. You agree to take all actions to assist our efforts to obtain or maintain intellectual property rights in any item related to the System, whether developed by you, or any of your personnel or representatives, or not.

6.3. Exclusive Relationship

6.3.1 You acknowledge that we granted you a franchise in consideration of your agreement to deal exclusively with us. You further acknowledge that we would be unable to protect the System and our Confidential Information against unauthorized use or disclosure if you or your Owners were involved in any manner in any Competitive Business (defined below). Therefore, you and your Owners each agree not to, and to cause each of your respective spouses, immediate family members, affiliates, and assigns not to, directly or indirectly: (i) own, maintain, or acquire any direct or indirect interest in or relationship with any Competitive Business, whether as record or beneficial owner, investor, employee, partner, director, officer, representative, agent, lessor, lender, or otherwise; and/or (ii) advise, operate, or provide assistance or services of any kind or nature to any Competitive Business:

- (a) during the term of this Agreement in any location worldwide; and
- (b) for a period of 2 years from and after the date of termination or expiration of this Agreement, if such Competitive Business is located or operates in and/or services customers in your Market Territory or any location that is within a 25 mile radius of your Market Territory.

6.3.2 “**Competitive Business**” means any business that offers or provides (or grants franchises or licenses to others to operate a business that offers or provides): (1) water, fire, and smoke cleanup and restoration services, (2) mold mitigation and remediation, (3) biohazard cleanup and removal, (4) removal, transportation, and return of damaged property to a secure location for processing, cleaning, and restoration (sometimes referred to as “pack-out” services), (5) content processing, cleaning, and restoration, and/or (6) any other line of business, products, or services that are substantially similar to those offered by Restoration 1 Businesses; provided, that the definition of Competitive Business will not include: (a) any business operated under a franchise agreement with us or our affiliates; or (b) the ownership of less than 5% of the equity interest in a Competitive Business whose stock is publicly traded on a recognized United States stock exchange.

6.3.3 If any person fails to comply with these obligations after the termination or expiration of this Agreement, the 2-year restricted period for that person will commence on the date the person begins to comply with this Section, which may be the date a court order is entered enforcing this provision.

6.3.4 The foregoing covenants will apply to the transferor and its owners for a period of 2 years following the date of such transfer, with the force and effect as if this Agreement had been terminated for such parties as of such date.

6.3.5 You and your Owners acknowledge that you possess skills and abilities of a general nature and have other opportunities for exploiting these skills. Consequently, our enforcing the covenants made in these covenants will not deprive any of you of your personal goodwill or ability to earn a living.

6.4. Covenants of Other Individuals

You agree that we will have the right to require certain of your Owners, Key Personnel, management-level employees, officers, and other representatives and owners of you that will have access to Confidential Information to sign certain non-disclosure agreements and other protective covenants we designate. You must ensure that we and our affiliates are named as third-party beneficiaries with the right to enforce these covenants and agreements. Upon our request, you must provide us with copies of all such executed covenants and agreements. We may modify our decisions on which persons will be required to sign such covenants from time to time. You must notify us, upon request, of all employees, representatives, and other individuals to whom you have granted access to Confidential Information, and/or who are involved in the management and supervision of your Franchised Business.

6.5. Non-Interference

During and after the term of this Agreement, you and your Owners each agree not to, and to cause each of your respective your respective spouses, immediate family members, affiliates, and assigns not to, directly or indirectly interfere or attempt to interfere with our or our affiliates' relationships with any customers, franchisees, lenders, investors, suppliers, consultants, or other business partners, and/or otherwise induce or attempt to induce any such persons to terminate, reduce or modify any relationship with us or our affiliates.

6.6. Non-Disparagement

During and after the term of this Agreement, you and your Owners each agree not to, and to cause each of your respective your respective spouses, immediate family members, affiliates, and assigns not to, directly or indirectly: (i) disparage or otherwise speak or write negatively of us, our affiliates, any of our or our affiliates' directors, officers, employees, or representatives, the "Restoration 1[®]" brand, the System, any Restoration 1 Business, any business using the Marks, or any other brand concept operated or franchised by us or our affiliates; and/or (ii) take any other action which would subject any of the foregoing to ridicule, scandal, reproach, scorn, disrepute, or indignity, or which would negatively impact or injure the goodwill of the System and/or the Marks.

7. TRAINING AND ASSISTANCE

7.1. Initial Training

7.1.1 We will provide a training program on the material aspects of operating a Restoration 1 Business (the "**Training Program**") to you (or if you are a Business Entity, your Owners) and up to three additional persons (one of which must be your Designated Owner or Designated Manager, as applicable under Section 11.4) (together, your "**Key Personnel**"). You may invite additional persons to attend the Training Program if space allows; provided, that if we approve such requests, we may charge our then-current training fee, plus all expenses, for each additional person attending the Training Program, and/or for any portion of the Training Program conducted more than one time to accommodate the schedules of your attendees.

7.1.2 We will determine the identity and composition of the trainer(s) conducting all portions of the Training Program in our discretion. We will provide the Training Program at the times and locations we determine, which may include conducting any portion of the Training Program virtually. We will also determine the length and content of the Training Program. We may vary the Training Program based on the experience and skill level of the individual(s) attending. Scheduling of the Training Program is based on your and our availability and the projected opening of your Franchised Business.

7.1.3 Your Key Personnel must complete the Training Program to our satisfaction before beginning to operate your Franchised Business. If any of your Key Personnel fail to satisfactorily complete the Training Program, then we reserve the right to require such person(s) to attend additional training at a time and location of our choice, and we will charge you our then-current training fee, plus all expenses, for such additional training. If you and your Key Personnel complete the Training Program to our satisfaction and have not expressly informed us at the end of the Training Program that they do not feel sufficiently trained in the operation of your Franchised Business, then you and your Key Personnel will be deemed to have been trained sufficiently.

7.1.4 If you hire a new Designated Manager or your Designated Owner changes at any time, the new Designated Manager or Designated Owner must attend and successfully complete our then-current Training Program before providing services to your Franchised Business, and you must pay our then-current training fee for such training.

7.2. Personnel Training

You are solely responsible for training all of your employees, contractors, and other personnel, at your sole cost and expense. We may periodically require you to disclose to us the training curriculum and materials that you use to train your personnel, and/or set System Standards relating to the training that you offer (including requiring third-party training or certification courses technical programs), to ensure that all personnel receive appropriate training to conduct your Franchised Business in accordance with our System Standards; but these minimum requirements are solely intended to protect our System and the goodwill of the Marks. You have the ultimate and exclusive responsibility for ensuring that all of your employees and personnel are appropriately trained to operate your Franchise Business in accordance with this Agreement and our System Standards, regardless of any training or support that we provide.

7.3. Additional Training

7.3.1 Subject to limitations on scheduling, availability and similar resources, we may provide you with advice from time to time regarding your Franchised Business. Our advice and guidance will be furnished in the formats we periodically designate, which may include updates to our Confidential Operations Manual, written bulletins and newsletters, via telephone or electronic meetings, and/or consultation at our offices. You understand and agree that any specific ongoing training or advice we provide does not create an obligation (whether by course of dealing or otherwise) to continue to provide such specific training or advice, all of which we may discontinue and modify from time to time.

7.3.2 You may request additional training for you, your Owners, or your personnel from time to time during the term of this Agreement. If we agree to provide you such additional training, we and you will jointly determine the duration of this additional training, and we reserve the right to charge you our then-current training fee for such additional training, plus expenses, regardless of attendance. If you fail to attend any annual/regional meetings held during the term of this Agreement, we have the right to require you to attend additional training, and charge our then-current training fee for such training, in addition to any other rights and remedies available to us for your breach of this provision.

7.3.3 We may require you and your Key Personnel and/or other personnel to attend various training courses, trade shows, ongoing education programs, and/or webinars at the times and locations designated by us, which may be offered by us or our affiliates, vendors, or other designees of ours. In addition to these training courses, programs, and events, we may additionally require you and/or any of your Key Personnel to attend periodic meetings of franchise owners or managers. These meetings will be held at our discretion and at the locations we designate, and we reserve the right to charge meeting or conference fees for such events.

7.3.4 If we determine that you are not operating your Franchised Business in full compliance with this Agreement and/or the Confidential Operations Manual, we may require that your Key Personnel attend additional training that is relevant to your deficiencies, and we reserve the right to charge you our then-current training fee for such additional training plus expenses.

7.4. Training Fees and Expenses

7.4.1 You agree to pay all travel and living expenses (including, wages, transportation, food, lodging, and workers' compensation insurance) that you and your Key Personnel or any other employee incurs during any and all meetings and/or training courses and programs. If we or our representatives travel to your area to conduct any training of any kind, you are also responsible for the travel and living expenses and out-of-pocket costs that we and such representatives incur to provide you and your personnel any training.

7.4.2 As of the Effective Date, our training fee is equal to \$1,000 per person per day, plus reimbursement of our and our representatives' costs and expenses for providing such training. We may modify the amount of our per day training fee at any time and from time to time, provided that our training fee does not increase by more than 5% per year on a compounding basis.

8. SYSTEM STANDARDS

8.1. System Standards

We have developed and will continue to develop as part of the System certain specifications, standards, operating procedures, and rules that we prescribe as mandatory for operating Restoration 1 Businesses generally, or your Franchised Business specifically (as they be modified from time to time, the "**System Standards**"). You acknowledge and agree that operating and maintaining your Franchised Business according to System Standards is essential to preserve the goodwill of the Marks and all Restoration 1 Businesses. You further acknowledge and agree that we have granted you the franchise under this Agreement in reliance on your commitment to strictly observe all System Standards when operating your Franchised Business. To that effect, you and your Owners each hereby agree to at all times strictly comply, and cause your Franchised Business and its personnel to strictly comply, with all System Standards that we adopt from time to time, including System Standards relating to: (i) the amount, types, quality and specifications of equipment, supplies and inventory; (ii) sales and marketing materials, techniques, special offers, campaigns and programs; (iii) the use and display of the Marks; (iv) participation in customer programs; (v) minimum criteria for staffing levels, qualifications, training, uniform and appearance (although you have sole responsibility and authority concerning all other matters relating to employees and personnel, including hiring and promotion, hours worked, rates of pay, and other benefits, work assigned, the manner of performing work and working conditions); (vi) customer service warranties, policies, programs, and quality control measures; (vii) product and service offerings and packages; (viii) days and hours of operation; (ix) invoicing practices, methods of accepting and accounting for customer payments, and use of payment services; (x) designated and approved suppliers and supply chain programs; (xi) bookkeeping, accounting, recordkeeping, and data processing and security practices; (xii) participation criteria and standards for servicing our National

Account Clients; (xiii) insurance limits and coverage; (xiv) policies for the registration, use, content, or management of Online Presences, or other technology systems, solutions, or products; and (xv) such other aspects of operating a Restoration 1 Business that we determine to be necessary or prudent to preserve or enhance the System, the Restoration 1[®] brand, and the goodwill of the Marks and the System.

8.2. Confidential Operations Manual

We will make information about the System Standards, and other suggestions and general guidance for operating a Restoration 1 Business available to you during the term of this Agreement, which may include one or more manuals, bulletins, publications, newsletters, memoranda, videos, and other communications from us and our representatives, in printed, electronic, audio/video, or other form (collectively, the “**Confidential Operations Manual**”). We may modify the Confidential Operations Manual periodically, including changing System Standards. If there is a dispute over its contents, our master copy of the Confidential Operations Manual will control. You agree that the Confidential Operations Manual’s contents are considered Confidential Information and that you will not disclose the Confidential Operations Manual to any person other than any employee who needs to know its contents to perform their duties. You may not at any time copy, duplicate, record, or otherwise reproduce any part of the Confidential Operations Manual without our approval. At our option, we may make some or all of the Confidential Operations Manual available through an Online Presence. If we do so, you agree to monitor and access that Online Presence for any updates to the Confidential Operations Manual. Any passwords or other digital identifications necessary to access the Confidential Operations Manual on any Online Presence will be deemed to be part of Confidential Information.

8.3. Modification to the System

You understand that the System will continue to evolve during the term of this Agreement and that the System Standards are subject to change. You agree to promptly make all upgrades and modifications to your Franchised Business during the term of this Agreement as may be required to ensure that your Franchised Business at all times complies with our then-current System Standards. You acknowledge and agree that you will be solely responsible for the costs associated with updating and maintaining your Franchised Business in compliance with System Standards during the entire term of this Agreements. Changes to the System and the System Standards may require you to incur additional costs or invest additional capital into your Franchised Business.

8.4. Variance

We have the right to vary our System Standards for any franchisee based on that particular franchisee’s qualifications, the peculiarities of the particular site or circumstances, the demographics of the trade area, business potential, existing business practices or any other condition which we deem to be of importance to the successful operation of any particular Restoration 1 Business. We are not required to disclose or grant to you a like or similar variance hereunder.

9. ADVERTISING AND PROMOTIONAL ACTIVITIES

9.1. Your Local Advertising

9.1.1 You are solely responsible for conducting all local advertising for your Franchised Business. You must advertise and market your Franchised Business in any advertising medium we determine, using forms of advertisement we approve. You must also list your Franchised Business with the online directories and subscriptions we periodically prescribe, and/or establish any other Online Presence we require. You must comply with all of our System Standards for your advertising. All advertising materials that you use and any advertising activities that you conduct must be factually

accurate, conform to the highest standards of ethical advertising, and comply with all federal, state and local laws. You must ensure your advertisements and promotional materials do not infringe upon the intellectual property rights of others.

9.1.2 You must submit to us, for our prior approval, all advertising and promotional materials that you wish to use to promote your Franchised Business and/or that display the Marks. You may not use any advertising, promotional, or marketing materials that we have not approved in writing. We may revoke our approval of any advertising, promotional, or marketing materials at any time. You must promptly cease using any advertising, promotional, or marketing materials disapproved by us.

9.1.3 We may require you to spend a minimum of up to 2% of Collected Gross Revenue each month on advertising, promotions, and public relations for your Franchised Business in your Market Territory ("**Local Advertising Expenditure**"). We will determine what type of expenditures that will count towards your Local Advertising Expenditure. Indirect costs you incur in managing your local advertising campaigns, such as salaries and benefits of employees administering the campaigns, will not be counted towards your Local Advertising Expenditure. Additionally, any costs you incur for advertising conducted at the Franchised Business Office and/or on service vehicle(s), such as vehicle wraps, will not be counted towards your Local Advertising Expenditure. On our request, you agree to send us, in the manner we prescribe, an accounting of your Local Advertising Expenditures during the preceding months.

9.1.4 We have the right from time to time to require you to pay part or all of the Local Advertising Expenditure to us or our designee for local marketing. We may at any time, on one or more occasions, with at least 30 days' notice to you, change the proportion of the Local Advertising Expenditure that you must spend directly, versus paying to us or our designee.

9.2. Brand Fund

9.2.1 We have the right to establish and administer a marketing, advertising and promotion fund to facilitate advertising and marketing efforts for the Restoration 1® brand, the franchise system, any products or services offered by Restoration 1 Businesses, and/or Restoration 1 Businesses ("**Brand Fund**"). You hereby agree to contribute monthly to the Brand Fund an amount specified by us from time to time ("**Brand Fund Contribution**") up to 2% of Collected Gross Revenue. The Brand Fund Contribution must be paid by you in the manner we designate from time to time, which may include collecting amounts in the same manner as the Royalty Fees. We will notify you at least 30 days before changing Brand Fund Contribution requirements.

9.2.2 We will have exclusive control over all programs and services administered by the Brand Fund, with sole control over creative concepts, materials and media used in such programs, and the placement and allocation thereof. We do not guarantee that any particular franchisee will benefit directly from expenditures by the Brand Fund, or that any such expenditures will be in proportion to any franchisee's contributions. The program(s) may be local, regional or national in scope. We do not guarantee the results of any Brand Fund programs, services, or expenditures in any manner. The Brand Fund may pay for preparing and producing video, audio, and written materials and electronic media; developing, implementing, and maintaining any Online Presences, software, applications or other technology solutions; administering advertising, marketing, and promotional campaigns and programs; using public relations and marketing agencies and other advisors to provide assistance; conducting customer surveys and programs; developing market research and other marketing strategy or implementation activities; and/or any other expenditures that are directly or indirectly related to promoting the Marks, the System, the Restoration 1® brand, and/or Restoration 1 Businesses. We may also use the Brand Fund to pay for the Brand Fund's other administrative and overhead costs, including

the reasonable salaries and benefits of personnel who manage and administer the Brand Fund, and any other expenses that we or our affiliates incur that are related to administering or directing the Brand Fund and its programs. We may modify Brand Fund programs, services, or expenditures at any time in our sole discretion.

9.2.3 We will keep a record of the Brand Fund separately from our other funds, though we are not required to hold such funds in a separate account. The Brand Fund may spend in any fiscal year more or less than the total Brand Fund Contributions in that year, borrow from us or others (paying reasonable interest) to cover deficits, or invest any surplus for future use. We have the right, but no obligation, to use collection agents and institute legal proceedings to collect Brand Fund Contributions at the Brand Fund's expense. We may also forgive, waive, settle, and compromise all claims by or against the Brand Fund in our sole discretion.

9.2.4 We may at any time, on 30 days' prior written notice to you, reduce or suspend Brand Fund Contributions and/or operations of the Brand Fund for one or more periods of any length and terminate (and, if terminated, reinstate) the Brand Fund and associated Brand Fund Contributions. If we terminate the Brand Fund, we will first pay all outstanding invoices and debts incurred by the Brand Fund, and then we will return the remaining balance to franchisees in proportion to their Brand Fund Contributions in the 12 months prior to such termination.

9.2.5 We may elect to maintain multiple Brand Funds or the administration thereof, whether determined by geographic region, country, or otherwise, or consolidate or merge multiple Brand Funds or the administration thereof, in each case provided that each such Brand Fund will otherwise remain subject to the terms of this Agreement.

9.2.6 An accounting of the operation of the Brand Fund will be prepared annually and will be available to you upon request. We retain the right to have the Brand Fund reviewed or audited and reported on, at the expense of the Brand Fund, by an independent certified public accountant selected by us. We may also administer the Brand Fund through a separate Business Entity whenever we deem appropriate, and such Business Entity will have all of the rights and duties specified in this Section 9.2.

9.2.7 You acknowledge that the Brand Fund is not a trust and we assume no fiduciary duty in administering the Brand Fund.

9.3. Franchise System Websites and Data

We may establish, acquire, or host any Online Presence to advertise, market, and promote Restoration 1 Businesses and/or the Restoration 1[®] brand, the products and services that they offer and sell, and/or a franchise opportunity (a "**Franchise System Website**"). We may (but are not required to) provide information on any Franchise System Website about your Franchised Business. You must provide us with the information and materials we request to develop, update, and modify the description of your Franchised Business on any Franchise System Website. You must notify us whenever any information on any Franchise System Website is not accurate. We will own all intellectual property and other rights in all Franchise System Websites, including as it relates to your Franchised Business, and all data, content, information and materials derived from any Franchise System Websites (including account information and preferences, login credentials, analytic data and reports, user submitted content and data, and all messages and other information or materials directed to or from messaging platforms associated with any Franchise System Website). We have the unrestricted right to access and use all Franchise System Websites and all information derived from such Franchise System Websites without limitation, including the right to download, read, store, copy, delete, modify, and/or host it, in any manner of our choosing. We may temporarily or permanently remove references to your Franchised Business from any or all Franchise System Websites if you or

your Owners or affiliates are in default of any obligation under this Agreement or our System Standards, and/or upon the expiration or termination of this Agreement. We reserve the right to require you to obtain from us and use an email address associated with our registered domain name. If we require you to obtain and use such an email address, you must do so according to our then-current System Standards. You acknowledge and agree that we will have unrestricted access to and sole ownership of all such email accounts, and all document, data, materials, and messages shared from or by such accounts. We may deactivate any such account or limit your or your users' access to it at any time.

9.4. Contact Information

You agree that, as between us and you, we reserve the right to all telephone numbers, Online Presences, and/or any other type of contact information or directory listing for your Franchised Business or that you use in the operation or promotion of your Franchised Business (collectively, the “**Contact Information**”). The Contact Information may be used only for your Franchised Business in accordance with this Agreement and our System Standards and for no other purpose. We reserve the right to notify any telephone company, listing agencies, website hosting company, domain registrar, social network, and any other third-party owning or controlling any Contact Information, if any information relating to your Franchised Business is inaccurate or violates our System Standards, and request that they modify such Contact Information, and/or remove such Contact Information until it can be corrected.

10. RECORDS, REPORTING, AND TECHNOLOGY SYSTEMS

10.1. Books and Records

You must maintain full, complete and accurate books, records and accounts in accordance with the accounting and record-keeping systems prescribed by us, including any software, technology, or integrations we specify for such record-keeping. You agree to update all records in a timely and accurate manner and correct any errors or discrepancies promptly, as well as taking all necessary steps to ensure that all records and accounts are readily accessible for review, audit, or inspection by us or our authorized representatives. In addition, you must implement appropriate measures to safeguard such records from loss, unauthorized access or tampering and shall ensure that the records are securely stored. You must retain all books and records related to your Franchised Business during the term of this Agreement, and for five years thereafter, including purchase orders, invoices, payroll records, sales tax records, state and federal tax returns, bank statements, cancelled checks, deposit receipts, cash receipts and disbursement journals, general ledgers, and any other financial records designated by us or required by law.

10.2. Financial Statements and Reports

You also agree to deliver us in the manner and format that we prescribe from time to time: (i) no later than the date that the Royalty Fee is due each month, a signed and verified statement of Collected Gross Revenue for the preceding month; (ii) within 12 days after the end of each calendar month, a balance sheet as of the preceding month-end and income statement for the preceding month and year-to-date; (iii) within 90 days after the end of each calendar year, a balance sheet as of the preceding year-end and income statement for the preceding year; (iv) within the time limits specified by us from time to time, such other periodic operating statements, financial statements, tax returns, and other information we request regarding you and your Franchised Business. We may establish System Standards for all reports and financial statements, which may include requiring that financial statements be prepared in accordance with a chart of accounts we designate, that such financial statements be reviewed or audited by a certified public accountant, and/or that such financial statements

be generated using software, applications, and/or integrations we specify. We have the right to disclose any financial and operational information relating to your Franchised Business to third parties at our discretion, including current or prospective lenders, investors, and other business partners. We may periodically change the intervals or due dates for reports described above, provided we provide you with no less than 30 days' notice prior to any such change.

10.3. Technology Systems

10.3.1 You must acquire and use all hardware, software, and IT systems that we specify from time to time, including computer, point-of-sale systems, financial software, telecommunications, security and similar systems, together with the associated hardware, software, applications, integrations, and related equipment and services (collectively the “**Technology Systems**”). We may establish System Standards for the Technology Systems and/or require the use of designated Technology Systems for any purpose associated with your Franchised Business, including purchasing, estimating, pricing, scheduling, accounting, order entry, inventory control, security, data management, information storage, retrieval and transmission, customer information, customer programs, marketing, communications, or any other business purpose. We may require that you, at your expense, acquire new or substitute Technology Systems, and/or replace, upgrade or update existing Technology Systems, upon reasonable prior notice.

10.3.2 You must take all steps necessary to enable us to have independent access to certain data collected through the Technology Systems which we designate from time to time, including information regarding your Collected Gross Revenue, relating to customers and jobs completed, and any other information relating to your Franchised Business. You must provide us, upon request, with all user IDs and passwords for your Technology Systems, including upon termination or expiration of this Agreement.

10.3.3 You are solely responsible for establishing and maintaining the connectivity, security, and reliability of the Technology Systems, including protecting it against computer viruses, bugs, power and internet disruptions, downtime and outages, data-related problems, and attacks by hackers and other unauthorized intruders. Upon our request, you must obtain and maintain cyber insurance and business interruption insurance for technology disruptions.

10.3.4 You are responsible for all fees, costs and expenses associated with acquiring, licensing, utilizing, updating and upgrading the Technology Systems. Certain components of the Technology Systems must be purchased or licensed from designated or approved third party suppliers, which may be us or our affiliates. We also reserve the right to enter into master agreements with third-party suppliers relating to any components of the Technology Systems and then charge you for all amounts that we pay to these suppliers based upon your use of the software, technology, equipment, or services provided by the suppliers.

10.4. Information Security.

10.4.1 You may from time to time have access to information that can be used to identify an individual, including names, addresses, telephone numbers, e-mail addresses, employee identification numbers, signatures, passwords, financial information, credit card information, biometric or health data, government-issued identification numbers and credit report information (“**Personal Information**”). You may gain access to such Personal Information from us, our affiliates, our vendors, or your own operations. You agree that all Personal Information (other than Restricted Data, defined below) is our Confidential Information and is subject to the protections in Section 6.1.

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

10.4.3 If you become aware of a suspected or actual breach of security or unauthorized access involving Personal Information, you will notify us immediately and specify the extent to which Personal Information was compromised or disclosed. You also agree to follow our instructions regarding curative actions and public statements relating to the breach. We reserve the right to conduct a data security and privacy audit of any of your Franchised Business and your Technology Systems at any time, from time to time, to ensure that you are complying with our requirements. You must promptly notify us if you receive any complaint, notice, or communication, whether from a governmental agency, customer or other person, relating to any Personal Information, or your compliance with your obligations relating to Personal Information under this Agreement, and/or if you have any reason to believe you will not be able to satisfy any of your obligations relating to Personal Information under this Agreement.

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

10.5. Right to Audit

We or our designee have the right, with or without notice, to examine, copy and audit your books and records, accounting reports, client records and invoices, job reports, tax returns, and other business records and information. We also may demand access to books and records of any business operated by any of your Owners, Designated Manager, and/or any affiliate of the foregoing, to the extent needed to ensure that you are complying with this Agreement. If any audit should reveal that any payments to us have been underpaid, then you must immediately pay to us the amount of the underpayment plus applicable late fees and interest. If the audit or any other inspection should reveal that you have not spent the required Local Advertising Expenditure, or if the inspection discloses an underpayment of 3% or more of any amount due to us for any period covered by the audit, then you must also reimburse us for any and all costs and expenses connected with the audit (including travel expenses and reasonable accounting and attorneys’ fees). If any audit reveals that you and/or you or your Owners are in breach of any terms of this Agreement, then we may also require you to reimburse our costs for conducting the audit (including accounting and attorneys’ fees). The foregoing remedies are in addition to any other remedies we may have. At our request, you agree to authorize and direct

any third parties, including accounting and legal professionals, to release to us any and all books and records contemplated by this Section.

11. OPERATION OF YOUR FRANCHISED BUSINESS

11.1. Authorized Products, Services and Suppliers

11.1.1 You must provide or offer for sale or use at your Franchised Business all of the services, products, supplies, equipment and other items that we from time to time designate. You may not offer or provide any other services, products, supplies, equipment, and other items as part of your Franchised Business without our express approval. You may not offer or provide any other products and services, and/or permit any of your affiliates, employees, Owners, or other representatives to offer or provide any other products and services, related to or arising in connection with any project conducted by your Franchised Business, without our prior written approval. You may not offer or sell any products or services from your Franchised Business at wholesale, resale, or other alternative distribution channels, or to dealers, or distributors, or franchisees, without our prior written approval.

11.1.2 All products, supplies, equipment, and other items provided by your Franchised Business must comply in all respects with our System Standards. We are under no obligation to authorize every Restoration 1 Business to offer the same services, products, supplies, equipment, and other items. We may condition our approval for you to offer any services, products, supplies, equipment and other items on our then-current criteria, including your compliance with this Agreement.

11.1.3 You agree to obtain and use the equipment, supplies, inventory, and other products, assets, and services we designate from time to time as meeting our System Standards, including your Technology Systems, service vehicles, and any other equipment, supplies, inventory, signage, third-party services, and signs and other products and services that we approve for Restoration 1 Businesses. You agree not to use any other equipment, supplies, inventory, and other products, assets, and services that do not meet our System Standards without our express approval. We may require that you purchase any products or services only from a supplier designed or approved by us, and/or that satisfy our System Standards (which may be a third-party vendor or supplier, or may be us or our affiliate). In addition, we may, at our option, arrange with designated vendors, to collect or have our affiliates collect fees and expenses associated with products and services, to provide such services to you and, in turn, pay the vendor on your behalf for such products or services. If we elect to do so, you agree that we or our affiliates may auto debit your Transfer Account for such amounts in the same manner and using the same authorization that you grant us with respect to payment of Royalty Fees and other fees.

11.1.4 If you wish to use any products, services, or suppliers that we have not approved (for products and services that require our approval), you must first send us sufficient information, specifications and samples for us to determine whether the service, product, or supplier complies with our System Standards. We are not required to consider alternative suppliers and we may refuse to consider such requests for any reason. You must bear all expenses incurred by us in connection with determining whether we will approve an item, service or supplier. Approval of a supplier may be conditioned on the supplier's ability to provide a sufficient quantity of product; quality of products or services at competitive prices; production and delivery capability; and dependability and general reputation. Nothing in this Section will be construed to require us to approve any particular supplier, or to require us to make available to prospective suppliers, standards and specifications that we deem confidential. We have the right to review from time to time our approval of any products, services, or suppliers. We may revoke our approval of any products, services, or suppliers at any time. You must promptly cease using, selling or providing any products, services, or suppliers disapproved by us.

11.1.5 You acknowledge and agree that we and/or our affiliates may derive compensation or other benefits based on your purchases or leases from designated or approved suppliers, and that we have the right to retain such compensation or benefits in consideration of the services provided by us and/or our affiliate. You shall have no interest in or claim to such compensation or benefit.

11.1.6 If you operate a conversion franchise, you agree, at your sole cost and expense, to re-image, renovate, refurbish, and modernize your existing business, within the time frame required by us, including the design, equipment, signs, inventory assortment, presentation of trademarks and service marks, supplies and other products and materials to meet our then-current standards and specifications for a Franchised Business, as specified in the Confidential Operations Manual.

11.2. Reconstruction Services

If you wish to offer any restoration, reconstruction, or other products and services in connection with a project conducted by your Franchised Business, to restore the property to its former condition (“**Reconstruction Services**”), you (or any affiliate of yours or your Owners that will provide such Reconstruction Services) must first execute our then-current Reconstruction Services Addendum, in form and substance designated by us. Neither you nor any of your affiliates may offer any Reconstruction Services for any projects associated with your Franchised Business without approval by us and execution of the designated Reconstruction Services Addendum.

11.3. Condition of your Franchised Business

You shall maintain the service tools and equipment, service vehicles, signage and other components of your Franchised Business to meet the highest standards of professionalism, cleanliness, sanitation, safety, and courteous service. You must repair or replace all products, equipment, inventory, supplies and other assets as necessary to comply with our health and safety standards and specifications and any applicable laws or regulations. The expense of such maintenance shall be borne by you.

11.4. Management

Subject to the terms and conditions of this Agreement, you (or if you are a Business Entity, your Designated Owner) will be solely responsible for the management, direction and control of your Franchised Business. If you (or if you are a Business Entity, your Designated Owner) do not wish to supervise the day-to-day operations of your Franchised Business, then you may request that we approve an alternative person to supervise the day-to-day affairs of your Franchised Business (your “**Designated Manager**”). We may establish conditions for approving any such Designated Manager or Designated Owner, as applicable, which may include the completion of training, confirmation that such individual will have no competitive businesses activities, and/or execution of a non-disclosure agreement (that we approve or designate) or other covenants we require. You (or if you are a Business Entity, your Designated Owner) or your Designated Manager, as applicable, must supervise the management and day-to-day operations of your Franchised Business on a full-time basis and continuously exert best efforts to promote and enhance your Franchised Business and the goodwill associated with the Marks.

11.5. Your Personnel

You acknowledge and agree that you are solely responsible for all decisions relating to employees, agents, and independent contractors that you may hire to assist in the operation of your Franchised Business. You agree that any employee, agent, or independent contractor that you hire will be your employee, agent, or independent contractor, and not our employee, agent or independent contractor. You also agree that you are exclusively responsible for the terms and conditions of employment of your personnel, including recruiting, hiring, firing, training, compensation, work hours

and schedules, work assignments, safety and security, discipline, and supervision. You agree to manage the employment functions of your Franchised Business in compliance with federal, state, and local employment laws.

11.6. Compliance with Applicable Laws

11.6.1 You shall secure and maintain in force all required operational and professional licenses, permits and certificates necessary for the operation of your Franchised Business, including all zoning and local permits necessary to operate your Franchised Business from the Franchised Business Office, and shall operate your Franchised Business in full compliance with all applicable laws, ordinances, and regulations. We make no representation to you with regard to any legal requirements that you must satisfy or comply with in connection with the operation of your Franchised Business. You shall be solely responsible for investigating and complying with all such laws, ordinances, and regulations with regard to the operation of your Franchised Business.

11.6.2 You represent and warrant to us that neither you nor any of your employees, agents, or representatives, nor any other person or entity associated with you, is now, or has been: (1) listed on the U.S. Treasury Department's List of Specially Designated Nationals, the U.S. Commerce Department's Denied Persons List, Unverified List, Entity List, or General Orders, the U.S. State Department's Debarred List or Nonproliferation Sanctions, or the Annex to U.S. Executive Order 13224; or (2) a person or entity who assists, sponsors, or supports terrorists or acts of terrorism, or is owned or controlled by terrorists or sponsors of terrorism.

11.6.3 You further represent and warrant to us that you are now, and have been, in compliance with U.S. anti-money laundering and counter-terrorism financing laws and regulations, and that any funds provided by you to us or our affiliates are and will be legally obtained in compliance with these laws. You agree not to, and to cause all employees, agents, representatives, and any other person or entity associated with you not to, during the term of this Agreement, take any action or refrain from taking any action that would cause such person or entity to become a target of any such laws and regulations.

11.7. Notification of Proceedings and Breaches

You must notify us not more than five days after the commencement of any action, suit or proceeding involving you or your Franchised Business, or the issuance of any order, writ, injunction, judgment, award, or decree which may affect the operation or financial condition of your Franchised Business. You must deliver to us within 2 days of receipt a copy of any and all notices you receive from any person, Business Entity or governmental authority claiming that you, your representatives, or your Franchised Business has violated any laws, regulations, permits, licenses, agreements or other committed any other breach, default or violation in connection with your Franchised Business, and/or that any audit, investigation, or similar proceeding by any such person or governmental authority is pending or threatened against you on the basis of any of any the foregoing, including any default notices from any landlord or supplier, any violation notices from a health or safety regulatory board, and any customer complaints alleging violations or law, or which may otherwise adversely affect your operation or financial condition or that of your Franchised Business.

11.8. Compliance with Good Business Practices

You acknowledge that the quality of customer service and the demeanor of you and your employees is material to this Agreement and the relationship created and hereby. Therefore, you agree to give prompt, courteous, and efficient service to customers of your Franchised Business and to cause your Franchised Business to adhere to the highest standards of honesty, fair dealing and ethical conduct

in all dealings with its customers, vendors and the general public. We have the right to intervene and satisfy any customer that we determine was not properly addressed by you, including by refunding the customer for any amounts we deem appropriate, and you must reimburse us for such refunded amounts or other remedies we offer any customer.

11.9. Call Center Program

If we require, you will participate in the call center program, as it exists from time to time, which may include using and publishing a telephone number we designate, receiving calls from a call center established and operated by us, engaging a designated service provider (which may be us, our affiliate, or a third party) to answer calls, set customer appointments, and provide other related services, and acquiring, installing, and using related technology, and using designated service providers. You must pay all fees imposed by the service provider for these services and enter into any related user or service agreements. At any time that a call center program is not implemented, you must arrange for the answering of all incoming phone calls during regular business hours. In addition to our other remedies under this Agreement, if you fail to comply with this requirement on two or more occasions, then we may require you to engage the services of a professional call center services provider approved in advance by us, at your expense.

11.10. Minimum Performance Criteria

You agree to use your best efforts to promote and increase the sales and recognition of services offered through your Franchised Business. There are no minimum performance criteria during the first 2 years of operations of your Franchised Business. Beginning with the 25th month of operation, your Franchised Business must achieve average Collected Gross Revenue per month no less than the minimum average monthly revenue specified on the Cover Page (calculated as total Collected Gross Revenue during the prior trailing six-month period, divided by six). With no less than 30 days prior notice, we may increase the amount of the minimum average monthly Collected Gross Revenue reflected on the Summary Page in an amount not to exceed the aggregate rate of inflation established by the U.S. Bureau of Labor's Consumer Price Index since the Effective Date, or such later date as we last adjusted the minimum average monthly Collected Gross Revenue.

11.11. National Account Clients

We or our affiliates may periodically enter into agreements with clients that require service (the “**National Account Clients**”). We may, at our election, provide these services ourselves or through our affiliates or designees, and/or may subcontract servicing rights to one or more third parties or franchisees, in our discretion. If you are eligible to service these National Account Clients and are interested in doing so, you may be required to sign one or more National Account Service Agreements identifying the conditions under which products and services will be provided. We may establish criteria or qualifications for franchisees that wish to service National Accounts Clients, including different service standards, requirements for accepting or declining jobs, insurance requirements, agreeing to certain terms and conditions, or other conditions we establish. If we offer you the right to provide services to a National Account Client, you must provide the services in accordance with all of our System Standards, plus the terms, fees, and conditions that we have negotiated with the National Account Client. We may invoice the National Account Client and collect payment directly. We may also charge our then-current fees for participation in the program, including dispatch, management, declined job, or other administrative fees. In such cases, we will deduct from the payment any applicable fees and any amounts calculated under this Agreement on the basis of such Collected Gross Revenue, and remit to you the balance within a reasonable time following receipt. We may set-off any amount that we owe you for any National Account job against any amount you or your affiliates owe us and our affiliates under this Agreement or any other agreement.

11.12. Pricing

You shall have the sole right to determine the prices to be charged by your Franchised Business for services offered to customers, other than prices charged to National Accounts Clients, which we will negotiate in advance with our National Accounts Clients.

11.13. Periodic Visits and Inspections

We or our designees may make periodic visits, which may be announced or unannounced, to your Franchised Business and/or any job site for services conducted by your Franchised Business. We may observe, photograph and record (audio and video) and otherwise monitor your Franchised Business operations, remove samples, inspect your Technology Systems, speak with your customers or personnel, and/or conduct customer surveys or other market research and testing. You consent to all photos and video and audio recordings and agree to cooperate with us and our designees fully during all periodic visits and inspections. You agree to obtain all third-party consents required under applicable laws to permit photos and video and audio recordings. If we determine after any inspection that one or more failures of System Standards exist, or any circumstance exists that prevent us or our designees from properly inspecting your Franchised Business or any job site, we may re-inspect one or more times thereafter to evaluate whether such failures have been cured and/or conduct any other follow-up review that we deem is necessary, and you will reimburse all of our and our designees' costs associated with the failed inspection and/or such re-inspections and follow-up visits, including supplier fees, travel expenses, room and board, and compensation of our employees. These remedies are in addition to our other remedies and rights under this Agreement and applicable law.

11.14. Insurance Coverage

11.14.1 During the term of this Agreement, you must maintain in force at your sole expense the minimum types and amounts of insurance that we require as part of our System Standards. We reserve the right to require that you obtain all or a portion of your insurance policies from a designated supplier and on the terms and according to the specifications we approve. We reserve the right to require increased coverage if you wish to service National Accounts Clients. The liability insurance must cover claims for bodily and personal injury, death, and property damage caused by or occurring in connection with your Franchised Business' operation or activities of you and your personnel. We may periodically increase the amounts of coverage required under these insurance policies and/or require different or additional insurance coverages at any time. These insurance policies must be purchased from licensed insurers having a rating of "A/VIII" or higher.

11.14.2 Each insurance policy for liability coverage must name us and any affiliates we designate as additional named insureds, using a form of endorsement that we have approved, and provide for 30 days' prior written notice to us of a policy's material modification, cancellation or expiration. Each insurance policy must contain a waiver of all subrogation rights against us, our affiliates and their successors and assigns. You must routinely furnish us copies of your Certificates of Insurance or other evidence of your maintaining this insurance coverage and paying premiums. If you fail or refuse to obtain and maintain the insurance we specify, in addition to our other remedies including termination, we may (but are not required to) obtain such insurance for you and your Franchised Business on your behalf, in which event you agree to cooperate with us and reimburse us on demand for all premiums, costs and expenses we incur in obtaining and maintaining the insurance, plus a reasonable fee.

11.14.3 Our requirements for minimum insurance coverage are not representations or warranties of any kind that such coverage is sufficient for your Franchised Business' operations. Such requirements represent only the minimum coverage that we deem acceptable to protect our interests.

It is your sole responsibility to obtain insurance coverage for your Franchised Business that you deem appropriate, based on your own independent investigation. We are not responsible if you sustain losses that exceed your insurance coverage under any circumstances.

11.15. Service Warranties

11.15.1 You acknowledge and agree that certain products and services your Franchised Business provides to customers may be subject to one or more customer warranties, guarantees, commitments and/or similar customer service programs, including those offered by you and your affiliates and/or third-party service providers and manufacturers that offer products and services used by your Franchised Business (collectively, “**Service Warranties**”). During and after the term of this Agreement, you agree to honor all Service Warranties made to customers of your Franchised Business, including using your best efforts to assist customers of your Franchised Business tendering claims to any third-party serviced providers and manufacturers. You must obtain our approval of all Service Warranties before you offer them to customers of your Franchised Business. We may establish System Standards for any such Serviced Warranties from time to time. Notwithstanding any System Standards, approvals, or support we provide relating to Service Warranties, you acknowledge and agree that all Service Warranties offered by your Franchised Business are strictly your obligation and responsibility, and are not offered or guaranteed in any manner by us or our affiliates.

11.15.2 If you fail to honor any Service Warranties to your customers, you agree that we have the right to take any action we deem appropriate to honor such Service Warranties on your behalf, including by providing any services or products or support ourselves, or through our designees, affiliates, representatives, or other franchisees, and you hereby agree to reimburse us any and all costs incurred by us, our designees, affiliates, representatives, or other franchisees. We have the right to require you to pay us a reasonable deposit or hold-back, post a bond, or offer another form of financial assurance to us to support any Service Warranties offered by your Franchised Business. This amount would be refunded to you after expiration or termination of all Service Warranties offered by your Franchised Business, less any deductions arising if we have to honor any such Service Warranties on your behalf.

11.16. Subcontractors

Notwithstanding anything to the contrary, you agree that you must obtain our prior written approval of any subcontractor that will be used to provide services of any kind for your Franchised Business. In addition, if you engage any subcontractor to perform other services for customers of the Franchised Business, such subcontractor must be covered by your insurance or must have the types of insurance and amount of coverage as set forth in the Confidential Operations Manuals for all services performed. Such insurance policy must name you, your Owners, us and any affiliates we designate as additional named insureds under the policy. You shall obtain from each subcontractor a certified copy of the certificate of insurance evidencing such coverage prior to the date the subcontractors performs any services. You will also be fully liable for the actions, omissions, and performance of any and all subcontractors and their personnel. Your obligations under Section 16.2 will apply to any damages, fines, costs, expenses or liability arising from the actions, omissions or operations of your subcontractors.

12. DEFAULT AND TERMINATION

12.1. Automatic Termination

This Agreement will terminate automatically, without notice, if you become insolvent (meaning unable to pay bills in the ordinary course of business as they become due); if a receiver of your property or any part thereof is appointed by a court; if you make a general assignment for the

benefit of your creditors; if a final judgment against you remains unsatisfied of record for 30 days or longer (unless *supersedeas* bond is filed); if execution is levied against your Franchised Business or property; or if a suit to foreclose any lien or mortgage against the Franchised Business Office or service vehicle(s) is instituted against you and not dismissed within 30 days or is not in the process of being dismissed.

12.2. Termination by Franchisor

We may terminate this Agreement, effective immediately on delivery of written notice of termination to you, if:

- (a) You fail to obtain our approval and commence operations of your Franchised Business by the deadline specified in and otherwise pursuant to Section 4.4;
- (b) Your Key Personnel fail to complete the Training Program to our satisfaction;
- (c) You fail to maintain all required professional licenses, permits and certifications and do not cure such failure within 5 days;
- (d) You or your Owners make any material misrepresentation or omission in your application for the franchise granted hereby, or otherwise to us in the course of entering into this Agreement;
- (e) You or your Owners are convicted of or plead no contest to a felony or other crime or offense that is likely to adversely affect our reputation, you, or the operation of your Franchised Business;
- (f) You or your Owners or affiliates engage in any activities, behavior or conduct that are prohibited under the covenants contained in Section 6;
- (g) You abandon, fail or refuse to actively operate your Franchised Business for 5 or more consecutive days (unless approved by us in advance);
- (h) You or your Owners conduct or attempt to conduct any transfer in violation of Section 14 without our prior approval;
- (i) Your Franchised Business is at any time not under the full-time management and supervision of a Designated Owner or Designated Manager that we have approved;
- (j) You submit to us on two or more separate occasions at any time during the term of this Agreement any reports or other data, information or supporting records that understate any Royalty Fee or any other fees owed to us by more than 5% for any accounting period;
- (k) You misuse or make an unauthorized use of any of the Marks or System or commit any other act which can reasonably be expected to impair the goodwill associated with any of the Marks or System;
- (l) You fail to comply with any term of this Agreement two or more separate occasions within any period of 12 consecutive months, whether or not cured;
- (m) You violate any health or safety law, ordinance or regulation, or operate your Franchised Business in a manner that presents an immediate health or safety hazard to your customers, employees, or the public, and do not begin to cure such violation or hazard immediately, and correct such violation or hazard within 72 hours;
- (n) You or any of your Owners or affiliates fail to pay any other third-party, including any landlord, supplier, lender or creditor, any other amounts owed in connection with

your Franchised Business when due, and/or breach any other material obligation to such third-party, and do not cure such failure within any applicable cure period granted by such third-party, if any;

(o) You or your Owners or affiliates default under any other agreement between us or any of our affiliates and you or any of your Owners or affiliates, such that we or our affiliate, as the case may be, have the right to terminate such agreement or such agreement automatically terminates, including any applicable Reconstruction Services Addendum;

(p) You fail to comply with any applicable law or regulation, and fail to cure such failure within 10 days after delivery of written notice;

(q) You fail to pay any amounts due under this Agreement or fail to submit any reports due, and fail to cure such default within 5 days after delivery of written notice default;

(r) You take any action in violation of the territorial limitations in Section 1.2 of this Agreement, and do not cease such activities within 7 days after delivery of written notice of default;

(s) You fail to procure or maintain insurance as specified in Section 11.14 of this Agreement, and fail to cure such default within 10 days after delivery of written notice of default; or

(t) You breach any other provision of this Agreement, and fail to cure such default within 30 days after delivery of written notice of default.

12.3. Termination by Franchisee

If you are in full compliance with all of the terms of this Agreement and we materially breach this Agreement and fail to cure such breach within 60 days after receiving written notice identifying the claimed breach, you may elect to terminate this Agreement unless the breach cannot reasonably be cured within such 60 days. If the breach cannot reasonably be cured in such 60 days, you may elect to terminate this Agreement only if we do not promptly undertake and continue efforts to cure such material breach within a reasonable period of time and furnish you reasonable proof of such efforts.

12.4. Additional Remedies

At any time that you are in default of any obligation under this Agreement, until such time as you correct the default, in addition to all other rights under this Agreement, we have the right to: (i) terminate or suspend your right to participate in any programs or benefits associated with the System, including the right to provide services to National Accounts Clients; (ii) cease selling or supplying any products or services to you for which we are an Approved Supplier, or require you to post a bond, deposit, or pay for such products in advance of processing any such order; and/or (iii) de-activate and/or otherwise limit or remove your and/or your personnel's access to our technology systems and/or reduce or suspend other benefits afforded by us to franchise owners.

13. RIGHTS AND DUTIES UPON EXPIRATION OR TERMINATION

13.1. Actions to be Taken

Upon termination or expiration, this Agreement and all rights granted hereunder to you shall terminate and you shall immediately, at your own expense:

(a) Cease to operate your Franchised Business and cease all use of the Marks and the System, unless we instruct you otherwise in connection with our exercise of our option to purchase your Franchised Business under Section 13.3;

(b) Remove all materials bearing the Marks from all equipment, service vehicles, and any and all other supplies and equipment, and take all other actions we designate to avoid association between you and your assets and us, the Restoration 1[®] brand and System, unless we instruct you otherwise in connection with our exercise of our option to purchase your Franchised Business under Section 13.3;

(c) Cease to represent to the public or hold yourself out as a present or former franchisee of ours, and take all action as may be necessary to cancel or assign to us, at our option, any assumed name or equivalent registration filed with state, city or county authorities which contains the name “Restoration 1[®]” or any other Mark;

(d) Pay all sums owing to us and any affiliate under this Agreement and/or any other past due amounts owing to us or our affiliates;

(e) Return to us or destroy, as we direct, the Confidential Operations Manual and all other Confidential Information, including records, files, brochures, agreements, customer lists and data, and any and all other materials provided by us to you relating to the operation of your Franchised Business;

(f) Cease using and, at our direction, either assign to us or deactivate any Contact Information and/or Online Presence that you used to operate your Franchised Business and/or that displays any of the Marks, in each case as we designate;

(g) Pay us a reasonable a deposit or hold-back, post a bond, or offer another form of financial assurance to us to support any Service Warranties offered by your Franchised Business prior to termination or expiration, which we may retain and preserve until such time as the Service Warranties are satisfied or have expired, as we determine; and

(h) Comply with all other System Standards we establish (and all applicable laws) in connection with the closure and de-identification of your Franchised Business, including as it relates to disposing of personally identifiable and other protected classes of information and data, in any form, in your possession or the possession of any of your employees.

If you fail to take any of the actions or refrain from taking any of the actions described above, we may take whatever action and sign whatever documents we deem appropriate on your behalf to cure the deficiencies. You must reimburse us for all costs and expenses we incur in correcting any such deficiencies. You hereby appoint us your true and lawful attorney-in-fact to take such actions and execute such documents on your behalf as may be required to affect the foregoing purposes.

13.2. Final Payments

13.2.1 Within 5 business days following expiration or termination of this Agreement, you must pay us a final payment in an amount calculated as the product of your Accounts Receivable (defined below) as of the date of expiration or termination, multiplied by 70%, multiplied by the aggregated rate of your Royalty Fee and Brand Fund Contribution as of the date of termination or expiration, as applicable. Such amount is payable in lieu of the Royalty Fees and Brand Fund Contributions that would otherwise be payable on Collected Gross Revenue after the date of expiration or termination. The parties acknowledge and agree that such payment represents a reasonable estimation of future Collected Gross Revenue on your Accounts Receivable as of the date of expiration or termination, and is not a penalty. “**Accounts Receivable**” for purposes of this provision means any and all outstanding revenue due to you for services performed by your Franchised Business.

13.2.2 To secure payment of the final payments described in this Section 13.2 and all other amounts due under this Agreement, you hereby grant to us a security interest in, and collaterally assign

to us all of our rights and interests to, your Accounts Receivable and the proceeds thereof. If we exercise our rights under this Section 13.2.2, we will have the exclusive right to contact your customers for collection purposes, and do all other things appropriate or necessary to collect the Accounts Receivable. We will have the right to retain from collected amounts any applicable Royalty Fees and Brand Fund Contributions due and owing thereon, and to reimburse us and our affiliates and representatives, all collection costs including collection agency fees, attorneys' fees, and court costs. We will remit any balance in excess of such retained amounts to you within 30 days of collection.

13.2.3 If you terminate this Agreement in any manner other than Section 12.3, or if we terminate this Agreement due to your default, the parties acknowledge and agree that it would be difficult, if not impossible, to determine the amount of damages that we would suffer due to the loss or interruption of the revenue we otherwise would have otherwise derived through the remainder of the term of this Agreement. Therefore, you and we hereby agree that a reasonable estimation of such damages, less any cost savings we might have experienced, is an amount equal to the net present value of the Royalty Fees and Brand Fund Contributions that would have become due had this Agreement not been terminated, from the date of termination until the earlier of: (a) 2 years following the date of termination; or (b) the scheduled expiration of the term of this Agreement. For the purposes of this Section 13.2.3, Royalty Fees and Brand Fund Contributions will be calculated based on your average monthly Collected Gross Revenue during the 12 full calendar months immediately preceding the last date of regular operations of your Franchised Business; provided, that if your Franchised Business was not operating for a full 12 months as such date, such calculations will be based on the average monthly Collected Gross Revenue of all Restoration 1 Businesses during our fiscal year immediately preceding the termination date. You must pay us the foregoing amounts within 15 business days of termination of this Agreement. You and we agree that the calculation described in this Section 13.2.3 is a calculation only of the lost revenue to us from Royalty Fees and Brand Fund Contributions based on the early termination, and that nothing herein shall preclude or limit us from proving and recovering any other damages caused by your breach of the Agreement.

13.3. Our Option to Purchase Certain Business Assets

We have the right but not the obligation, for 30 days after termination or expiration of this Agreement, to purchase any or all assets of your Franchised Business including improvements, service vehicles, service tools and equipment, supplies and other inventory. The purchase price for the assets will be equal to their depreciated book value, excluding any value attributable to the Marks, the System, and/or participation in our franchise system. If we and you cannot agree on fair market value, fair market value will be determined by an independent accredited appraiser we appoint, which appraiser will be bound by the criteria for the purchase price described herein, and you and we will share equally the cost of such appraiser. If we elect to exercise our option to purchase any or all assets of your Franchised Business, we have the right to set off all amounts due from you or your affiliates to us or our affiliates, if any, against the purchase price. If we purchase any or all assets of your Franchised Business, we are entitled to all customary warranties and representations, including representations and warranties as to ownership and condition of and title to assets; liens and encumbrances on assets; validity of contracts and agreements; and liabilities affecting the assets, contingent or otherwise. We have the unrestricted right to assign our option to purchase.

13.4. Interim Operations

13.4.1 We have the right, but not the obligation, to operate your Franchised Business on an interim basis, or to appoint a third party to operate your Franchised Business on an interim basis: (1) if you abandon or fail actively to operate your Franchised Business for a period of more than 5 consecutive days; (2) at any time after the death or incapacity of you (if you are conducting business

as an individual) or any of your Owners (if you are conducting business as an Entity), if your Franchised Business is at any time not being managed properly, as required by Section 14.2.6; or (3) if this Agreement expires or is terminated and we are transitioning your Franchised Business operations to us or another person we designate, or determining whether to do so.

13.4.2 If we elect to operate your Franchised Business on any interim basis, you must cooperate with us and our designees, continue to support the operations of the Franchised Business, and comply with all of our instructions and System Standards, including making available any and all books, records, and accounts. You understand and acknowledge that during any such interim period, you are still the owner of the Franchised Business, and you continue to bear sole liability for any and all accounts payable, obligations, and/or contracts, including all obligations under any lease and all obligations to your vendors and employees and contractors, unless and until we expressly assume them in connection with the purchase of the Franchised Business under Section 13.3. You understand that we are not required to use your employees, vendors, or accounts to operate the Franchised Business. You also agree that we may elect to cease such interim operations of the Franchised Business at any time with notice to you.

13.4.3 If we operate your Franchised Business on an interim basis, we will receive the Collected Gross Revenue of your Franchised Business, in an account we designate, which may be your business account and/or the business account of ours or one of our affiliates or designees. We will account for and deduct from such Collected Gross Revenue all operating expenses of your Franchised Business, including: (a) any applicable Royalty Fee, Brand Fund Contributions, and other amounts due to us or our affiliates, (b) any and all of our and our affiliates' and our designee's costs and expenses arising from such interim operations, which you hereby agree that you will reimburse in full as an operating expense of your Franchised Business, and (c) our then-current interim management fee, which is currently 5% of Collected Gross Revenue, but may be increased up to \$1,000 per day. If the Collected Gross Revenue derived from the operations of your Franchised Business is less than the amount of the associated expenses during the time of any interim operations, you are solely responsible for the balance of all such expenses and costs, including reimbursement of our and our affiliates' and designee's costs and expenses and our then-current fee, and payment of any Royalty Fees, Brand Fund Contributions, and other amounts due to us or our affiliates. We may collect any amounts owed to us, our affiliates, or designees directly from any received Collected Gross Revenue, and/or pay over such amounts to us, our affiliates, or designees in any manner we see fit. If we or our designee operate the Franchised Business on an interim basis, you acknowledge that we or our designee will have a duty to utilize only reasonable efforts and will not be liable to you or your owners for any debts, losses, or obligations your Franchised Business incurs, or to any of your creditors for any supplies, products, or other assets or services your Franchised Business purchases, while we or our designee manage it.

13.4.4 Our decision to operate the Franchised Business on an interim basis, will not affect our right to terminate this Agreement under Section 12.2. Your indemnification obligations set forth under Section 16.2 will continue to apply during any period that we or our designee operate the Franchised Business on an interim basis.

13.5. Survival of Certain Provisions

All obligations under this Agreement, which expressly or by their nature survive the expiration or termination of this Agreement, shall continue in full force and effect subsequent to and notwithstanding their expiration or termination and until satisfied or by their nature expire, including the following provisions, which the parties agree will survive termination or expiration hereof, without limiting the generality of the foregoing: Section 5.1 (Intellectual Property), Section 6 (Covenants), Section 10.4 (Information Security), Section 11.15 (Service Warranties), Section 13 (Rights and Duties

Upon Expiration or Termination), Section 16 (Relationship and Indemnification), Section 17 (General Conditions and Provisions), and Section 18 (Dispute Resolution).

14. TRANSFERABILITY OF INTEREST

14.1. Transfer by Franchisor

This Agreement and all rights and duties hereunder are fully transferable in whole or in part by us and such rights will inure to the benefit of any person to whom transferred; provided, however, that with respect to any assignment resulting in the subsequent performance by the assignee of our functions, the assignee shall assume our obligations hereunder and we will thereafter have no liability for the performance of any obligations contained in this Agreement. You agree that we have the right to delegate the performance of any portion or all of our obligations under this Agreement to third party designees, whether these designees are our agents or independent contractors with whom we have contracted to perform these obligations; provided, that such delegation will not relieve our obligations under this Agreement.

14.2. Transfer by Franchisee

14.2.1 Your rights and duties as set forth in this Agreement, and the franchise herein granted, are personal to you (or your Owners), and we have entered into this Agreement in reliance upon your (and your Owners) personal or collective skills, experience, character, aptitude, and financial ability. Accordingly, without our prior written approval, neither you nor any Owner may, voluntarily or involuntarily, directly or indirectly, sell, assign, convey, gift, give away, pledge, mortgage, sublicense, or otherwise transfer or encumber, whether by operation of law or otherwise: (a) this Agreement or any interest in this Agreement, (b) the franchise granted hereby, (c) all or substantially all of the assets of your Franchised Business, or (d) any direct or indirect ownership interest in you, your franchise rights under this Agreement, or your Franchised Business, including any right to share in the governance or profits thereof and/or the management and/or control thereof. A transfer of your Franchised Business' ownership, management, possession, or control, or substantially all of its assets, may be made only with a transfer of this Agreement. Any purported transfer without such approval shall be null and void and shall constitute a material breach of this Agreement.

14.2.2 We will review each transfer in our sole discretion, and may condition our approval on any factors we determine, including that:

- (a) All obligations owed by you or your affiliates to us and our affiliates, and all other outstanding obligations relating to your Franchised Business, are fully paid and satisfied;
- (b) You and your Owners have materially complied with this Agreement during the term hereof, and you and your Owners are not at the time you request consent for the transfer (or at any time between the date of such request and the time of the transfer) in violation of any term of this Agreement;
- (c) You and your Owners, and the prospective transferee and its owners, each sign all of the documents we are then requiring in connection with a transfer, in a form satisfactory to us, including a general release of any and all claims (except for claims which cannot be released or waived pursuant to an applicable law) against us and our affiliates;
- (d) You comply with our then-current transfer procedures, including that we may request you to submit an application in writing, and/or that the prospective transferee and its owners satisfy certain application and certification requirements;

- (e) We determine that the prospective transferee, its owners, and representatives (including, its designated manager, if applicable) satisfy our criteria for new franchisees, including that we have approved any premises that will be used by the prospective transferee to operate your Franchised Business;
- (f) We determine that the terms of the transfer are not detrimental or unfavorable to your Franchised Business or our rights, including that the terms of any financing will not adversely affect the operation of your Franchised Business, and/or that any obligations between the buyer and seller being subordinate to the franchise obligations owed to us or our affiliates;
- (g) The prospective transferee expressly assumes in writing, in a form we approve, any and all outstanding Service Warranties for your Franchised Business;
- (h) The prospective transferee and its owners execute the form of franchise agreement associated agreements, instruments, and documents then being required for new franchisees and owners, as applicable, which may be substantially different from this Agreement, and may include a different Royalty Fee, Brand Fund Contribution rates and other material provisions; provided, the initial term of such franchise agreement shall be the remaining term of this Agreement, and all renewal terms shall be governed by any remaining renewal terms hereunder, and the Market Territory shall be the same as the Market Territory granted pursuant to this Agreement;
- (i) You, or the prospective transferee, pay us a transfer fee in the amount stated in the Summary Page;
- (j) The prospective transferee and its key personnel complete, to our satisfaction, our then-current initial training program;
- (k) You provide us the evidence we reasonably request to show that appropriate measures have been taken to effect the transfer as it relates to the operation of your Franchised Business, including by transferring all necessary and appropriate business licenses, insurance policies, and material agreements, or obtaining new business licenses, insurance policies and material agreements; and
- (l) if you operate a Micro Market Territory (as indicated on the Summary Page), you have requested, and received our approval to transfer the contiguous Standard Market Territory to the same buyer, approved by us, pursuant to the terms of the Franchise Agreement for that contiguous Standard Market Territory.

14.2.3 We may review all information regarding your Franchised Business that you give the prospective transferee, correct or supplement any information that we believe is inaccurate or incomplete, and give the prospective transferee copies of any reports regarding your Franchised Business. Our consent to a transfer pursuant to this Section is not a representation of the fairness of the terms of any contract between you and the prospective transferee, a guarantee of your Franchised Business' or prospective transferee's prospects of success, or a waiver of any claims we have against you or your Owners, or of our right to demand the prospective transferee's full compliance with this Agreement.

14.2.4 Notwithstanding anything to the contrary, if you enter into this Agreement as an individual, if you and your Owners are in full compliance with this Agreement, you may transfer this Agreement to an Business Entity in which you maintain management control, and of which you own and control 100% of all outstanding ownership, beneficial, and voting interests; provided, that (i) that

Business Entity will own all of your Franchised Business' assets, and will conduct all of your Franchised Business' business, (ii) that Business Entity will conduct no business other than your Franchised Business, (iii) that Business Entity must expressly assume all of your obligations under this Agreement and all Service Warranties, (iv) you provide us with all organizational documents for the Business Entity that we require, and (v) you reimburse us for any direct costs we incur in processing such transfer, including attorneys' fees. You agree to remain personally liable under this Agreement as if the transfer to the Business Entity did not occur, including by signing a personal guaranty of the obligations of such Business Entity. You must also sign transfer documents satisfactory to us to document the transfer, which may include a release of any and all claims by you and your affiliates (except for claims which cannot be released or waived pursuant to an applicable franchise law statute) against us and our affiliates.

14.2.5 You may not use the Marks to advertise or solicit offers for any prospective transfer that would require our consent under this Section 14.2, including that you may not list any interests or assets the transfer of which would require our consent under this Section 14.2 for sale with any broker, listing agent, or listing directory without our approval.

14.2.6 Upon the death or incapacity of you (if you are an individual) or any Owner (if you are a Business Entity), the appropriate representative of such person (whether administrator, personal representative or trustee) shall, within a reasonable time not exceeding 180 days following such event, transfer such individual's interest in your Franchised Business or in you to a third party approved by us pursuant to the terms of this Agreement. Such transfers, including transfers by will or inheritance, shall be subject to the conditions for assignments and transfers contained in this Agreement, unless prohibited by applicable law. During such 180-day period, your Franchised Business must remain at all times under the primary management of a Designated Manager who we have approved. For the purposes of this Agreement, "incapacity" means the inability of such person to fulfill their obligations under this Agreement, as applicable, including by reason of any continuing physical, mental or emotional condition, chemical dependency or other limitation.

14.3. Right of First Refusal

14.3.1 If you, or any of your Owners, proposes to conduct any transfer that would require our consent under Section 14.2, you agree obtain and deliver to us a bona fide, executed written offer or proposal from the prospective transferee, along with all pertinent documents including any contract or due diligence materials. The offer must apply only to an approved sale of the assets or interests listed above and may not include any other property or rights of you or any of your owners. The offer must include details of the payment terms of the proposed sale and the sources and terms of any financing for the proposed purchase price.

14.3.2 We will have a right of first refusal, exercisable by written notice to you, to purchase the offered assets or interest for the price and on the same terms and conditions contained in such offer; provided, that: (a) we notify you within 30 days after we receive a copy of the offer and all other documents and information we have requested that we are electing to exercise our right of first refusal hereunder; (b) we may substitute cash for the fair market value of any form of payment proposed in such offer; (c) our credit shall be deemed at least equal to the credit of any proposed buyer; (d) we receive from you all customary representations and warranties from the seller of the assets or such interests, including relating to title, ownership, condition, encumbrances, liabilities, and authority. After exercising this right of first refusal, we will have up to 60 days to close the purchase. We have the unrestricted right to assign any or all of this right of first refusal.

14.3.3 If we do not exercise our right of first refusal on the terms above, the offer or proposal may be accepted by you or any of your Owners, subject to our prior written approval as required under Section 14.2. Should the sale fail to close the transaction within 120 days after the offer is delivered to us, or if there is a material change to the terms of the sale (which you agree to notify us of promptly), we will have an additional right of first refusal in accordance with this Section.

15. OWNERS OF FRANCHISEE

15.1. Your Ownership Information

You represent and warrant to us that the information on Exhibit 2 is an accurate and complete description of: (a) each person who signs this Agreement as franchisee, if you are the sole proprietorship; or (b) each person who holds a direct or indirect ownership, voting, or beneficial interest in you, if you are a Business Entity (each an “**Owner**”).

15.2. Your Business Entity

15.2.1 If you enter this Agreement as a corporation, limited liability company, limited partnership or other legal entity or organization (each a “**Business Entity**”), you represent and warrant to us that you are validly existing and in good standing under the laws of the state of your incorporation or formation, and have the authority to execute this Agreement, and perform your obligations under this Agreement. You agree to maintain organizational documents at all times that state that this Agreement restricts the issuance and transfer of any of your ownership interests, and all certificates and other documents representing your ownership interests will bear a legend referring to this Agreement’s restrictions. You agree that your Franchised Business will be the only business that such Business Entity operates, unless we approve you to acquire and operate additional Restoration 1 Businesses.

15.2.2 If you are a Business Entity, you must identify one of your Owners who is a natural person with at least a 10% direct or indirect ownership interest and voting power in you (your “**Designated Owner**”). We must approve the person that will act as your Designated Owner. Your Designated Owner will be authorized to deal with us on your behalf for all matters whatsoever that may arise with respect to your Franchise Agreement. Any decision made by the Designated Owner will be final and binding on you, and we will be entitled to rely solely on the decision of the Designated Owner without discussing the matter with any other party. We will not be held liable for any actions based on any decision or actions of the Designated Owner. The person acting as your Designated Owner must have full corporate power and authority to enter into the Franchise Agreement and any other documents to which you are a party, and to make binding decisions on your behalf.

15.3. Guaranty by Owners

Each of your Owners and their respective spouses must execute a guaranty in the form we prescribe, agreeing to be personally bound, jointly and severally, by all provisions of this Agreement and any ancillary agreements between you and us and/or our affiliates. Our current form of guaranty is attached hereto as Exhibit 1.

16. RELATIONSHIP AND INDEMNIFICATION

16.1. Relationship

This Agreement is purely a contractual relationship between the parties and does not appoint or make you an agent, representative, joint venturer, partner, or employee of ours for any purpose whatsoever. You may not represent or imply to third parties that you are an agent of ours, and you are in no way authorized to make any contract, agreement, warranty, or representation on our behalf, or to

create any obligation, express or implied, on our behalf. During the term of this Agreement, you shall hold yourself out to the public only as a franchisee and an owner of your Franchised Business operating your Franchised Business pursuant to a franchise from us. Under no circumstances shall we be liable for any act, omission, contract, debt, nor any other obligation of yours, or for any injuries to persons or property resulting from your Franchised Business. Any third-party contractors and vendors retained by you are independent contractors of yours alone. This Agreement does not establish a fiduciary relationship between the parties.

16.2. Indemnification

During and after the term of this Agreement, you hereby agree to hold harmless and indemnify us, our affiliate, and all of our and their owners, holders of a legal or beneficial interest, officers, directors, executives, managers, employees, agents, successors and assigns from and against all losses, damages, fines, costs, expenses or liability (including reasonable attorneys' fees) incurred in connection with any action, suit, demand, claim, obligations, investigation or proceeding, or any settlement thereof, which arises from or is based upon your, your Owners', your affiliates', or your or their employees' or other representatives': (a) ownership or operation of your Franchised Business; (b) violation, breach or asserted violation or breach of any federal, state or local law, regulation or rule; (c) breach of any representation, warranty, covenant, or provision of this Agreement or any other agreement between you and your affiliates and us or our affiliates; (d) instituted by your employees, or by others that arise from your employment practices; and/or (e) acts, errors, omissions, negligence, or misconduct of any kind. Each indemnified party may defend any claim against it at your expense (including choosing and retaining its own legal counsel) and agree to settlements or take any other remedial, corrective, or other actions. An indemnified party need not seek recovery from any insurer or other third party, or otherwise mitigate its losses and expenses, in order to maintain and recover fully a claim for indemnity.

17. GENERAL CONDITIONS AND PROVISIONS

17.1. No Waiver

17.1.1 No failure of ours to exercise any power reserved to it hereunder, or to insist upon strict compliance by you with any obligation or condition hereunder, and no custom or practice of the parties in variance with the terms hereof, shall constitute a waiver of our right to demand exact compliance with the terms of this Agreement. Waiver by us of any particular default by you shall not be binding unless in writing and executed by us and shall not affect nor impair our right with respect to any subsequent default of the same or of a different nature. Subsequent acceptance by us of any payment(s) due shall not be deemed to be a waiver by us of any breach by you of any terms, covenants or conditions of this Agreement. Any waiver granted will be without prejudice to any other rights we or you have, will be subject to continuing review, and may be revoked at any time and for any reason effective on delivery of 10 days' prior written notice.

17.1.2 The following provision applies if you or the franchise granted hereby are subject to the franchise registration or disclosure laws in California, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin: No statement, questionnaire, or acknowledgment signed or agreed to by 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.

17.2. Notices

All notices required or permitted under this Agreement shall be deemed received by the earlier of the time actually delivered to the recipient party (or to an officer, director, or partner of the recipient party), or as follows: (a) on the day of transmission by e-mail or other reasonably reliable electronic communication system, if received during ordinary business hours, otherwise the following business day; (b) the next business day after being sent via guaranteed overnight delivery by a commercial courier service; or (c) five business days after being sent by Registered Mail, return receipt requested. Any notice that we send to you by electronic means will be deemed delivered if it is delivered to the email address listed on the Summary Page, and/or any email address for your Designated Owner as listed on Exhibit 2. All notices, payments, and reports required by this Agreement shall be sent to us at the address reflected on the Summary Page, and to you at the address of the Franchised Business Office. Either party may change its address by a written notice sent in accordance with this Section 17.2.

17.3. Entire Agreement

This Agreement, including its exhibits, constitutes the entire, complete, and fully integrated agreement between us and you concerning the subject matter hereof, and supersedes all prior representations, promises, and agreements. No amendment, change or variance from this Agreement shall be binding on either party unless memorialized in a writing executed by both parties. Nothing in this or any related agreement, however, is intended to disclaim any representations we made in the franchise disclosure document that we furnished to you.

17.4. Severability

17.4.1 Except as noted below, each paragraph, part, term and provision of this Agreement shall be considered severable. If any paragraph, part, term or provision herein is ruled to be unenforceable, unreasonable or invalid, such ruling shall not impair the operation of or affect the remaining portions, paragraphs, parts, terms and provisions of this Agreement, and the latter shall continue to be given full force and effect and bind the parties; and such unenforceable, unreasonable or invalid paragraphs, parts, terms or provisions shall be deemed not part of this Agreement. If we determine that a finding of invalidity adversely affects the basic consideration of this Agreement, we have the right to, at our option, terminate this Agreement.

17.4.2 If any of the covenants contained in Section 6 is deemed unenforceable by virtue of its scope, but would be enforceable if modified, you and we agree that the covenant will be enforced to the fullest extent permissible under the laws and public policies applied in the jurisdiction whose law determines the covenant's validity. You agree to be bound by any promise or covenant imposing the maximum duty the law permits which is subsumed within any provision of this Agreement, as though it were separately articulated in and made a part of this Agreement.

17.4.3 If any applicable and binding law of any jurisdiction requires more notice of this Agreement's termination or of our refusal to enter into a renewal franchise agreement than this Agreement requires, or some other action that this Agreement does not require, or any provision of this Agreement or any System Standard is invalid, unenforceable, or unlawful, the notice and/or other action required by the law, ordinance, rule or regulation will be substituted for the comparable provisions of this Agreement, and we may modify the invalid or unenforceable provision or System Standard to the extent required to be valid and enforceable or delete the unlawful provision in its entirety.

17.5. Construction

All captions herein are intended solely for the convenience of the parties, and none shall be deemed to affect the meaning or construction of any provision hereof. References in this Agreement to “we,” “us,” and “our,” with respect to all of our rights and all of your obligations to us under this Agreement, include any of our affiliates with whom you deal. The term “**affiliate**” means any person or Business Entity directly or indirectly owned or controlled by, under common control with, or owning or controlling you or us. The term “**control**” means the power to direct or cause the direction of management and policies. The use of the term “**including**” in this Agreement, means in each case “including, without limitation.” The term “**person**” means any natural person, corporation, limited liability company, general or limited partnership, unincorporated association, cooperative, or other legal or functional entity.

17.6. Third-Party Beneficiaries

Except as expressly provided herein, nothing in this Agreement is intended, nor shall be deemed, to confer upon any person or Business Entity other than us or you, and our and your respective successors and assigns any rights or remedies under this Agreement.

17.7. Execution

This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one agreement. This Agreement and all other documents related to this Agreement may be executed by manual or electronic signature.

18. DISPUTE RESOLUTION

18.1. Arbitration

18.1.1 All controversies, disputes, or claims between us or any of our affiliates (and our and their respective shareholders, officers, directors, agents, and employees), on the one hand, and you (and your owners, guarantors, affiliates, and employees), on the other hand, arising out of or related to: (1) this Agreement or any other agreement between you (or any of your Owners) and us (or any of our affiliates); (2) our relationship with you or the franchise granted hereby; (3) the scope or validity of this Agreement or any other agreement between you (or any of your Owners) and us (or any of our affiliates) or any provision of any of such agreements (including the validity and scope of this arbitration provision, which we and you acknowledge is to be determined by an arbitrator, not a court); or (4) any System Standard, must be submitted for binding arbitration, on demand of either party, to the American Arbitration Association (the “**AAA**”). The arbitration proceedings will be conducted by one arbitrator and, except as this Section otherwise provides, according to the AAA’s then current Commercial Arbitration Rules. All proceedings will be conducted at a suitable location chosen by the arbitrator that is within 50 miles of our (or our successor’s or assign’s, as applicable) then current principal place of business (currently, The Colony, Texas). All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et seq.). The interim and final awards of the arbitrator shall be final and binding upon each party, and judgment upon the arbitrator’s awards may be entered in any court of competent jurisdiction.

18.1.2 The arbitrator has the right to award or include in his or her awards any relief which he or she deems proper, including money damages, pre- and post-award interest, interim costs and attorneys’ fees, specific performance, and injunctive relief, provided that the arbitrator may not declare any of the trademarks owned by us or our affiliates generic or otherwise invalid, or award any punitive or exemplary damages against any party to the arbitration proceeding (we and you hereby waiving to the fullest extent permitted by law any such right to or claim for any punitive or exemplary damages

against any party to the arbitration proceeding). In any arbitration brought pursuant to this arbitration provision, and in any action in which a party seeks to enforce compliance with this arbitration provision, the prevailing party shall be awarded its costs and expenses, including attorneys' fees, incurred in connection therewith.

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

18.1.4 Arbitration proceedings will be conducted on an individual basis. no arbitration proceeding may be: (i) conducted on a class-wide basis, (ii) commenced, conducted or consolidated with any other arbitration proceeding, (iii) joined with any separate claim of an unaffiliated third-party, or (iv) brought on behalf of any party by any association or agent. Notwithstanding the foregoing, if any court or arbitrator determines that all or any part of the preceding sentence is unenforceable with respect to a dispute, controversy or claim that otherwise would be subject to arbitration under this Section, then all parties agree that this arbitration clause shall not apply to that dispute, controversy or claim and that such dispute, controversy or claim shall be resolved in a judicial proceeding in accordance with the dispute resolution provisions of this Agreement.

18.1.5 In any arbitration arising as described in this Section, the arbitrator shall have full authority to manage any necessary exchange of information among the parties with a view to achieving an efficient and economical resolution. The parties may only serve reasonable requests for documents, which must be limited to documents upon which a party intends to rely or documents that are directly relevant and material to a significant disputed issue in the case or to the case's outcome. The document requests shall be restricted in terms of time frame, subject matter and persons or entities to which the requests pertain, and shall not include broad phraseology such as "all documents directly or indirectly related to." No interrogatories or requests to admit shall be propounded, unless the parties mutually agree.

18.1.6 The provisions of this Section are intended to benefit and bind certain third-party non-signatories. The provisions of this Section will continue in full force and effect and survive the expiration or termination of this Agreement. Any provisions of this Agreement below that pertain to judicial proceedings shall be subject to the agreement to arbitrate contained in this Section.

18.2. Injunctive Relief

Nothing in this Agreement, including the provisions of Section 18.1, bars our right to obtain specific performance of the provisions of this Agreement and injunctive or other equitable relief against threatened conduct that will cause us, the Marks and/or the System loss or damage, under customary equity rules, including applicable rules for obtaining restraining orders and injunctions. You agree that we may obtain such injunctive relief in addition to such further or other relief as may be available at law or in equity. You agree that we will not be required to post a bond to obtain injunctive relief and that your only remedy if an injunction is entered against you will be the dissolution of that injunction, if warranted, upon due hearing (all claims for damages by injunction being expressly waived hereby).

18.3. Cost of Enforcement or Defense

The prevailing party in any dispute or proceeding shall be entitled to recover from the other party all damages, costs and expenses, including arbitration and court costs and reasonable attorneys' fees, incurred by the prevailing party in connection with such dispute or proceeding.

18.4. Choice of Law

All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et. seq.). Except to the extent governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et. seq.), the U.S. Trademark Act of 1946 (Lanham Act, 15 U.S.C. §§1051 et. seq.), or other federal law, this Agreement (or any other agreement between us and our affiliates and you and your affiliates), the Franchise, and all claims arising from the relationship between you and us will be governed by the laws of the State of Texas, without regard to its conflict of laws rules; provided, however, that any state law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are independently met.

18.5. Consent to Jurisdiction

Subject to Section 18.1, we and you agree that all controversies, disputes, or claims between us or any of our affiliates (and our and their respective shareholders, officers, directors, agents, and employees), on the one hand, and you (and your owners, guarantors, affiliates, and employees), on the other hand, arising out of or related to this Agreement or any other agreement between you (or any of your Owners) and us (or any of our affiliates) or our relationship with you must be commenced exclusively in state or federal court closest to our (or our successor's or assign's, as applicable) then-current principal place of business (currently, The Colony, Texas), and the parties irrevocably consent to the jurisdiction of those courts and waive any objection to either the jurisdiction of or venue in those courts. Nonetheless, the parties agree that any of us may enforce any arbitration orders and awards in the courts of the state or states in which you or your Franchised Business or Market Territory is located.

18.6. Cumulative Rights and Remedies

No right or remedy conferred upon or reserved to us or you by this Agreement is intended to be, nor shall be deemed, exclusive of any other right or remedy herein or by law or equity provided or permitted, but each shall be in addition to every other right or remedy.

18.7. Limitation of Claims

EXCEPT FOR CLAIMS ARISING FROM YOUR NON PAYMENT OR UNDERPAYMENT OF AMOUNTS YOU OWE US, ANY AND ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT (OR ANY OTHER AGREEMENT BETWEEN US AND OUR AFFILIATES, AND YOU AND YOUR AFFILIATES), THE FRANCHISE, AND ALL OR THE RELATIONSHIP BETWEEN US AND YOU WILL BE BARRED UNLESS A PROCEEDING IS COMMENCED IN ACCORDANCE WITH THIS AGREEMENT 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 CLAIMS.

18.8. Limitation of Damages

EXCEPT FOR YOUR OBLIGATION TO INDEMNIFY US FOR THIRD PARTY CLAIMS UNDER SECTION 16.2, WE AND YOU (AND YOUR OWNERS) WAIVE TO THE FULLEST EXTENT PERMITTED BY LAW ANY RIGHT TO OR CLAIM FOR ANY PUNITIVE OR EXEMPLARY DAMAGES AGAINST THE OTHER AND AGREE THAT, IN THE EVENT OF A DISPUTE BETWEEN US AND YOU, THE PARTY MAKING A CLAIM WILL BE LIMITED TO EQUITABLE RELIEF AND TO RECOVERY OF ANY ACTUAL DAMAGES IT SUSTAINS.

18.9. Waiver of Jury Trial

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

18.10. Class Action Waiver

WE AND YOU AGREE THAT ANY PROCEEDING WILL BE CONDUCTED ON AN INDIVIDUAL BASIS AND THAT ANY PROCEEDING BETWEEN US AND ANY OF OUR AFFILIATES, OR OUR AND THEIR RESPECTIVE SHAREHOLDERS, OFFICERS, DIRECTORS, AGENTS, AND EMPLOYEES, ON THE ONE HAND, AND YOU (OR YOUR OWNERS, GUARANTORS, AFFILIATES, AND EMPLOYEES), ON THE OTHER HAND, MAY NOT BE: (I) CONDUCTED ON A CLASS-WIDE BASIS, (II) COMMENCED, CONDUCTED OR CONSOLIDATED WITH ANY OTHER PROCEEDING, (III) JOINED WITH ANY CLAIM OF AN UNAFFILIATED THIRD-PARTY, OR (IV) BROUGHT ON YOUR BEHALF BY ANY ASSOCIATION OR AGENT.

[Signature Page to Follow]

IN WITNESS WHEREOF, the parties hereto, intending to be legally bound hereby have duly executed this Agreement.

FRANCHISOR:

Restoration 1 Franchise Holding, LLC

FRANCHISEE:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Dated: _____

Sign: _____

Name: _____

Title: _____

Dated: _____

EXHIBIT 1 TO THE FRANCHISE AGREEMENT

UNLIMITED GUARANTY AND PERSONAL UNDERTAKING

THIS UNLIMITED GUARANTY AND PERSONAL UNDERTAKING (this “**Guaranty**”) is executed and delivered to Franchisor to be effective as of the effective date of the Franchise Agreement (defined below). Each of the undersigned make the following representations and warranties to Franchisor, and agree to the following:

1. I have read the franchise agreement between Restoration 1 Franchise Holding, LLC (“**Franchisor**”) and _____ (the “**Franchisee**”) together with any associated exhibits, agreements, addenda, riders, and other instruments (together, the “**Franchise Agreement**”) and am familiar with its terms (capitalized terms not defined herein will have the meaning in the Franchise Agreement).

2. I own a beneficial interest in the Franchisee and/or the Franchised Business, and/or would be considered an “Owner” within the definition contained in the Franchise Agreement.

3. I understand that, were it not for this Guaranty, Franchisor would not have agreed to enter into the Franchise Agreement.

4. I agree to be personally bound by, and personally liable for the breach of, each and every provision in the Franchise Agreement, both monetary obligations and obligations to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities, including that without limiting the foregoing, I will comply with all of the covenants of confidentiality, exclusivity, non-interference, and non-disparagement contained in Section 6 of the Franchise Agreement.

5. I will comply with all of the provisions contained in Section 14 of the Franchise Agreement concerning the transfer of any interest I may have in the Franchised Business or the Franchisee.

6. I agree that the provisions contained in Section 18 of the Franchise Agreement will apply to any dispute arising out of or relating to this Guaranty, including the requirement to arbitrate all claims under Section 18.1. If Franchisor brings any legal action to enforce its rights under this Guaranty, I will reimburse Franchisor its attorneys’ fees and costs.

7. I hereby personally and unconditionally guarantee to Franchisor and its successors and assigns the punctual and full payment of all amounts owed by the Franchisee under the Franchise Agreement. I understand and agree that Franchisor need not exhaust its remedies against the Franchisee or any other guarantor or person before seeking recovery from me under this Guaranty.

8. No modification, change, impairment, or suspension of any of Franchisor’s rights or remedies shall in any way affect any of my obligations under this Guaranty. If the Franchisee has pledged other security or if one or more other persons have personally guaranteed performance of the Franchisee’s obligations, I agree that Franchisor’s release of such security will neither affect my liability under this Guaranty or be asserted as a defense to enforcement of this Guaranty.

9. I hereby waive: (a) acceptance and notice of acceptance by Franchisor of the foregoing undertakings; (b) notice of demand for payment of any indebtedness or non-performance of any obligations hereby guaranteed; (c) protest and notice of default to any party with respect to the indebtedness or non-performance of any obligations hereby guaranteed; (d) any right I may have to require that an action be brought against Franchisee or any other person as a condition of my liability; (e) any and all other notices and legal or equitable defenses to which I may be entitled; and (f) defense

of the statute of limitations in any action hereunder or for the collection of any indebtedness or the performance of any obligation hereby guaranteed.

10. My liability under this Guaranty shall not be diminished, relieved or otherwise affected by any extension of time, credit or other indulgence which Franchisor may from time to time grant to Franchisee or to any other person, including the acceptance of any partial payment or performance, or the compromise or release of any claims, none of which shall in any way modify or amend this Guaranty, which shall be continuing and irrevocable during the term of the Agreement.

11. **I WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, INVOLVING FRANCHISOR, WHICH ARISES OUT OF OR IS RELATED IN ANY WAY TO THE FRANCHISE AGREEMENT AND/OR THE PERFORMANCE OF ANY PARTY UNDER THE FRANCHISE AGREEMENT.**

12. I understand that Franchisor's rights under this Guaranty shall be in addition to, and not in lieu of, any other rights or remedies available to Franchisor under applicable law.

13. This Guaranty will continue unchanged by the occurrence of any bankruptcy with respect to Franchisee or any assignee or successor of the Franchisee or by any abandonment of the Agreement by a trustee of Franchisee. Neither my obligations to make payment or render performance in accordance with the terms of this Guaranty nor any remedy for enforcement will be impaired, modified, changed, released or limited in any manner whatsoever by any impairment, modification, change, release or limitation of the liability of the Franchisee or its estate in bankruptcy or of any remedy for enforcement.

14. If more than one person has personally guaranteed any performance under and/or agreed to be bound by the Franchise Agreement, my liability with such person shall be joint and several with such guarantors, parties, and the Franchisee.

15. This Guaranty shall be binding on me and my heirs, executors, administrators, and assigns and shall inure to the benefit of Franchisor and its successors, endorsees, transferees and assigns. Without limiting any other provision hereof, I warrant and agree that my death shall not serve as a revocation of or otherwise affect the guaranty made hereunder and that my estate and heirs shall continue to be liable hereunder with respect to any obligations guaranteed hereunder.

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

By signing below, any undersigned spouse acknowledges and consents to the guaranty given herein by his/her spouse. Such consent also serves to bind the assets of the marital estate to guarantor's performance of this Guaranty. Each guarantor represents and warrants that, if no signature appears below for such guarantor's spouse, such guarantor is either not married or, if married, is a resident of a state which does not require the consent of both spouses to encumber the assets of a marital estate.

[SIGNATURE PAGE TO FOLLOW]

IN WITNESS WHEREOF, each of the undersigned has affixed his signature to be effective as of the Effective Date.

GUARANTOR(S)	SPOUSE(S)
Sign: _____ Name: _____	Sign: _____ Name: _____
Sign: _____ Name: _____	Sign: _____ Name: _____
Sign: _____ Name: _____	Sign: _____ Name: _____

EXHIBIT 2 TO THE FRANCHISE AGREEMENT

FRANCHISE OWNERS

(a) You operate as the following (please complete):

- ☐ Sole Proprietorship
☐ Business Entity formed in the State of _____

(b) The following is a list of your Owners:

Name	Home Address	Telephone Number	Email Address	% of Ownership

(c) The following individuals of your officers, managers, or other governing persons:

Name	Home Address	Telephone Number	Email Address	Title

EXHIBIT 3 TO THE FRANCHISE AGREEMENT

**ELECTRONIC FUNDS TRANSFER
AUTHORIZATION TO HONOR CHARGES DRAWN BY AND PAYABLE TO
RESTORATION 1 FRANCHISE HOLDING, LLC ("PAYEE")**

The undersigned Depositor hereby authorizes and requests the Depository designated below to honor and to charge to the following designated account, checks, and electronic debits (collectively, "debits") drawn on such account which are payable to the above-named Payee. It is agreed that Depository's rights with respect to each such debit shall be the same as if it were a check drawn and signed by Depositor. This authority is to remain in full force and effect until Depository has received joint written notification from Payee and Depositor of the Depositor's termination of such authority in such time and in such manner as to afford Depository a reasonable opportunity on which to act. The Depositor agrees with respect to any action taken pursuant to the above authorization:

- 1) To indemnify the Depository and hold it harmless from any loss it may suffer resulting from or in connection with any debit, including, without limitation, execution and issuance of any check, draft or order, whether or not genuine, purporting to be authorized or executed by the Payee and received by the Depository in the regular course of business for the purpose of payment, including any costs or expenses reasonably incurred in connection therewith.
- 2) To indemnify Payee and the Depository for any loss arising in the event that any such debit shall be dishonored, whether with or without cause and whether intentionally or inadvertently.
- 3) To defend at Depositor's own cost and expense any action which might be brought by a depositor or any other persons because of any actions taken by the Depository or Payee pursuant to the foregoing request and authorization, or in any manner arising by reason of the Depository's or Payee's participation therein.

Name of Depository (Bank Name): _____ Bank Account Name: _____

Bank Acct #: _____ Routing # _____

(Please attach one voided check for the above account)

Depositor:

Depository:

By: _____

By: _____

Title: _____

Title: _____

Date: _____

Date: _____

EXHIBIT 4 TO THE FRANCHISE AGREEMENT

RIDER TO THE FRANCHISE AGREEMENT FOR USE IN ILLINOIS

This rider (“**Rider**”) is made part of that certain Franchise Agreement to which it is attached (the “**Franchise Agreement**”) to modify certain provisions of the Franchise Agreement as described in this Rider. Capitalized terms not defined herein will have the meaning in the Franchise Agreement. State law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are independently met.

1. **BACKGROUND.** This Rider is being signed because (a) you are domiciled in the State of Illinois, or (b) the offer of the franchise is made or accepted in the State of Illinois and your Franchised Business is or will be operated in the State of Illinois.

2. **ILLINOIS FRANCHISE DISCLOSURE ACT.** The following sentence is added to the end of the Franchise Agreement:

Except for the U.S. Federal Arbitration Act and other federal laws in the U.S., the laws of the State of Illinois will govern this Agreement.

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

Your rights upon Termination and Non-Renewal of an are set forth in sections 19 and 20 of the Illinois Franchise Disclosure Act.

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

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 behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

[Signature Page to Follow]

IN WITNESS WHEREOF, the parties have executed and delivered this Rider to be effective as of the Effective Date of the Franchise Agreement.

FRANCHISOR:

**RESTORATION 1 FRANCHISE
HOLDING, LLC**

FRANCHISEE:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Sign: _____

Name: _____

Title: _____

EXHIBIT 4 TO THE FRANCHISE AGREEMENT

RIDER TO THE FRANCHISE AGREEMENT FOR USE IN MARYLAND

This rider (“**Rider**”) is made part of that certain Franchise Agreement to which it is attached (the “**Franchise Agreement**”) to modify certain provisions of the Franchise Agreement as described in this Rider. Capitalized terms not defined herein will have the meaning in the Franchise Agreement. State law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are independently met.

1. **BACKGROUND.** This Rider is being signed because (a) you are a resident of the State of Maryland; or (b) your Franchised Business is or will be operated in the State of Maryland; or (c) the offer to sell is made in the State of Maryland; or (d) the offer to buy is accepted in the State of Maryland.

2. **FRANCHISE FEE.** The following is added to the end of Section 2.1 of the Franchise Agreement:

All initial fees and payments will be deferred until such time as we complete our initial obligations under this Agreement and you have begun operating your Franchised Business.

3. **RELEASES.** The following is added to the end of Sections 3.2(j) and 14.2.2(c) of the Franchise Agreement:

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

4. **INSOLVENCY.** The following is added to the end of Section 12.1 of the Franchise Agreement:

This Section might not be enforceable under federal bankruptcy law (11 U.S.C. Sections 101 et seq.).

5. **CONSENT TO JURISDICTION.** The following language is added to the end of Section 18.5 of the Franchise Agreement:

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

6. **ARBITRATION.** The following language is added to the end of Section 18.1 of the Franchise Agreement:

A Maryland franchise regulation states that it is an unfair or deceptive practice to require a franchisee to waive its right to file a lawsuit in Maryland claiming a violation of the Maryland Franchise Registration and Disclosure Law. In light of the Federal Arbitration Act, there is some dispute as to whether this forum selection requirement is legally enforceable.

7. **LIMITATIONS OF CLAIMS.** The following is added to the end of Sections 18.7 and 18.8 of the Franchise Agreement:

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.

8. **RELEASES.** The Franchise Agreement is further amended to state that “All representations requiring prospective franchisees to assent to a release, estoppel or waiver of liability 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.”

IN WITNESS WHEREOF, the parties have executed and delivered this Rider to be effective as of the Effective Date of the Franchise Agreement.

FRANCHISOR:

**RESTORATION 1 FRANCHISE
HOLDING, LLC**

FRANCHISEE:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Sign: _____

Name: _____

Title: _____

EXHIBIT 4 TO THE FRANCHISE AGREEMENT

RIDER TO THE FRANCHISE AGREEMENT FOR USE IN MINNESOTA

This rider (“**Rider**”) is made part of that certain Franchise Agreement to which it is attached (the “**Franchise Agreement**”) to modify certain provisions of the Franchise Agreement as described in this Rider. Capitalized terms not defined herein will have the meaning in the Franchise Agreement. State law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are independently met.

1. **BACKGROUND.** This Rider is being signed because (a) your Franchised Business will be operated wholly or partly in the State of Minnesota; and/or (b) you either a resident of, domiciled it, or actually present in the State of Minnesota.

2. **FRANCHISE FEE.** The following is added to the end of Section 2.1 of the Franchise Agreement:

All initial fees and payments will be deferred until such time as we complete our initial obligations under this Agreement, and you have begun operating your Franchised Business.

3. **INTEREST ON LATE PAYMENTS.** The following language is added to the end of Section 2.6 of the Franchise Agreement:

Notwithstanding the foregoing, you and we acknowledge that under Minnesota Statute 604.113 your penalty for an insufficient funds check will be limited to \$30 per occurrence.

3. **RELEASES.** The following is added to the end of Sections 3.2(j) and 14.2.2(c) of the Franchise Agreement:

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

4. **RENEWAL AND TERMINATION.** The following is added to the end of Sections 3.2 and 12 of the Franchise Agreement:

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

5. **LOST REVENUE DAMAGES.** The following language is added to the end of Section 13.2 of the Franchise Agreement:

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

6. **INJUNCTIVE RELIEF**. The following is added to the end of Section 18.2 of the Franchise Agreement:

Notwithstanding the foregoing, a court will determine if a bond is required.

7. **LIMITATIONS OF CLAIMS AND CLASS ACTION BAR**. The following is added to the end of Sections 18.7 and 18.8, and 18.10 of the Franchise Agreement:

Notwithstanding the foregoing, Minnesota law provides that no action may be commenced under Minn. Stat. Sec. 80C.17 more than 3 years after the cause of action accrues.

8. **MINNESOTA LAW**. Notwithstanding anything to the contrary, Minn. Stat. Sec. 80C.21 and Minn. Rule 2860.4400J prohibit us from requiring you to waive your rights to a jury trial or to waive your rights to any procedure, forum or remedies provided for by the laws of the jurisdiction, or to consent to liquidated damages, termination penalties or judgment notes.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider to be effective as of the Effective Date of the Franchise Agreement.

FRANCHISOR:

**RESTORATION 1 FRANCHISE
HOLDING, LLC**

FRANCHISEE:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Sign: _____

Name: _____

Title: _____

EXHIBIT 4 TO THE FRANCHISE AGREEMENT

**RIDER TO THE FRANCHISE AGREEMENT
FOR USE IN NORTH DAKOTA**

This rider (“**Rider**”) is made part of that certain Franchise Agreement to which it is attached (the “**Franchise Agreement**”) to modify certain provisions of the Franchise Agreement as described in this Rider. Capitalized terms not defined herein will have the meaning in the Franchise Agreement. State law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are independently met.

1. **BACKGROUND.** This Rider is being signed because (a) an offer to sell is made in the State of North Dakota; or (b) an offer to buy is accepted in the State of North Dakota; or (c) if you are domiciled in the State of North Dakota, your Franchised Business is or will be operated in the State of North Dakota.

2. **FRANCHISE FEE.** The following is added to the end of Section 2.1 of the Franchise Agreement:

All initial fees and payments will be deferred until such time as we complete our initial obligations under this Agreement and you have begun operating your Franchised Business.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider to be effective as of the Effective Date of the Franchise Agreement.

FRANCHISOR:

**RESTORATION 1 FRANCHISE
HOLDING, LLC**

FRANCHISEE:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Sign: _____

Name: _____

Title: _____

EXHIBIT 4 TO THE FRANCHISE AGREEMENT

**RIDER TO THE FRANCHISE AGREEMENT
FOR USE IN RHODE ISLAND**

This rider (“**Rider**”) is made part of that certain Franchise Agreement to which it is attached (the “**Franchise Agreement**”) to modify certain provisions of the Franchise Agreement as described in this Rider. Capitalized terms not defined herein will have the meaning in the Franchise Agreement. State law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are independently met.

1. **BACKGROUND.** This Rider is being signed because (a) an offer to sell is made or accepted in the State of Rhode Island, or (b) an offer to buy is accepted in the State of Rhode Island, or (c) you are a resident of the State of Rhode Island and your Franchised Business is or will be operated in the State of Rhode Island.

2. **GOVERNING LAW.** The following is added at the end of Section 18.4 of the Franchise Agreement:

Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that “A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act.”

3. **CONSENT TO JURISDICTION.** The following is added at the end of Section 18.5 of the Franchise Agreement:

Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that “To the extent required by applicable law, Rhode Island law will apply to claims arising under the Rhode Island Franchise Investment Act.”

IN WITNESS WHEREOF, the parties have executed and delivered this Rider to be effective as of the Effective Date of the Franchise Agreement.

FRANCHISOR:

**RESTORATION 1 FRANCHISE
HOLDING, LLC**

FRANCHISEE:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Sign: _____

Name: _____

Title: _____

EXHIBIT 4 TO THE FRANCHISE AGREEMENT

RIDER TO THE FRANCHISE AGREEMENT FOR USE IN VIRGINIA

This rider (“**Rider**”) is made part of that certain Franchise Agreement to which it is attached (the “**Franchise Agreement**”) to modify certain provisions of the Franchise Agreement as described in this Rider. Capitalized terms not defined herein will have the meaning in the Franchise Agreement. State law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are independently met.

1. **BACKGROUND.** This Rider is being signed because your Franchised Business is or will be operated in the State of Virginia.

2. **FRANCHISING ACT.** The following terms will apply to the franchise offered hereby if and only if required by applicable law and the franchise is granted on or after July 1, 2026:

Under subsection D of § 13.1-559 of the Virginia Retail Franchising Act, for all franchises located in Virginia, the franchise contract or agreement offered or entered into pursuant to terms of this chapter shall be governed by the laws of the Commonwealth of Virginia.

Under subdivision A 4 of § 13.1-563 of the Virginia Retail Franchising Act (“Act”), it is unlawful to offer or enter into a franchise agreement that restricts the right of a franchisee to engage in the business of offering, selling, or distributing goods or services at retail after termination or expiration of the franchise agreement. However, subsection B of § 13.1-563 of the Act provides that if a franchisee sells a franchise at a mutually agreed upon price to a third party or back to the franchisor, such sale may include a term restricting the right of such franchisee to engage in the business of offering, selling, or distributing goods or services at retail for a period of no more than two years after such sale.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider to be effective as of the Effective Date of the Franchise Agreement.

FRANCHISOR:

**RESTORATION 1 FRANCHISE
HOLDING, LLC**

FRANCHISEE:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Sign: _____

Name: _____

Title: _____

EXHIBIT 4 TO THE FRANCHISE AGREEMENT

WASHINGTON ADDENDUM TO THE FRANCHISE AGREEMENT AND ALL RELATED AGREEMENTS

This rider (“**Rider**”) is made part of that certain Franchise Agreement to which it is attached (the “**Franchise Agreement**”) to modify certain provisions of the Franchise Agreement as described in this Rider. Capitalized terms not defined herein will have the meaning in the Franchise Agreement. State law regulating the offer or sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are independently met.

BACKGROUND. This Rider is being signed because (a) the offer is directed into the State of Washington and is received where it is directed; or (b) you are a resident of the State of Washington; and/or (d) your Franchised Business is or will be located or operated, wholly or partly, in the State of Washington.

WASHINGTON LAW. The following paragraphs are added to the end of the Franchise Agreement:

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. Fee Deferral. The State of Washington has imposed a financial condition under which the initial franchise fees due will be deferred until the franchisor has fulfilled its initial pre-opening obligations under the Franchise Agreement and the franchise is open for business.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider to be effective as of the Effective Date of the Franchise Agreement.

FRANCHISOR:

**RESTORATION 1 FRANCHISE
HOLDING, LLC**

FRANCHISEE:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Sign: _____

Name: _____

Title: _____

EXHIBIT 5 TO THE FRANCHISE AGREEMENT

FRANCHISEE DISCLOSURE QUESTIONNAIRE

DO NOT SIGN THIS QUESTIONNAIRE IF YOU ARE LOCATED, OR YOUR FRANCHISED BUSINESS WILL BE LOCATED IN: CALIFORNIA, HAWAII, ILLINOIS, INDIANA, MARYLAND, MICHIGAN, MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND, SOUTH DAKOTA, VIRGINIA, WASHINGTON, OR WISCONSIN.

You are preparing to enter into a Restoration 1[®] Franchise Agreement. The purpose of this Questionnaire is to determine whether any statements or promises were made to you that we have not authorized and that may be untrue or misleading. Please review each of the following questions carefully and provide honest and complete responses to each question.

Please review each of the following questions carefully and provide responses.

1. Have you received and carefully reviewed the Disclosure Document provided to you?

☐ Yes ☐ No

2. Do you understand all of the information contained in the Disclosure Document?

☐ Yes ☐ No

If you answered “No”, what parts of the Disclosure Document do you not understand? (Attach additional pages, if necessary)

3. Have you received and carefully reviewed the Franchise Agreement and each exhibit, appendix, and schedule attached to the Franchise Agreement?

☐ Yes ☐ No

4. Do you understand all of the information contained in the Franchise Agreement and each exhibit, appendix, and schedule attached to it?

☐ Yes ☐ No

If you answered “No”, what parts of the Franchise Agreement do you not understand? (Attach additional pages, if necessary)

5. Have you been given the opportunity, whether or not you may have done so, to discuss the risks of operating a Restoration 1[®] Franchise with an attorney, accountant or other professional advisor?

☐ Yes ☐ No

6. Do you understand that the purchase of a Restoration 1[®] Franchise is a business decision that has many of the same risks associated with starting any type of business and that the success or failure of your Restoration 1[®] Franchise will depend in large part upon your skills and

abilities, the number of hours you work, your ability to follow and apply the System, competition from other businesses providing the same services, interest rates, inflation, the economy, labor costs, supply costs, and other economic and business factors?

☐ Yes ☐ No

7. Do you understand that in all dealings with you, our officers, directors, employees and agents act only in a representative capacity and not in an individual capacity and such dealings are solely between you and us?

☐ Yes ☐ No

If you answered “No” to any of the Questions 1 through 7, 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 these questions, please leave the following lines blank.

8. Other than any statements specifically provided in Item 19 of our Disclosure Document, have any of our employees or representatives made any promise, prediction, guarantee, projection or other statement concerning the revenues, profits and/or income of a Restoration 1[®] Franchise?

☐ Yes ☐ No

9. Have any of our employees or representatives made any promise, prediction, guarantee, projection or other statement about the amount of money you may earn or the revenue or profits that you should or might expect to achieve as a franchisee that is contrary to, in addition to, or different from, the information contained in our Disclosure Document?

☐ Yes ☐ No

10. Have any of our employees or representatives made any statement or promise regarding the costs you may incur in operating a Restoration 1[®] Franchise; the advertising, marketing, training, support service or assistance that we will furnish to you; or any other statement, promise or agreement that is contrary to, or different from, the information contained in the Disclosure Document provided to you?

☐ Yes ☐ No

11. Have any of our employees or representatives made any promise or agreement concerning the amount or type of customers that may be available to you if you purchase a Restoration 1[®] Franchise?

☐ Yes ☐ No

12. If you answered “Yes” to any of the Questions 8 through 11, 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 these questions, please leave the following lines blank.

Explanation

You understand that your answers are important to us and that we will rely on them.

By signing this Franchisee Disclosure Questionnaire, you are representing that you have responded truthfully to the above questions.

Name of Franchisee/Applicant:

Date: _____

_____, Individually

Date: _____

_____, Individually

EXHIBIT B-2
GENERAL RELEASE

WAIVER AND RELEASE OF CLAIMS

RESTORATION 1 FRANCHISE HOLDING, LLC (“we,” “us,” or “our”) and _____ (“you” or “your”) are currently parties to a certain Franchise Agreement (the “Agreement”) dated _____, 20____. You have asked us to take the following action or to agree to the following request: _____

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

You and your owners, jointly and severally, on behalf of themselves and their spouses and immediate family members, and each such foregoing person’s or entity’s respective affiliates, employees, owners, officers, directors, successors, assigns, spouses and immediate family members (the “**Releasing Parties**”) hereby fully and forever unconditionally release and discharge us and our current and former affiliates, parents, subsidiaries, franchisees, owners, agents, insurers and our and their respective affiliates, employees, officers, directors, successors, assigns, owners, guarantors and other representatives (the “**Franchisor Parties**”), of and from any and all claims, obligations, debts, proceedings, demands, causes of action, rights to terminate and rescind, liabilities, losses, damages, and rights of every kind and nature whatsoever, and known or unknown, suspected or unsuspected, whether at law or in equity, which any of them has, had, or may have against any of the Franchisor Parties, from the beginning of time to the date of this document (together, “**Claims**”), including any and all Claims in any way arising out of or relating to the Agreement or the relationship of the Releasing Parties with any of the Franchisor Parties. You and your owners, on your own behalf and the other Releasing Parties, further covenant not to sue any of the Franchisor Parties on any of the Claims released by this paragraph and represent that you have not assigned any of the Claims released by this paragraph to any individual or entity.

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

SECTION 1542 ACKNOWLEDGMENT. IT IS YOUR INTENTION, ON YOUR OWN BEHALF AND ON BEHALF OF THE RELEASING PARTIES, IN EXECUTING THIS RELEASE THAT THIS INSTRUMENT BE AND IS A GENERAL RELEASE WHICH SHALL BE EFFECTIVE AS A BAR TO EACH AND EVERY CLAIM, DEMAND, OR CAUSE OF ACTION RELEASED BY YOU OR THE RELEASING PARTIES. YOU RECOGNIZE THAT YOU OR THE RELEASING PARTIES MAY HAVE SOME CLAIM, DEMAND, OR CAUSE OF ACTION AGAINST THE FRANCHISOR PARTIES OF WHICH YOU, HE, SHE, OR IT IS TOTALLY UNAWARE AND UNSUSPECTING, WHICH YOU, HE, SHE, OR IT IS GIVING UP BY EXECUTING THIS RELEASE. IT IS YOUR INTENTION, ON YOUR OWN BEHALF AND ON BEHALF OF THE RELEASING PARTIES, IN EXECUTING THIS INSTRUMENT THAT IT WILL DEPRIVE YOU,

HIM, HER, OR IT OF EACH SUCH CLAIM, DEMAND, OR CAUSE OF ACTION AND PREVENT YOU, HIM, HER, OR IT FROM ASSERTING IT AGAINST THE FRANCHISOR PARTIES. IN FURTHERANCE OF THIS INTENTION, YOU, ON YOUR OWN BEHALF AND ON BEHALF OF THE RELEASING PARTIES, EXPRESSLY WAIVE ANY RIGHTS OR BENEFITS CONFERRED BY THE PROVISIONS OF SECTION 1542 OF THE CALIFORNIA CIVIL CODE, WHICH PROVIDES AS FOLLOWS:

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

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

If the franchise you operate under the Agreement is located in Maryland or if any of the Releasing Parties is a resident of Maryland, the following shall apply:

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

If the franchise you operate under the Agreement is located in Washington or if any of the Releasing Parties is a resident of Washington, the following shall apply:

Any general release provided for hereunder shall not apply to any liability under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

If the franchise you operate under the Agreement is located in Minnesota or if any of the Releasing Parties is a resident of Minnesota, the following shall apply:

Any general release provided for hereunder shall not apply to any liability under the Minnesota Franchise Act.

[signature page to follow]

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first written above.

FRANCHISOR:

FRANCHISEE:

By: _____

By: _____

Its: _____

Its: _____

Date: _____

Date: _____

EXHIBIT B-3
CONSENT TO TRANSFER

CONSENT TO TRANSFER

This **CONSENT TO TRANSFER** (this “**Consent**”) is made as of _____ (the “**Effective Date**”) by and among **RESTORATION 1 FRANCHISE HOLDING, LLC**, a Delaware limited liability company (“**Franchisor**”), _____, a(n) _____ (“**Transferor**”), _____, a(n) _____ (“**Transferor Owner**”), _____, a(n) _____ (“**Transferee**”), and _____, a(n) _____ (“**Transferee Owner**”). Transferor, Transferor Owner, Transferee, and Transferee Owner are hereafter collectively referred to as the “**Franchise Parties**.” All capitalized used but not defined in this Consent have the meaning given to them in Franchise Agreement (as defined below).

RECITALS

A. Franchisor and Transferor are parties to a certain franchise agreement dated _____ (the “**Franchise Agreement**”) pursuant to which Transferor owns and operates the Franchised Business within the territory described therein;

B. Transferor has notified Franchisor that it wishes to sell, transfer, and convey the Franchised Business to Transferee, and Transferee wishes to purchase, own, and operate the Franchised Business (the “**Transfer**”), pursuant to the terms of that certain _____ dated _____ executed between _____ and _____ (the “**Purchase Agreement**”); and

C. Under the Franchise Agreement, the Transfer requires Franchisor’s prior written consent, which it is willing to grant on the terms of this Consent.

AGREEMENT

IN CONSIDERATION of the foregoing, the covenants and agreements contained in this Consent, and other good and valuable consideration, receipt and sufficiency of which are acknowledged, the parties agree as follows:

1. **Consent to Transfer and Waiver of Right of First Refusal.** Subject to the terms and conditions of this Consent, Franchisor hereby consents to the Transfer and waives its right of first refusal to acquire the Franchised Business. This Consent is strictly limited to the Transfer and will not be construed as Franchisor’s consent to, or the waiver of its rights in respect of, any further or subsequent transfers, each of which will require Franchisor’s separate prior written consent under the Franchise Agreement. Any substantive change or amendment to, or waiver of, any provision of the Purchase Agreement prior to the Transfer will require Franchisor’s separate prior written consent and waiver of right of first refusal. In the event that any term or condition of this Consent is not met by the parties as of the date of the Transfer (the “**Transfer Date**”), including any representation or warranty that is not true as of the Effective Date or the Transfer Date, Franchisor’s consent to the Transfer may be withdrawn, and any transfer that occurs thereafter, of any kind, including the Transfer, shall be deemed an unauthorized transfer under the terms of the Franchise Agreement.

2. **Execution of New Franchise Agreement.** Under the Franchise Agreement, Franchisor may, and does hereby, condition its consent to the Transfer on Transferee’s and Transferee Owner’s execution, concurrently with the execution of this Consent, of the current form of franchise

agreement for the Franchised Business, including all related documents such as Unlimited Guaranty and Personal Undertaking (collectively, the “**New Franchise Agreement**”). Therefore, concurrently with the execution of this Consent, Transferee and Transferee Owner will execute a New Franchise Agreement, which will from and after the Effective Date govern Transferee’s ownership and operation of the Franchised Business.

3. **Termination of Franchise Agreement and Surviving Obligations.** Upon the execution of the New Franchise Agreement as described above, the Franchise Agreement shall be deemed automatically terminated; provided that, the termination of the Franchise Agreement does not (a) affect any obligations that arose or accrued under the Franchise Agreement (or any other related agreements to which they were a party) prior to the termination, or (b) release Transferor from any obligations that, as provided in the Franchise Agreement (or any other related agreements to which they were a party), survive or are triggered by the termination of those agreements (including, for example, the post-termination obligations regarding payment of amounts owed, confidentiality, noncompetition, cessation of use of Marks and other intellectual property, and all other such obligations described in the Franchise Agreement, and the indemnification obligations thereunder with respect to claims arising from or based on events which occurred prior to termination).

4. **Payment of Transfer Fee.** Under the Franchise Agreement and as a condition of granting its consent to the Transfer, Franchisor may, and hereby does, require Transferor to pay a lump sum transfer fee equal to five thousand dollars (\$5,000). Transferor agrees to pay or cause Franchisor to be paid, the transfer fee concurrently upon the execution of this Consent.

5. **Representations and Warranties.** The Franchisee Parties each, jointly and severally, represent and warrant to Franchisor that:

- (i) Transferee is a legal entity that is duly organized, validly existing and in good standing under the laws of its jurisdiction of organization;
- (ii) each Franchisee Party has all requisite power and authority to be bound by the terms of this Consent and to carry out and perform its obligations under this Consent; and
- (iii) except for Franchisor’s consent, which will be granted on its execution of this Consent, all conditions precedent to the Transfer (including, without limitation, all required landlord consents, if applicable) have been satisfied or waived, and upon Franchisor’s consent the Franchised Business will be owned and operated by Transferee.

6. **Further Assurances.** Each Franchisee Party hereby covenants and agrees, at its own expense, to execute and deliver, at Franchisor’s request and without additional consideration, such further instruments and to take such other action as Franchisor may request to more effectively consummate the Transfer and the effectiveness of this Consent.

7. **Release.** The Franchisee Parties on behalf of themselves and their current and former affiliates, and each of the foregoing persons’ officers, directors, owners, employees, agents, representatives, affiliates, parents, divisions, successors and assigns, and all persons or firms claiming by, through, under, or on behalf of any or all of them (the “**Franchisee Group**”) hereby release, acquit and forever discharge Franchisor, any and all of its past and present affiliates, parents, subsidiaries and

related companies, divisions and partnerships, consultants, advisors and franchise sellers and its and their respective past and present officers, directors, owners, employees, agents, representatives, affiliates, parents, divisions, successors and assigns, and the spouses of such individuals (collectively, the “**Franchisor Group**”) from any and all claims, liabilities, damages, expenses, actions or causes of action of any kind which any member of the Franchisee Group may now have or has ever had, whether known or unknown, past or present, absolute or contingent, suspected or unsuspected, of any nature whatsoever (collectively “**claims**”), including any claims directly or indirectly arising out of or relating to the Franchise Agreement or the offer, sale or acceptance of the franchises related thereto (including, but not limited to any disclosures and representations made in connection therewith). The Franchisee Parties further covenant on behalf of the Franchisee Group not to sue any member of the Franchisor Group on any of the claims released by this paragraph, and warrant and represent that they have not assigned or otherwise transferred any claims released by this paragraph.

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

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

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

YOU ACKNOWLEDGE AND REPRESENT THAT YOU HAVE CONSULTED WITH LEGAL COUNSEL BEFORE EXECUTING THIS RELEASE AND THAT YOU UNDERSTAND ITS MEANING, INCLUDING THE EFFECT OF SECTION 1542 OF THE CALIFORNIA CIVIL CODE, AND EXPRESSLY CONSENT THAT THIS RELEASE SHALL BE GIVEN FULL FORCE AND EFFECT ACCORDING

TO EACH AND ALL OF ITS EXPRESS TERMS AND PROVISIONS, INCLUDING, WITHOUT LIMITATION, THOSE RELATING TO THE RELEASE OF UNKNOWN AND UNSUSPECTED CLAIMS, DEMANDS, AND CAUSES OF ACTION.

All representations requiring prospective franchisees to assent to a release, estoppel or waiver of liability 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.

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.

If the franchise you operate under the Agreement is located in Minnesota or if any of the Releasing Parties is a resident of Minnesota, the following shall apply:

Any general release provided for hereunder shall not apply to any liability under the Minnesota Franchise Act.

8. **Non-Disparagement.** The Franchisee Parties agree not to, and cause the other members of the Franchisee Group and any other person not to, directly or indirectly (i) disparage, discredit, or otherwise speak negatively of any member of the Franchisor Group, the Restoration 1 brand and its franchisees, or any other brands owned by the members of the Franchisor Group, (ii) take any other action which would, directly or indirectly, subject any of the foregoing to ridicule, scandal, reproach, scorn, or indignity, or which would negatively impact or injure the goodwill of the System or the Marks; or (iii) take any other action which would constitute an act of moral turpitude and/or is or could reasonably become the subject of public scandal, disrepute, or infamy.

9. **Franchisor's Role.** The Franchisee Parties agree that (i) they have negotiated the Transfer without Franchisor's involvement, and (ii) Franchisor's only involvement in the Transfer transaction is limited to exercising its right of consent to the Transfer in accordance with the Franchise Agreement. The Franchisee Parties hereby represent to Franchisor that the Transfer will not violate any applicable laws or jeopardize the operations of the Franchised Business.

10. **Dispute Resolution.** Any disputes arising under this Consent shall be subject to and resolved in accordance with the choice of law and dispute resolution provisions of the Franchise Agreement (Section 18), the provisions of which are incorporated herein as though copied in their entirety.

11. **Binding Effect.** This Consent inures to the benefit of the parties and their respective successors and assigns and will be binding upon the parties and their respective successors, permitted assigns, and legal representatives. If there is any conflict between the provisions of this Consent and the provisions of the Franchise Agreement, the provisions of this Consent will prevail.

12. **Miscellaneous.** This Consent constitutes the entire understanding between the parties with respect to the matters it contemplates. All references in this Consent to the singular usage will be construed to include the plural and the masculine and neutral usages to include the other and the feminine. This Consent may be executed in multiple copies, each of which will be deemed an original. This Consent may be executed by electronic means.

IN WITNESS WHEREOF, the parties have executed this Consent as of the Effective Date.

FRANCHISOR

RESTORATION 1 FRANCHISE HOLDING, LLC, a Delaware limited liability company

By: _____
Name: _____
Title: _____

TRANSFeree

_____,
a(n) _____

By: _____
Name: _____
Title: _____

TRANSFEROR

_____,
a(n) _____

By: _____
Name: _____
Title: _____

TRANSFeree OWNER

a(n) _____

Sign: _____

TRANSFEROR OWNER

_____,
a(n) _____

Sign: _____

EXHIBIT B-4
RECONSTRUCTION SERVICES ADDENDUM

RESTORATION 1 FRANCHISE HOLDING, LLC
RECONSTRUCTION SERVICES ADDENDUM

This Reconstruction Services Addendum (“**Addendum**”) is made as of _____ (the “**Addendum Date**”) by and between Restoration 1 Franchise Holding, LLC a Delaware limited liability company, having its principal place of business at 6270 Morning Star Drive, Suite 120, The Colony, Texas 75056 (“**we**” “**us**” and “**our**”), each of the undersigned parties (“**Reconstruction Parties**”), and _____ (“**Franchisee**”).

BACKGROUND

1. We are party to that certain franchise agreement dated _____ (the “**Franchise Agreement**”) with Franchisee, pursuant to which we granted Franchisee the right to own and operate a Restoration 1® franchised business (the “**Franchised Business**”). Any capitalized term that is not defined herein shall have the meaning ascribed to such term in the Franchise Agreement.

2. Franchisee and/or one or more of its Owners and/or one or more of its or their affiliates wishes to offer Reconstruction Services, which requires our consent under the Franchise Agreement, and our consent is conditioned on the terms and conditions contained in this Addendum, which must be executed by any and all persons or entities offering Reconstruction Services.

AGREEMENT

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. **Authorization of Reconstruction Services.** We hereby authorize the Reconstruction Parties to offer Reconstruction Services (as defined in the Franchise Agreement) on the terms and conditions set forth in this Addendum. **Each Reconstruction Party hereby agrees that it will not, and will cause each of its affiliates, owners, employees, and representatives not to, offer or provide any other products and services, related to or arising in connection with any project conducted by the Franchised Business, without our prior written approval.** This Addendum will have a term that begins on the Addendum Date and ends on the earlier of: (i) the expiration or termination of the Franchise Agreement, for any reason; or (ii) the termination hereof under Section 8 or 9 below.

2. **Application of Franchise Agreement.** Each Reconstruction Party hereby agrees that from and after the Addendum Date, all Reconstruction Services will be deemed part of the Franchised Business, and will be subject in all respects to the Franchise Agreement. In furtherance of the foregoing, each Reconstruction Party that is not expressly party to the Franchise Agreement hereby agrees to join the Franchise Agreement and to be subject to all obligations of Franchisee under the Franchise Agreement, except as modified hereby, including: (i) the obligation to comply with all of our System Standards, including as they relate to Reconstruction Services; (ii) the obligation to secure all necessary license, permits, certificates, and insurance, and to comply with all applicable laws and regulations in conducting the Reconstruction Services; (iii) the obligation to indemnify us and our affiliates for liabilities arising from the Reconstruction Services; (iv) all covenants of confidentiality, non-competition, non-interference, and non-disparagement; (v) all limitations on use, and acknowledgements of ownership, of the Marks and the System; (vi) the obligation to deliver financial, sales, and other reports to us, which will include reports relating to the operations of the Reconstruction Parties; (vii) our right to inspect the Reconstruction Services, including field visits at any applicable job site; (viii) our right to audit the books and records of any Reconstruction Parties; (ix) the obligation to obtain our approval of any subcontractors; and (x) all obligations to secure our approval prior to a

transfer to any portion of the Franchise Business, including the Reconstruction Services, and/or any direct or indirect ownership in any Reconstruction Party. Reconstruction Parties and Franchisee each acknowledge and agree that their liability under the Franchise Agreement is joint and several with Franchisee, all other Reconstruction Parties, and all guarantors of the obligations thereof.

3. **Ownership of Reconstruction Parties.** Each of the Reconstruction Parties hereby represents and warrants to us that, if any of such Reconstruction Parties is a Business Entity, that the information on Exhibit 2 is an accurate and complete description of: (a) each person who signs this Addendum as a Reconstruction Party, if it is a sole proprietorship; or (b) each person who holds a direct or indirect ownership, voting, or beneficial interest in any Reconstruction Party. Each person disclosed on Exhibit 2 will constitute an Owner under the Franchise Agreement and be subject to the obligations applicable thereto. If any Reconstruction Party enters this Addendum is a Business Entity, it hereby represents and warrants to us that it is validly existing and in good standing under the laws of the state of its incorporation or formation, and has the authority to execute this Addendum, and perform all of its obligations under this Addendum and the Franchise Agreement. Each of the Owners and their respective spouses identified on Exhibit 2 must execute a guaranty in the form we prescribe, agreeing to be personally bound, jointly and severally, by all provisions of this Addendum and the Franchise Agreement. Our current form of guaranty is attached hereto as Exhibit 1.

4. **Construction Revenue and Reports.** Each Reconstruction Party agrees to separately account for and report to us all Collected Gross Revenues pertaining to Reconstruction Services (“**Construction Gross Revenues**”), pursuant to the reporting requirements otherwise applicable to Collected Gross Revenue under the Franchise Agreement. Except with respect to the calculation of Royalty Fees and Brand Fund Contributions described below, and the foregoing obligation to separately report Construction Gross Revenues to us, all references in the Franchise Agreement to Collected Gross Revenues shall be deemed to include Construction Gross Revenue.

5. **Royalty Fee.** Subject to Section 6, each Reconstruction Party hereby agrees to pay us a monthly Royalty Fee in the amount of 2% of all Construction Gross Revenue, in addition to the Royalty Fee otherwise payable under the Franchise Agreement on Collected Gross Revenue that is not Construction Gross Revenue. The Royalty Fees on Construction Gross Revenue shall be paid to us in the time and manner specified by the Franchise Agreement for all other Royalty Fees. We may periodically establish discount programs for Royalty Fees, though we are not obligated to do so. We may initiate, modify, or discontinue these discount programs at any time with notice to Franchisee and the Reconstruction Parties. We may also condition these discounts on criteria we establish periodically, such as compliance with all agreements with us, and satisfaction of our criteria to offer the applicable products or services.

6. **Subcontractors.** Each Reconstruction Party must obtain our prior written approval of any subcontractor that it will use to provide Reconstruction Services. Each Reconstruction Party, together with Franchisee, and each of their respective guarantors, will remain fully liable for all obligations under this Addendum and the Franchise Agreement for all Reconstruction Services, including those performed by any approved subcontractors. Each Reconstruction Party, together with Franchisee, and each of their respective guarantors, will be fully liable for the actions, omissions, and performance of any and all subcontractors and their personnel, which will constitute agents of such Reconstruction Party.

7. **Brand Fund Contribution.** Each Reconstruction Party hereby agrees, in addition to the Brand Fund Contribution payable under the Franchise Agreement on Collected Gross Revenue (which will apply to all Collected Gross Revenue that is not Construction Gross Revenue), to pay us a monthly Brand Fund Contribution in the amount of 0.5% of all Construction Gross Revenue. The Brand Fund Contribution on Construction Gross Revenue shall be paid to us in the time and manner specified by the Franchise Agreement. The Brand Fund Contribution on Construction Gross Revenue, together with the Brand Fund Contribution on other Collected Gross Revenue, may exceed the 2% limit for Brand Fund Contributions, as described in the Franchise Agreement.

8. **No Support Obligations.** Each Reconstruction Party hereby acknowledges and agrees that we are entering into this Addendum strictly because the Reconstruction Parties wish to offer services associated with their Franchised Business, we have no obligation to provide any training or support with respect to Reconstruction Services. Each Reconstruction Party will be solely responsible for training for its personnel and representatives, and conducting all business of offering the Reconstruction Services. Additionally, we have no obligation to conduct any marketing or advertising promoting Reconstruction Services, notwithstanding the fact that Reconstruction Parties must pay Brand Fund Contributions on Construction Gross Revenue.

9. **Termination by Us.** Each Reconstruction Party acknowledges and agrees that we have the right to modify the products and services that may be offered by Restoration 1 Businesses from time to time under the Franchise Agreement. As such, we may revoke our authorization for any or all Reconstruction Parties to conduct the Reconstruction Services, and/or terminate this Addendum as to some or all of the Reconstruction Parties, at any time, upon 60 days' notice to the terminated Reconstruction Parties. Additionally, we may terminate or suspend the authorization of any or all Reconstruction Parties to conduct the Reconstruction Services immediately upon notice to the terminated Reconstruction Parties, if Franchisee and/or any Reconstruction Parties is in breach of the Franchise Agreement and/or this Addendum beyond any applicable cure period.

10. **Termination by Reconstruction Parties.** Each Reconstruction Party acknowledges and agrees that offering Reconstruction Services is entirely optional. Should any Reconstruction Party and/or its Owners voluntarily elect to offer Reconstruction Services, it hereby acknowledges that its election to do so was based upon their own independent investigation, and that it may terminate this Addendum at any time, upon 60 days' notice to us.

11. **Effects of Termination.** Upon termination of this Addendum for any reason, each Reconstruction Party and its Owners must immediately: (a) cease offering and providing any Reconstruction Services immediately; (b) comply with all obligations under Section 13.1 of the Franchise Agreement, as it relates to the Reconstruction Services and the terminated Reconstruction Parties, and not as it relates to any ongoing operations of the Franchised Business by Franchisee; and (c) pay us the amounts required under Section 13.2.1, on the basis of any Accounts Receivable generated from the Reconstruction Services arising prior to termination. Each Reconstruction Party and its Owners acknowledges that notwithstanding any termination of this Addendum, the terms under this Addendum and the Franchise Agreement that either expressly or by their nature survive termination thereof, shall continue in full force and effect subsequent to and notwithstanding the expiration or termination of this Addendum and will continue to apply to Franchisee and any Reconstruction Services and until satisfied or by their nature expire, including, including the following provisions of the Franchise Agreement: Section 5.1 (Intellectual Property), Section 6 (Covenants), Section 11.14 (Insurance Coverage), Section 11.15 (Service Warranties), Section 13 (Rights and Duties

Upon Expiration or Termination), Section 16 (Relationship and Indemnification), and Section 17 (General Conditions and Provisions), and Section 18 (Dispute Resolution).

12. **Release of Claims.** Each Reconstruction Party acknowledges and agrees that we have no obligation to authorize the offer of Reconstruction Services, and therefore in consideration thereof, each Reconstruction Party on behalf of themselves and their current and former parents, affiliates, and subsidiaries, and each of the foregoing person's respective direct or indirect owners, officers, directors, employees, representatives, predecessors, spouses, heirs, principals, attorneys, agents, successors, and assigns (the "**Releasing Parties**"), individually and collectively, release and forever discharge with prejudice, us and our current and former parents, subsidiaries, and affiliates, and each of our and their respective direct or indirect owners, officers, directors, employees, representatives, predecessors, spouses, heirs, principals, attorneys, agents, successors, and assigns (collectively, the "**Franchisor Parties**") of and from any and all claims, obligations, debts, proceedings, demands, causes of actions, liabilities, losses, damages, and rights of every kind and nature whatsoever, whether known or unknown, suspected or unsuspected, at law or in equity which any of them has, had or may have, from the beginning of time to the Addendum Date (collectively, "**Claims**"), including those arising out of or relating in any way to the Franchise Agreement, the relationship created by the Franchise Agreement, or the development, ownership, or operation of the Franchised Business. Each Reconstruction Party on behalf of themselves and on behalf of the other Releasing Parties, further covenant not to sue any of the Franchisor Parties on any of the Claims released by this Section and warrant and represent that any of the Releasing Parties have not assigned or otherwise transferred any Claims released by this Section.

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

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

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

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

All representations requiring prospective franchisees to assent to a release, estoppel or waiver of liability 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.

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.

This release does not apply with respect to claims arising under the Minnesota Franchise Act.

13. **Disputes.** Each Reconstruction Party agrees that the terms of this Addendum will be governed in all respects by the provisions applicable to interpretation, construction, dispute resolution, and enforcement under the Franchise Agreement, including the obligation to submit claims to binding arbitration, and all limitations on claims, damages, and waiver of rights.

14. **Amendment.** By executing this Addendum below, Franchisee acknowledges and agrees to the amendment of the Franchise Agreement as contemplated hereby, the joinder of the Reconstruction Parties, and agrees to remain jointly and severally liable for the obligations of Franchisee, its Owners, and the Reconstruction Parties, to the maximum extent possible.

15. **Miscellaneous.** This Addendum, when executed, together with the Franchise Agreement, constitute the entire agreement and understanding between the parties with respect to the subject matter contained herein. Any and all prior agreements and understandings between the parties relating to the subject matter contained in this Addendum, whether written or verbal, other than as contained within the executed Addendum and Franchise Agreement, are void and have no force and effect. Except as specifically modified or supplemented by this Addendum, all terms, conditions, covenants and agreements set forth in the Franchise Agreement shall remain in full force and effect. In the event of any inconsistency between the executed Franchise Agreement and this Addendum, this Addendum shall prevail. This Addendum may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute but one and the same document. This Addendum may be executed by electronic means.

IN WITNESS WHEREOF, each of the undersigned hereby acknowledges having read this Addendum, and understands and consents to be bound by all of its terms.

FRANCHISOR:

Restoration 1 Franchise Holding, LLC

RECONSTRUCTION PARTIES:

(insert legal name)

Sign: _____

Name: _____

Title: _____

Dated: _____

Sign: _____

Name: _____

Title: _____

Dated: _____

FRANCHISEE:

(insert legal name)

(insert legal name)

Sign: _____

Name: _____

Title: _____

Dated: _____

Sign: _____

Name: _____

Title: _____

Dated: _____

(insert legal name)

Sign: _____

Name: _____

Title: _____

Dated: _____

**EXHIBIT 1 TO THE RECONSTRUCTION SERVICES ADDENDUM
UNLIMITED GUARANTY AND PERSONAL UNDERTAKING**

THIS UNLIMITED GUARANTY AND PERSONAL UNDERTAKING (this “**Guaranty**”) is executed and delivered to Franchisor (defined below) to be effective as of the effective date of the Reconstruction Services Addendum to which it is affixed. Each of the undersigned make the following representations and warranties to Franchisor, and agree to the following:

1. I have read the franchise agreement between Restoration 1 Franchise Holding, LLC (“**Franchisor**”) and Franchisee, together with any associated exhibits, agreements, addenda, riders, and other instruments, such as the Reconstruction Services Addendum to which this Guaranty is affixed (together, the “**Franchise Agreement**”), and am familiar with its terms (capitalized terms not defined herein will have the meaning in the Franchise Agreement).
2. I own a beneficial interest in the Franchisee, the Franchised Business, and/or a Reconstruction Party, and/or would be considered an “Owner” within the definition contained in the Franchise Agreement.
3. I understand that, were it not for this Guaranty, Franchisor would not have agreed to enter into the Reconstruction Services Addendum.
4. I agree to be personally bound by, and personally liable for the breach of, each and every provision in the Franchise Agreement, both monetary obligations and obligations to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities, including that without limiting the foregoing, I will comply with all of the covenants of confidentiality, exclusivity, non-interference, and non-disparagement contained in Section 6 of the Franchise Agreement.
5. I will comply with all of the provisions contained in Section 14 of the Franchise Agreement concerning the transfer of any interest I may have in the Franchised Business or the Franchisee and/or any Reconstruction Party.
6. I agree that the provisions contained in Section 18 of the Franchise Agreement will apply to any dispute arising out of or relating to this Guaranty, including the requirement to arbitrate all claims under Section 18.1. If Franchisor brings any legal action to enforce its rights under this Guaranty, I will reimburse Franchisor its attorneys’ fees and costs.
7. I hereby personally and unconditionally guarantee to Franchisor and its successors and assigns the punctual and full payment of all amounts owed by the Franchisee and/or any Reconstruction Party under the Franchise Agreement. I understand and agree that Franchisor need not exhaust its remedies against the Franchisee and/or any Reconstruction Party and/or any other guarantor or person before seeking recovery from me under this Guaranty.
8. No modification, change, impairment, or suspension of any of Franchisor’s rights or remedies shall in any way affect any of my obligations under this Guaranty. If any party has pledged other security or if one or more other persons have personally guaranteed performance of the Franchisee’s and/or any Reconstruction Party’s obligations, I agree that Franchisor’s release of such security will neither affect my liability under this Guaranty or be asserted as a defense to enforcement of this Guaranty.
9. I hereby waive: (a) acceptance and notice of acceptance by Franchisor of the foregoing undertakings; (b) notice of demand for payment of any indebtedness or non-performance of any obligations hereby guaranteed; (c) protest and notice of default to any party with respect to the indebtedness or non-performance of any obligations hereby guaranteed; (d) any right I may have to

Exhibit 1

require that an action be brought against Franchisee or any other person as a condition of my liability; (e) any and all other notices and legal or equitable defenses to which I may be entitled; and (f) defense of the statute of limitations in any action hereunder or for the collection of any indebtedness or the performance of any obligation hereby guaranteed.

10. My liability under this Guaranty shall not be diminished, relieved or otherwise affected by any extension of time, credit or other indulgence which Franchisor may from time to time grant to Franchisee and/or any Reconstruction Party and/or to any other person, including the acceptance of any partial payment or performance, or the compromise or release of any claims, none of which shall in any way modify or amend this Guaranty, which shall be continuing and irrevocable during the term of the Agreement.

11. **I WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, INVOLVING FRANCHISOR, WHICH ARISES OUT OF OR IS RELATED IN ANY WAY TO THE FRANCHISE AGREEMENT AND/OR THE PERFORMANCE OF ANY PARTY UNDER THE FRANCHISE AGREEMENT.**

12. I understand that Franchisor's rights under this Guaranty shall be in addition to, and not in lieu of, any other rights or remedies available to Franchisor under applicable law.

13. This Guaranty will continue unchanged by the occurrence of any bankruptcy with respect to Franchisee and/or any Reconstruction Party and/or any assignee or successor of the Franchisee or any Reconstruction Party or by any abandonment of the Agreement by a trustee. Neither my obligations to make payment or render performance in accordance with the terms of this Guaranty nor any remedy for enforcement will be impaired, modified, changed, released or limited in any manner whatsoever by any impairment, modification, change, release or limitation of the liability of the Franchisee and/or any Reconstruction Party and/or its estate in bankruptcy or of any remedy for enforcement.

14. If more than one person has personally guaranteed any performance under and/or agreed to be bound by the Franchise Agreement, my liability with such person shall be joint and several with such guarantors, parties, and the Franchisee.

15. This Guaranty shall be binding on me and my heirs, executors, administrators, and assigns and shall inure to the benefit of Franchisor and its successors, endorsees, transferees and assigns. Without limiting any other provision hereof, I warrant and agree that my death shall not serve as a revocation of or otherwise affect the guaranty made hereunder and that my estate and heirs shall continue to be liable hereunder with respect to any obligations guaranteed hereunder.

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

By signing below, any undersigned spouse acknowledges and consents to the guaranty given herein by his/her spouse. Such consent also serves to bind the assets of the marital estate to guarantor's performance of this Guaranty. Each guarantor represents and warrants that, if no signature appears below for such guarantor's spouse, such guarantor is either not married or, if married, is a resident of a state which does not require the consent of both spouses to encumber the assets of a marital estate.

[SIGNATURE PAGE TO FOLLOW]

Exhibit 1

IN WITNESS WHEREOF, each of the undersigned has affixed his signature to be effective as of the Effective Date.

GUARANTOR(S)	SPOUSE(S)
Sign: _____ Name: _____ Address: _____ _____ _____	Sign: _____ Name: _____ Address: _____ _____ _____
Sign: _____ Name: _____ Address: _____ _____ _____	Sign: _____ Name: _____ Address: _____ _____ _____
Sign: _____ Name: _____ Address: _____ _____ _____	Sign: _____ Name: _____ Address: _____ _____ _____

**EXHIBIT 2 TO THE RECONSTRUCTION SERVICES ADDENDUM
OWNERS**

(Please attach additional copies of this Exhibit for additional Reconstruction Parties)

- (a) You operate as the following (please complete):
- ☐ Sole Proprietorship
 - ☐ Business Entity formed in the State of _____

- (b) The is a list of your Owners:

Name	Home Address	Telephone Number	Email Address	% of Ownership

- (c) The following individuals of your officers, managers, or other governing persons:

Name	Home Address	Telephone Number	Email Address	Title

EXHIBIT C
STATE ADDENDA

EXHIBIT C
STATE ADDENDA

FOR THE FOLLOWING STATES: CALIFORNIA, ILLINOIS, INDIANA, MARYLAND, MICHIGAN, MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND, SOUTH DAKOTA, VIRGINIA, WASHINGTON, OR WISCONSIN.

No statement, questionnaire, or acknowledgment signed or agreed to by 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.

FOR THE STATE OF ILLINOIS

1. ITEM 17 of the Disclosure Document is supplemented to add the following:

Illinois law governs the Franchise Agreement.

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.

Your rights upon Termination and Non-Renewal of an agreement are set forth in sections 19 and 20 of the Illinois Franchise Disclosure Act.

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

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 behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FOR THE STATE OF MARYLAND

1. ITEM 5 of the Disclosure Document is supplemented to add the following:

- All initial fees and payments shall be deferred until such time as the franchisor completes its initial obligations under the franchise agreement.

2. ITEM 17 of the Disclosure Document is supplemented to add the following:

- Any release required as a condition of renewal, sale and/or assignment/transfer will not apply to claims or liability arising under the Maryland Franchise Registration and Disclosure Law.
- The Franchise Agreement provides for termination upon bankruptcy. This provision might not be enforceable under federal bankruptcy law (11 U.S.C.A. Section 101 *et seq.*), but we will enforce it to the extent enforceable.
- A franchisee may bring suit in Maryland for claims 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.

- In the event of a conflict of laws if required by the Maryland Franchise Registration and Disclosure Law, Maryland law shall prevail.
- This Franchise Agreement provides that disputes are resolved through arbitration. A Maryland franchise regulation states that it is an unfair or deceptive practice to require a franchisee to waive its right to file a lawsuit in Maryland claiming a violation of the Maryland Franchise Law. In light of the Federal Arbitration Act, there is some dispute as to whether this forum selection requirement is legally enforceable.

FOR THE STATE OF MINNESOTA

THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

1. ITEM 5 of the Disclosure Document is supplemented to add the following:
 - Liquidated Damages will not be enforced to the extent prohibited by applicable law.
2. ITEMS 5 and 7 of the Disclosure Document are supplemented to add the following:

Pursuant to an order of the Minnesota Department of Commerce, we will defer collection of the initial franchise fee and other initial payments you owe us until we have completed all of our pre-opening obligations to you under the Franchise Agreement and you begin operating your Franchised Business.
3. ITEM 13 of the Disclosure Document is supplemented to add the following:
 - Provided you have complied with all provisions of the Franchise Agreement applicable to the Marks, we will protect your rights to use the Marks and we will also indemnify you from any loss, costs, or expenses from any claims, suits, or demands regarding your use of the Marks in accordance with Minn. Stat. Section 80C.12, Subd. 1(g).
4. ITEM 17 of the Disclosure Document is supplemented to add the following:
 - With respect to franchises governed by Minnesota law, Minnesota Statutes, Section 80C.14, Subd. 3, 4, and 5, which require, except in certain specified cases, that you be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the Franchise Agreement.

- Minnesota Statutes Section 80C.21 and Minnesota Rules 2860.4400(J) might prohibit us from requiring litigation to be conducted outside of Minnesota, requiring waiver of a jury trial, or requiring you to consent to liquidated damages, termination penalties, or judgment notes. In addition, nothing in the Disclosure Document or Franchise Agreement(s) can abrogate or reduce any of your rights as provided for in Minnesota Statutes, Chapter 80C, or your rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction. Those provisions also provide that no condition, stipulation, or provision in the Franchise Agreement will in any way abrogate or reduce any of your rights under the Minnesota Franchises Law, including, if applicable, the right to submit matters to the jurisdiction of the courts of Minnesota.
- Any release required as a condition of transfer or assignment will not apply to the extent prohibited by applicable law with respect to claims arising under Minnesota Rule 2860.4400(D).

FOR THE STATE OF NORTH DAKOTA

1. ITEM 5 of the Disclosure Document is supplemented to add the following:
 - Pursuant to an order of the North Dakota Securities Commissioner, we will defer collection of the initial franchise fee and other initial payments you owe us until we have completed all of our pre-opening obligations to you under the Franchise Agreement and you begin operating your Franchised Business.

FOR THE STATE OF RHODE ISLAND

1. ITEM 17 of the Disclosure Document is supplemented to add the following:
 - Section 19-18.1-14 of the Rhode Island Franchise Investment Act provides that “a provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act. To the extent required by applicable law, Rhode Island law will apply to claims arising under the Rhode Island Franchise Investment Act.”

FOR THE STATE OF VIRGINIA

1. ITEM 17 of the Disclosure Document is supplemented to add the following:
 - Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any ground for default or termination stated in the Franchise Agreement does not constitute “reasonable cause,” as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.
2. The following terms will apply to the franchise offered hereby if and only if required by applicable law and the franchise is granted on or after July 1, 2026:

Under subsection D of § 13.1-559 of the Virginia Retail Franchising Act, for all franchises located in Virginia, the franchise contract or agreement offered or entered into pursuant to terms of this chapter shall be governed by the laws of the Commonwealth of Virginia.

Under subdivision A 4 of § 13.1-563 of the Virginia Retail Franchising Act (“Act”), it is unlawful to offer or enter into a franchise agreement that restricts the right of a franchisee to engage in the business of offering, selling, or distributing goods or services at retail after

termination or expiration of the franchise agreement. However, subsection B of § 13.1-563 of the Act provides that if a franchisee sells a franchise at a mutually agreed upon price to a third party or back to the franchisor, such sale may include a term restricting the right of such franchisee to engage in the business of offering, selling, or distributing goods or services at retail for a period of no more than two years after such sale.

WASHINGTON ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT

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. Litigation. Item 3 of the Disclosure Document is supplemented to add the following:
- *In re Franchise No Poaching Provisions (Restoration 1 Franchise Holding, LLC)*, (No, 19-2-27572-3 SEA). In 2018, the State of Washington launched a campaign to eliminate ‘no-poach’ provisions from franchise agreements by requiring that franchisors registered in the State of Washington agree to discontinue use and enforcement of ‘no-poach’ provisions. On October 18, 2019, we entered into an Assurance of Discontinuance (“AOD”), in which we agreed to remove all ‘no-poach’ provisions from existing franchise agreements, not to include the ‘no-poach’ provision in any future franchise agreements, and refrain from enforcing any ‘no-poach’ provision. Other than as a mechanism for the court to approve and enter the AOD, no court proceeding was initiated against us. Under its express terms, the AOD is not to be construed as an admission of law, fact, liability, misconduct, or wrongdoing on our part.
20. Fee Deferral. Item 5 of the Disclosure Document is supplemented to add the following:
- Pursuant to an order of the Department of Financial Institutions, we will defer collection of the initial franchise fee and other initial payments you owe us until we have completed all of our pre-opening obligations to you under the Franchise Agreement and you have begun operating your Franchised Business.

EXHIBIT D

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EXHIBIT E

FINANCIAL STATEMENTS

UNAUDITED FINANCIAL STATEMENTS

Restoration 1 Franchise Holding, LLC & Subsidiaries
Consolidated Profit & Loss Statement
As of February 28, 2026
Unaudited

	Year To Date 2/28/2026
	Actual
Revenue	
Franchise Fees	104,900
Royalties	1,543,523
Marketing Brand Fund	0
Technology Fees	152,717
Rebate Income	38,822
National Account Fee	12,092
Other Income	0
Total Revenue	1,852,054
Cost of Goods	
Commissions	29,368
Website Expenses	23,377
Total Cost of Goods	52,745
Total Gross Profit	1,799,309
Operating Expenses	
Payroll Related	227,810
Advertising	61,993
Legal	13,271
Consulting & Audit Fees	44,979
Technology Services	96,953
Training Expenses	34,587
Travel Related	31,722
Occupancy Related	1,238
Other Operating Expenses	38,574
Brand Fund	0
Total Operating Expenses	551,127
Total EBITDA	1,248,182
Interest, Taxes, & D&A	
Interest	0
Taxes	0
Depreciation & Amortization	741,128
Total Interest, Taxes, & D&A	741,128
Total Net Income	507,054

THESE FINANCIAL STATEMENTS WERE PREPARED WITHOUT AN AUDIT. INVESTORS IN OR SELLERS OF FRANCHISES SHOULD BE ADVISED THAT NO CERTIFIED PUBLIC ACCOUNTANT HAS AUDITED THESE FIGURES OR EXPRESSED HIS OR HER OPINION WITH REGARD TO THEIR CONTENT OR FORM.

Restoration 1 Franchise Holding, LLC & Subsidiaries
Consolidated Balance Sheet
As of February 28, 2026
Unaudited

	Month Ending 2/28/2026
	Actual
Assets	
Current Assets	
Cash	2,272,759
Restricted Cash	122,364
Accounts Receivable	1,806,286
Intercompany	14,213,670
Prepaid Expenses	378,227
Notes Receivable	0
Other Current Assets	21,466
Total Current Assets	18,814,772
Long-Term Assets	
Investments	2,180,234
Fixed Assets - Net	118,587
Other Long-Term Assets	338,363
Intangible Assets - Net	20,324,179
Total Long-Term Assets	22,961,363
Total Assets	41,776,135
Liabilities & Equity	
Liabilities	
Current Liabilities	
Accounts Payable	275,181
Unearned Revenue	2,500
Notes Payable - Current Portion	0
Other Current Liabilities	
Payroll Liabilities	11,795
Other Accrued Liabilities	66,623
Total Other Current Liabilities	78,418
Total Current Liabilities	356,099
Long Term Liabilities	
Other Long-Term Liabilities	0
Notes Payable	0
Total Long Term Liabilities	0
Total Liabilities	356,099
Equity	
Equity	41,138,220
Net Income	281,816
Total Equity	41,420,036
Total Liabilities & Equity	41,776,135

THESE FINANCIAL STATEMENTS WERE PREPARED WITHOUT AN AUDIT. INVESTORS IN OR SELLERS OF FRANCHISES SHOULD BE ADVISED THAT NO CERTIFIED PUBLIC ACCOUNTANT HAS AUDITED THESE FIGURES OR EXPRESSED HIS OR HER OPINION WITH REGARD TO THEIR CONTENT OR FORM.

AUDITED FINANCIAL STATEMENTS

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED FINANCIAL STATEMENTS
Years Ended December 31, 2025 and 2024
with
Independent Auditors' Report

RESTORATION 1 FRANCHISE HOLDING, LLC
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HM&M Group, LLC

INDEPENDENT AUDITORS' REPORT

To the Board of Directors and Member of
Restoration 1 Franchise Holding, LLC and Subsidiaries

Opinion

We have audited the accompanying consolidated financial statements of Restoration 1 Franchise Holding, LLC and Subsidiaries (the "Company"), which comprise the balance sheets as of December 31, 2025 and 2024, and the related consolidated statements of operations, member's equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of 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. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

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

In performing an audit in accordance with generally accepted auditing standards, we:

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

HM&M Group, LLC

Dallas, Texas
March 25, 2026

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED BALANCE SHEETS
December 31, 2025 and 2024

ASSETS

	<u>2025</u>	<u>2024</u>
Current assets:		
Cash and cash equivalents	\$ 2,503,574	\$ 4,925,532
Restricted cash	81,768	211,038
Accounts receivable, net	1,885,980	2,026,009
Notes receivable, current	-	35,758
Prepaid expenses	228,728	206,252
Deferred costs, current	107,019	125,182
Due from related party, current	8,522	-
Total current assets	<u>4,815,591</u>	<u>7,529,771</u>
Property and equipment, net	<u>128,885</u>	<u>221,306</u>
Other assets:		
Intangibles, net	15,249,598	20,590,605
Goodwill, net	5,805,412	7,485,110
Deferred costs, net of current	573,518	744,918
Investments	35,000	35,000
Notes receivable, non-current	334,460	-
Financing lease right-of-use assets, net	-	251
Operating lease right-of-use assets, net	-	115,843
Total other assets	<u>21,997,988</u>	<u>28,971,727</u>
Total assets	<u><u>\$ 26,942,464</u></u>	<u><u>\$ 36,722,804</u></u>

(Continued)

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED BALANCE SHEETS
December 31, 2025 and 2024

LIABILITIES AND MEMBER'S EQUITY

	<u>2025</u>	<u>2024</u>
Current liabilities:		
Accounts payable	\$ 291,711	\$ 411,617
Accounts payable, related party	-	516
Accrued expenses and other payables	183,929	188,543
Deferred revenue, current	269,385	312,439
Long-term debt, current	-	27,803,906
Finance lease liabilities, current	-	254
Operating lease liabilities, current	-	132,810
Total current liabilities	<u>745,025</u>	<u>28,850,085</u>
Deferred revenue, net of current	1,486,320	1,917,763
Long-term debt, net of current	<u>-</u>	<u>150,000</u>
Total liabilities	<u>2,231,345</u>	<u>30,917,848</u>
Member's equity	<u>24,711,119</u>	<u>5,804,956</u>
Total liabilities and member's equity	<u><u>\$ 26,942,464</u></u>	<u><u>\$ 36,722,804</u></u>

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED STATEMENTS OF OPERATIONS
Years Ended December 31, 2025 and 2024

	2025	2024
Operating revenues:		
Franchise fees	\$ 950,312	\$ 1,272,971
Royalty fees	10,236,893	10,873,449
Brand fund fees	18,355	36,456
Technology fees	1,067,828	1,170,379
Claims management fees	1,423,774	1,846,586
Other	525,905	271,577
Total operating revenues	<u>14,223,067</u>	<u>15,471,418</u>
Operating expenses:		
Depreciation and amortization	4,649,312	4,797,462
Shared services	2,192,782	2,029,647
Salaries, wages, and benefits	1,367,348	1,342,001
Claims management expense	1,351,415	1,753,871
Technology services	758,335	794,971
Management fees	456,667	399,978
Professional fees	445,420	473,000
Commissions	397,882	480,435
Website, marketing, and training costs	364,807	564,779
Consulting	362,549	473,287
Advertising	310,242	581,031
Other expense	288,330	312,798
Travel and entertainment	159,575	148,755
Office expense	147,412	173,396
Insurance	131,594	99,213
Brand fund	44,333	39,983
Total operating expenses	<u>13,428,003</u>	<u>14,464,607</u>
Net income from operations	<u>795,064</u>	<u>1,006,811</u>
Other (expense) income:		
Loss on sale of subsidiaries	(6,092,845)	-
Gain on sale of assets	-	5,065
Interest expense	(578,447)	(2,411,934)
Other expense	(31,325)	(5,255)
Interest income	61,875	123,175
Total other expense	<u>(6,640,742)</u>	<u>(2,288,949)</u>
Net loss	<u>\$ (5,845,678)</u>	<u>\$ (1,282,138)</u>

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED STATEMENTS OF CHANGES IN MEMBER'S EQUITY
Years Ended December 31, 2025 and 2024

Balance at December 31, 2023	\$ 8,924,471
Distributions	(1,837,377)
Net loss	<u>(1,282,138)</u>
Balance at December 31, 2024	5,804,956
Contributions	27,500,000
Distributions	(6,957,247)
Sale of subsidiaries	4,209,088
Net loss	<u>(5,845,678)</u>
Balance at December 31, 2025	<u><u>\$ 24,711,119</u></u>

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED STATEMENTS OF CASH FLOWS
Years Ended December 31, 2025 and 2024

	<u>2025</u>	<u>2024</u>
Cash flows from operating activities:		
Net loss	\$ (5,845,678)	\$ (1,282,138)
Adjustments to reconcile net loss to net cash provided by operating activities:		
Depreciation and amortization	4,649,061	4,792,236
Amortization of finance lease right-of-use assets	251	5,226
Amortization of operating lease right-of-use assets	115,843	134,745
Bad debt expense	287,094	278,179
Long-term debt discount accretion	578,447	2,411,910
Loss on sale of assets	-	(5,065)
Loss on sale of subsidiaries	6,092,845	-
Changes in operating assets and liabilities:		
(Increase) decrease in:		
Accounts receivable	(170,033)	(787,364)
Accounts receivable, related party	-	(852,323)
Prepaid expenses	(22,476)	33,062
Deferred costs	92,242	79,605
Increase (decrease) in:		
Accounts payable	(119,906)	(88,526)
Accounts payable, related party	28,634	(6,403)
Accrued expenses	(1,090)	(156,002)
Deferred revenue	(204,179)	43,860
Operating lease liabilities	(132,810)	(151,140)
Net cash provided by operating activities	<u>5,348,245</u>	<u>4,449,862</u>
Cash flows from investing activities:		
Due from related party	(37,672)	126,369
Proceeds from sale of subsidiaries	10	-
Proceeds from sale of assets	-	20,000
Purchase of property and equipment	-	(132,850)
Cash held by disposed subsidiaries	(31,434)	-
Contributions from member	-	-
Distributions to member	(6,649,083)	(743,569)
Net cash used by investing activities	<u>(6,718,179)</u>	<u>(730,050)</u>

(Continued)

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED STATEMENTS OF CASH FLOWS
Years Ended December 31, 2025 and 2024

	2025	2024
Cash flows from financing activities:		
Proceeds from notes receivable	35,758	22,592
Issuance of notes receivable	(334,460)	(57,350)
Payments on long-term debt	(882,338)	(3,614,412)
Reduction of finance lease liability	(254)	(5,292)
Net cash used by financing activities	(1,181,294)	(3,654,462)
Net (decrease) increase in cash	(2,551,228)	65,350
Cash and cash equivalents, beginning of year	5,136,570	5,071,220
Cash and cash equivalents, end of year	\$ 2,585,342	\$ 5,136,570

Supplemental Disclosures

	2025	2024
Cash paid during the year for interest	\$ 578,447	\$ 2,411,935
Cash paid during the year for taxes	\$ 22,712	\$ 31,554
<u>Non-cash investing and financing activities:</u>		
Equity distribution - related party	\$ 308,188	\$ -
Equity distribution - accounts receivable, related party	\$ -	\$ 1,093,808
Equity contribution - debt refinanced by equity member	\$ 27,500,000	\$ -
Balances eliminated upon sale of subsidiaries	\$ 4,209,088	\$ -

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDINGS, LLC
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
December 31, 2025 and 2024

1. NATURE OF OPERATIONS

The consolidated financial statements include the financial statements of Restoration 1 Franchise Holding, LLC ("R1") and its wholly owned subsidiaries which include FranXperts LLC ("FranXperts"), Softroc Global, LLC ("Softroc"), and TDC Holdings, LLC ("TDC"), which owns TDC Franchising, LLC ("TDC Franchising") (collectively, the "Company"). All significant intercompany balances and transactions have been eliminated in consolidation.

Restoration 1 Franchise Holding, LLC is a franchisor of restoration companies completing property damage repairs with franchises across North America. The Company is a wholly owned subsidiary of Stellar Brands, LLC ("Stellar"). The Company earns revenues predominately from initial franchise fees and royalty fees. The Company also facilitates a national program where they contract with various property management companies under master service agreements to provide repair services. The Company was organized in the state of Delaware on April 21, 2020. On April 24, 2020, control of the Company changed in a restructure agreement between the current and former members.

FranXperts provides franchise development and management consulting services. Softroc Global, LLC is a master franchisor that offers franchises for the operation of a business specializing in the installation, cleaning, maintenance, and repair of rubber safety surfacing that serves as a long-lasting solution for existing concrete, asphalt, inter-locking brick, tile, and other surfaces. TDC Holdings, LLC is the sole-member of TDC Franchising, LLC. TDC Franchising, LLC dba The Driveway Company is a master franchisor that grants franchises for the operation of a business providing repair services of driveway using proprietary techniques. For the year ended December 31, 2023, TDC Franchising changed their business model to bundle new franchise license sales under the Softroc Global, LLC franchise brand. As such, TDC Franchising, LLC only receives royalties and pay expenses for a few legacy franchise contracts that existed prior to the change in the business model.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The accompanying financial consolidated statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

Recently Adopted Accounting Pronouncement

In July 2025, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") No. 2025-05, *Financial Instruments- Credit Losses (Topic 326): Measurement of Credit Losses for Accounts Receivable and Contract Assets*, to reduce the complexity and cost of the current expected credit loss ("CECL") model for private companies and certain non-profits. The proposal introduces a practical expedient allowing entities to assume current conditions persist for forecasting, and a policy election to consider subsequent collection activity, specifically for trade accounts receivable and contract assets. Entities should apply the new guidance prospectively. ASU 2025-05 is effective for annual reporting periods beginning after December 15, 2025 with early adoption permitted. On January 1, 2023, the Company adopted ASU 2016-13 prospectively, elected to use the practical expedient, and applied the accounting policy election. The adoption of this standard did not have a material impact on the Company's financial statements.

Use of Estimates

Management uses estimates and assumptions in preparing the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that were used for financial reporting purposes.

Cash and Cash Equivalents

The Company considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

Restricted Cash

Restricted cash held by the Company relates to cash provided by franchisees that is to be used solely for marketing and advertising purposes. Restricted cash also includes cash received from National Account vendors that will be paid to franchisees for completed jobs.

Fair Value of Financial Instruments

The Company's financial instruments, none of which are held for trading purposes, include cash and cash equivalents, accounts receivable, notes receivable, accounts payable, and accrued expenses. Management estimates that the fair value of all financial instruments as of December 31, 2025 and 2024, does not differ materially from the aggregate carrying values of its financial instruments recorded in the accompanying consolidated financial statements.

Concentrations of Credit Risk

Financial instruments that potentially subject the Company to a concentration of a credit risk principally consist of cash and trade receivables. The Company's franchisees operate throughout the United States. To reduce credit risk, the Company performs on-going credit evaluations of its franchisees' financial condition.

In the normal course of business, the Company may have bank account balances in excess of federally insured limits. If cash balances exceed the amounts covered by insurance provided by the Federal Deposit Insurance Corporation, the excess balances could be at risk of loss. The amount at risk of loss at December 31, 2025, is \$2,339,207.

Accounts Receivable and Allowance for Credit Losses

The Company's accounts receivable are primarily due from franchisees for monthly royalty fees. As previously mentioned, the Company has elected to apply the practical expedient and the accounting policy election introduced by adopted ASU 2025-05. These elections are applied consistently to all current accounts receivable and current contract assets arising from transactions accounted for under ASC Topic 606, Revenue from Contracts with Customers. Prior to the adoption, the allowance for credit losses was measured based on expected credit losses over the life of the asset, considering current conditions as well as reasonable and supportable forecasts. Under the practical expedient, the Company assumes that current economic conditions as of the balance sheet date remain unchanged for the remaining life of the applicable assets. As a result, the Company does not develop reasonable and supportable forecasts of future economic conditions for these assets.

Additionally, under the accounting policy election, the Company considers cash collection activity occurring after the balance sheet date but before the date the financial statements are available to be issued when estimating expected credit losses.

The allowance for credit losses was \$345,511 and \$85,093 at December 31, 2025 and 2024, respectively. Accounts receivable balances are written off when franchises have resold or are terminated and other means for collection have been exhausted and the potential for recovery is considered remote. Payments subsequently collected are credited back to the provision for doubtful accounts in the period the payments are received.

The following table sets forth the activity in the allowance for credit losses from December 31, 2025, through December 31, 2024:

	2025	2024
Balance, beginning of year	\$ (85,093)	\$ (13,532)
Bad debt expense	287,094	278,179
Write off	(547,512)	(349,740)
Balance, end of year	<u>\$ (345,511)</u>	<u>\$ (85,093)</u>

Notes Receivable

Notes receivable are related to the Company financing initial franchise fees with eligible franchisees. Notes receivable are stated at the outstanding principal amount, net of the allowance for uncollectible notes. The Company provides an allowance for uncollectible notes, which is based upon a review of outstanding receivables, historical collection information and existing economic conditions. Outstanding notes accrue interest based on the terms of the respective note agreements. A note receivable is considered delinquent when the debtor has missed three or more payments. At that time, the note is placed on nonaccrual status and interest accrual ceases and does not resume until the note is no longer classified as delinquent. Delinquent notes are written off based on individual credit evaluation and specific circumstances of the borrower.

At December 31, 2025 and 2024, all notes receivable are considered collectible, therefore, the Company did not have a reserve for uncollectible notes.

Costs to Obtain Contracts with Customers

The Company capitalizes incremental contract cost associated with obtaining franchise contracts which include broker fees, sales commissions, and general fees that would not have been incurred had the franchise sale not occurred. These costs are reported as deferred costs (assets) and are expensed pro-rata similarly to franchise fee revenue with a portion being recognized as a pre-opening services cost and the remaining on a straight-line basis over the term of the underlying franchise agreement. Amortization of deferred costs is included in commission expenses in the Consolidated Statements of Operations.

Long-Lived Assets

Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. If circumstances require a long-lived asset to be tested for possible impairment, the Company first compares undiscounted cash flows expected to be generated by an asset to the carrying value of the asset. If the carrying value of the long-lived asset is not recoverable on an undiscounted cash flow basis, an impairment is recognized to the extent that the carrying value exceeds its fair value. Fair value is determined through various valuation techniques including discounted cash flow models, quoted market values and third-party independent appraisals, as considered necessary.

Property and Equipment

Property and equipment are stated at cost. The Company capitalizes assets with useful lives greater than one year and a value of more than \$5,000. Depreciation is computed using the straight-line method over the estimated useful lives of the depreciable assets. The estimated useful lives range from three to seven years. Repairs and maintenance costs that do not substantially increase the useful lives of the property and equipment are expensed as incurred.

Intangible Assets

Intangible assets are recorded at their estimated fair values as of the date of acquisition. Intangible assets with definite lives consist of franchise contracts acquired and are amortized on a straight-line basis over their economic useful lives. The Company assesses the recoverability of its definite lived intangible assets primarily based on its current and anticipated future undiscounted cash flows. Intangible assets with indefinite lives consist of the Company's trade name.

Goodwill

Goodwill represents the excess of the purchase price over the fair value of tangible and identifiable intangible assets acquired through acquisitions. The Company has adopted the accounting alternative offered to nonpublic entities for the subsequent measurement of goodwill. In accordance with this alternative, the Company amortizes goodwill over ten years on a straight-line basis and only evaluates goodwill for impairment at the entity level when a triggering event occurs.

Income Taxes

Under existing provisions of the Internal Revenue Code, the income or loss of a limited liability company is recognized by the individual member for federal income tax purposes. Accordingly, no provision for federal income tax has been provided for in the accompanying consolidated financial statements. However, the Company remains liable for state income taxes.

Management has evaluated the Company's tax positions and has not identified any material uncertain tax positions that would not be sustained in a federal or state income tax examination. Accordingly, no provision for uncertainties in income taxes has been made in the accompanying consolidated financial statements. The Company is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress.

Advertising

Advertising and promotion expenses related directly to franchisees are expensed as incurred and are included in brand fund expenses in the Consolidated Statements of Operations. All general advertising and promotion costs of the Company are allocated as operating expenses in the Consolidated Statements of Operations. Advertising expenses that were directly related to franchisees for the years ended December 31, 2025 and 2024, totals \$44,333 and \$39,983, respectively. General advertising and promotion expenses for the years ended December 31, 2025 and 2024, totals \$310,242 and \$581,031, respectively.

Reclassification

Certain reclassifications have been made to the presentation of the financial statements for the year ended December 31, 2025, to correspond with the current year's financial statement format. Total member's equity and net income are unchanged due to these classifications.

3. ACCOUNTS RECEIVABLE

The following is a summary of accounts receivable by major classification and the related allowance for credit losses at December 31, 2025 and 2024:

	2025	2024
Franchisee royalties, technology fees, and brand fund fees	\$ 1,981,009	\$ 1,760,014
Other receivables	97,138	164,834
National accounts	153,344	186,254
Less: allowance for credit losses	(345,511)	(85,093)
Total	<u>\$ 1,885,980</u>	<u>\$ 2,026,009</u>

Bad debt expense for the years ended December 31, 2025 and 2024, totals \$287,094 and \$278,179, respectively.

4. PROPERTY AND EQUIPMENT

The following is a summary of property and equipment by major classification and the related accumulated depreciation at December 31, 2025 and 2024:

	<u>2025</u>	<u>2024</u>
Furniture, fixtures, and equipment	\$ 188,333	\$ 193,270
Software	<u>474,730</u>	<u>586,570</u>
	663,063	779,840
Less: accumulated depreciation	<u>(534,178)</u>	<u>(558,534)</u>
Total	<u><u>\$ 128,885</u></u>	<u><u>\$ 221,306</u></u>

Depreciation expense for the years ended December 31, 2025 and 2024, totals \$89,548 and \$174,547, respectively.

5. INTANGIBLE ASSETS

The following is a summary of intangible assets and related accumulated amortization as of December 31, 2025 and 2024:

	<u>2025</u>	<u>2024</u>
Franchise contracts acquired	\$ 30,401,000	\$ 32,185,120
Less: accumulated amortization	<u>(17,277,902)</u>	<u>(14,921,715)</u>
Total amortizable intangibles	13,123,098	17,263,405
Trade name	<u>2,126,500</u>	<u>3,327,200</u>
Total	<u><u>\$ 15,249,598</u></u>	<u><u>\$ 20,590,605</u></u>

Amortization expense for the years ended December 31, 2025 and 2024, totals \$3,173,909 and \$3,218,513, respectively. Remaining amortization expense over the next five years and thereafter is as follows:

	<u>Franchise Contracts</u>
2026	\$ 3,040,104
2027	3,040,104
2028	3,040,104
2029	3,040,104
2030	962,682
Thereafter	<u>-</u>
	<u><u>\$ 13,123,098</u></u>

6. GOODWILL

The following is a summary of goodwill and the related amortization expense at December 31, 2025 and 2024:

	<u>2025</u>	<u>2024</u>
Goodwill	\$ 13,448,829	\$ 13,991,773
Less: accumulated amortization	<u>(7,643,417)</u>	<u>(6,506,663)</u>
Total	<u>\$ 5,805,412</u>	<u>\$ 7,485,110</u>

Amortization expense for the years ended December 31, 2025 and 2024, totals \$1,385,604 and \$1,399,178, respectively. Remaining amortization expense over the next five years and thereafter is as follows:

	<u>Goodwill</u>
2026	\$ 1,344,883
2027	1,344,883
2028	1,344,883
2029	1,344,883
2030	425,880
Thereafter	<u>-</u>
	<u>\$ 5,805,412</u>

7. LONG TERM DEBT

Long term debt at December 31, 2025 and 2024, consists of the following:

		<u>2025</u>	<u>2024</u>
OBK Franchise Holding, LLC	Note payable to former owner, non-interest bearing, due in quarterly payments of \$882,353 starting March 1, 2021 through March 31, 2025. A final payment of \$27,500,000 is due on March 31, 2025, of which was assumed by Stellar Brands, LLC. Secured by all assets of the Company. The note was refinanced by the equity member of the Company on February 20, 2025.	\$ -	\$ 27,803,906
Barry Meakings and Alain Meakings	Contingent liability to former owner of Softroc Global, LLC related to acquisition of Softroc Global, LLC. The liability is due within 60 days after the close of the first twelve-month period that the Company generates \$5,000,000 of revenue from Softroc Global, LLC. This note was assumed by the buyer during the sale of investment in Softroc Global, LLC on October 22, 2025.	<u>-</u>	<u>150,000</u>
		-	27,953,906
	Less: Current portion	<u>-</u>	<u>(27,803,906)</u>
Total		<u>\$ -</u>	<u>\$ 150,000</u>

In connection with the Company's acquisition of the business on April 24, 2020, the Company issued a note to the former owner, OBK Franchise Holding, LLC, for a total principal payments of \$27,500,000 and total guaranteed interest payments of \$15,000,000. The note does not state an interest rate and has been measured based on the present value of expected future cash flows discounted at a rate of 9.9 percent. During 2025, the note was refinanced by the equity member and reported as an equity contribution in the accompany consolidated financial statements. The note consisted of the following balances as of December 31, 2025 and 2024:

	2025	2024
Gross payments over note term	\$ 15,000,000	\$ 15,000,000
Lump sum at maturity	27,500,000	27,500,000
Total	42,500,000	42,500,000
Less: payments made to date	(42,500,000)	(14,117,648)
Less: unamortized discount	-	(578,446)
Fair value of seller's note	<u>\$ -</u>	<u>\$ 27,803,906</u>

In connection with a business combination in which the Company acquired one of its subsidiaries on February 26, 2021, the Company issued a note to the former owner, Vincere Technology, LLC, for \$760,000. The note does not state an interest rate and has been measured based on the present value of expected future cash flows discounted at a rate of 9.9 percent. The note was paid in full as of December 31, 2024

8. REVENUE RECOGNITION

The Company generates franchise revenues through royalties, initial and successor franchise fees, transfer fees, and other fees. The Company's primary performance obligations under the franchise license is providing certain pre-opening services and granting certain rights to use the Company's intellectual property. All other services the Company provides under the franchise agreement are highly interrelated, not distinct within the contract, and therefore accounted for as a single performance obligation, which is satisfied by granting certain rights to use intellectual property over the term of each franchise agreement.

The Company has elected not to adjust consideration for the effects of financing which is allowable under a practical expedient when the period between the receipt of payment and the transfer of the goods or services to the customer is one year or less.

The Company does not believe the contracts contain any terms that would result in variable consideration that should be considered in the transaction price. Thus, the transaction price for financial reporting purposes is the total value of the franchise agreement, excluding royalty fees, brand fund fees, and tech fees.

Royalty and Brand Fund Revenues

Royalties, including franchisee contributions to national advertising funds, are calculated as a percentage of franchise monthly dues and annual fees over the term of the franchise agreement. The franchise royalties represent sales-based royalties that are related entirely to the performance obligation under the franchise agreement and are recognized as the underlying sales occur at the franchisee-level. Additionally, contributions to national advertising funds are due monthly and are recognized in income when earned.

Franchise Licenses

Initial and successor franchise fees are payable by the franchisee upon signing a new franchise agreement or successor franchise agreement, and transfer fees are paid to the Company when one franchisee transfers a franchise agreement to a different franchisee. The Company has elected the practical expedient available for the recognition of income related to franchise licenses. The guidance allows for all pre-opening service obligations to be bundled and considered on single performance obligation rather than each pre-opening service (site selection, training, quality control, information technology, etc.) being a standalone performance obligation. Accordingly, franchise licenses revenue recognition includes two performance obligations: 1) pre-opening services, 2) ongoing

assistance and continued access to the brand's intellectual property provided to that franchisee through the term of the franchise agreement. Pre-opening services revenue is recognized once the services have been provided and the franchisee commence business operations. The Company recognizes franchise fee revenue of \$30,600 for pre-opening services based on an estimate of the cost of specific goods and services provided. The remaining franchisee fee revenue is amortized on a straight-line basis over the term of the franchise agreement.

Franchise fee revenue disaggregated by type for the year ended December 31, 2025 and 2024, is as follows:

	2025	2024
Pre-opening revenue	\$ 480,900	\$ 485,801
Ongoing revenue	469,412	787,170
	<u>\$ 950,312</u>	<u>\$ 1,272,971</u>

Contract assets consist of deferred costs related to obtaining franchise contracts, such as broker fees, sales commissions, and general fees. The following table reflects the change in contract assets:

	2025	2024
Beginning balance	\$ 870,100	\$ 949,705
Increase	208,319	400,830
Expense recognized	(397,882)	(480,435)
Ending balance	<u>\$ 680,537</u>	<u>\$ 870,100</u>

The following table illustrates estimated costs expected to be expensed in the future related to performance obligations that are unsatisfied (or partially unsatisfied) as of December 31, 2025:

2026	\$ 107,019
2027	107,019
2028	107,019
2029	107,019
2030	92,696
Thereafter	159,765
Total	<u>\$ 680,537</u>

Contract liabilities consist of deferred revenue resulting from initial and successor franchise fees, as well as transfer fees. The following table reflects the change in contract liabilities:

	2025	2024
Beginning balance	\$ 2,230,202	\$ 2,186,342
Increase	475,815	1,316,831
Revenue recognized	(950,312)	(1,272,971)
Ending balance	<u>\$ 1,755,705</u>	<u>\$ 2,230,202</u>

The following table illustrates estimated revenues expected to be recognized in the future related to performance obligations that are unsatisfied (or partially unsatisfied) as of December 31, 2025. The Company has elected to exclude short term contracts, sales and usage-based royalties and any other variable consideration recognized on an "as invoiced" basis.

2026	\$ 269,385
2027	269,385
2028	269,385
2029	269,385
2030	238,032
Thereafter	<u>440,133</u>
Total	<u>\$ 1,755,705</u>

9. RELATED PARTY TRANSACTIONS

R1 provides financial support to a commonly owned affiliated company, BlueFrog Plumbing & Drain, LLC ("BlueFrog"). The Company is expected to receive this balance within the next year; therefore, the balance is classified as due from related party, and presented in the current assets section in the accompanying Consolidated Balance Sheets for the year ended December 31, 2025. For the years ended December 31, 2025 and 2024, the amount due from BlueFrog totals \$8,522 and \$0, respectively. R1 has confirmed that they will continue to support the operations of BlueFrog for liquidity needs.

For the years ended December 31, 2025 and 2024, the Company participates in a shared services agreement with Stellar Brands, LLC, for the related party to provide various shared services in exchange for a fee. These services include strategic planning and oversight, oversight of new franchisee on-boarding and training, supply chain assistance, marketing and advertising, back-office support (legal, accounting, technology) and various other management services. The Company paid \$2,215,532 and \$2,029,647 for these services for the years ended December 31, 2025 and 2024, respectively. These expenses are reported in shared services in the accompanying Consolidated Statements of Operations. The amount included in the Consolidated Balance Sheets as accounts payable to Stellar Brands, LLC totaled \$0 and \$516 for the years ended December 31, 2025 and 2024, respectively.

Stellar Services, LLC participates in a management agreement with an affiliated entity. The agreement calls for \$112,500 quarterly payments as part of the compensation consideration to be paid under the agreement. A portion of these payment obligations have been passed on to the Company. The Company paid \$456,667 and \$399,978 for these services for the years ended December 31, 2025 and 2024, respectively. These expenses are reported in management fee in the accompanying Consolidated Statements of Operations.

10. LEASES

The Company leases office space under an operating lease and office equipment and a vehicle under a finance lease. Amortization of finance leased assets is included with depreciation expense. The leases expired during 2025 and were not renewed by the Company.

The following is a summary of operating and finance leases as of December 31, 2025 and 2024:

	2025	2024
Operating leases:		
Operating lease right-of-use assets	\$ -	\$ 115,843
Operating lease liabilities, current	-	132,810
Total operating lease liabilities	<u>\$ -</u>	<u>\$ 132,810</u>
Finance leases:		
Finance lease right-of-use assets	<u>\$ -</u>	<u>\$ 251</u>
Finance lease liabilities, current	-	254
Total finance lease liabilities	<u>\$ -</u>	<u>\$ 254</u>
Weighted average remaining lease terms:		
Operating leases	-	1 year
Finance leases	-	.17 years
Weighted average discount rates:		
Operating leases	-	3 percent
Finance leases	-	.85 percent

The following are the lease components of lease expenses for the year ended December 31, 2025 and 2024:

	2025	2024
Operating lease cost	<u>\$ 117,350</u>	<u>\$ 140,820</u>
Total operating lease cost	<u>\$ 117,350</u>	<u>\$ 140,820</u>
* These lease costs are not included in the ROU asset balance or operating lease liability balance.		
Finance lease cost:		
Amortization of right-of-use assets	\$ 251	\$ 5,226
Interest on lease liabilities	-	24
Total finance lease cost	<u>\$ 251</u>	<u>\$ 5,250</u>

Cash flow information related to leases for the year ended December 31, 2025 and 2024, is as follows:

	2025	2024
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	<u>\$ 134,317</u>	<u>\$ 157,215</u>
Operating cash flows from finance leases	<u>\$ -</u>	<u>\$ 30</u>
Financing cash flows from finance leases	<u>\$ 254</u>	<u>\$ 4,812</u>

11. SALE OF SUBSIDIARIES

Effective October 22, 2025, the Company completed the sale of its investments in TDC Holdings, LLC and Softroc Global, LLC (the “Subsidiaries”). The sale price for the Company’s investments in Subsidiaries was negotiated between the Company’s owner and the former President of the Company during the period these brands were under Company ownership. Management determined that these brands would be better operated by an owner/operator and not on the Company’s shared services platform. As the sale involved a transaction with a former executive, it is considered a related party transaction. Prior to the sale, the Subsidiaries were wholly owned and fully consolidated within the Company’s consolidated financial statements.

At the time of disposal, the carrying value of the Company’s investment in the Subsidiaries was \$6,092,855. The sale resulted in a loss on disposal of \$6,092,845, which has been reported as loss on sale of subsidiaries in the Consolidated Statement of Operations for the year ended December 31, 2025. As a result of the disposal, all assets and liabilities of the Subsidiaries have been deconsolidated from the Company’s Consolidated Balance Sheet as of October 22, 2025. Management determined that the sale did not meet the criteria for discontinued operations under ASC 205-20, as the disposal does not represent a strategic shift that will have a major effect on the Company’s operations and financial results.

The following tables summarizes the carrying value of the Company's investment in the Subsidiaries at the sale date:

	<u>October 22, 2025</u>
Investment in TDC	\$ 3,740,803
Investment in Softroc	<u>2,352,052</u>
Total identifiable assets	6,092,855
Net assets transferred	6,092,855
Considerations	<u>10</u>
Loss on sale of subsidiaries	<u><u>\$ (6,092,845)</u></u>

The major classes of assets and liabilities of the Subsidiaries at the date of disposal were as follows:

	<u>October 22, 2025</u>
Cash and cash equivalents	\$ 20,237
Restricted cash	11,197
Accounts receivable, net	22,968
Due from related party, current	29,150
Property and equipment, net	2,872
Intangibles, net	2,167,098
Goodwill, net	294,094
Deferred costs	<u>97,321</u>
Total assets	2,644,937
Accrued expenses and other payables	3,524
Accounts payable, related party	29,150
Deferred revenue	270,318
Long-term debt	<u>150,000</u>
Total liabilities	452,992
Net assets disposed	<u><u>\$ 2,191,945</u></u>

The following table presents the components that reconcile to the loss on sale of subsidiaries as reported in the Consolidated Statement of Operations:

Net assets disposed	\$ 2,191,945
Sale of subsidiary recognized in equity	4,209,088
Non-cash distributions and cash disposed	<u>(308,188)</u>
Loss on sale of subsidiaries	<u>\$ 6,092,845</u>

For the period from January 1, 2025, through October 22, 2025, the Subsidiaries contributed a net loss of \$235,444 to the Company's Consolidated Statement of Operations.

12. COMMITMENTS AND CONTINGENCIES

Claims and Lawsuits

From time to time, the Company is subject to claims and lawsuits that arise primarily in the ordinary course of business. It is the opinion of management that the disposition or ultimate resolution of such claims and lawsuits will not have a material adverse effect on the financial position, results of operations and cash flows of the Company. Events could occur that would change this estimate materially in the near term.

Contingent Liability – Softroc Global, LLC

On March 3, 2021, Softroc Global, LLC acquired the trade names and trademarks of Softroc, LLC ("Softroc Business System") for \$1,000,000. Consideration transferred consisted of \$50,000 in cash, a payable in the amount of \$700,000 and a contingent liability in the amount of \$250,000. In September 2021, \$100,000 of the contingent liability was paid. The remaining contingent liability balance of \$150,000 is payable within 60 days after the close of the first twelve-month period that Softroc Global, LLC generates \$5,000,000 of revenue from the Softroc Business System. Effective October 22, 2025, upon sale of Softroc Global, LLC, the Company is no longer liable for this contingent liability as it was assumed by the buyer of the business.

13. SUBSEQUENT EVENTS

The Company has evaluated subsequent events from the balance sheet date through March 25, 2026, the date at which the consolidated financial statements were available to be issued, and determined there are no items to disclose.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED FINANCIAL STATEMENTS
Years Ended December 31, 2024 and 2023
with
Independent Auditors' Report

RESTORATION 1 FRANCHISE HOLDING, LLC
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HM&M Group, LLC

INDEPENDENT AUDITORS' REPORT

To the Board of Directors and Member of
Restoration 1 Franchise Holding, LLC and Subsidiaries

Opinion

We have audited the accompanying consolidated financial statements of Restoration 1 Franchise Holding, LLC and Subsidiaries (the "Company"), which comprise the balance sheets as of December 31, 2024 and 2023, and the related consolidated statements of operations, member's equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

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

Basis for Opinion

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

Responsibilities of Management for the Consolidated Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

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

In performing an audit in accordance with generally accepted auditing standards, we:

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

AM&M Group, LLC

Dallas, Texas
March 26, 2025

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED BALANCE SHEETS
December 31, 2024 and 2023

ASSETS

	<u>2024</u>	<u>2023</u>
Current assets:		
Cash and cash equivalents	\$ 4,925,532	\$ 4,743,953
Restricted cash	211,038	327,267
Accounts receivable, net	2,026,009	1,516,824
Accounts receivable, related party	-	241,485
Notes receivable, current	35,758	1,000
Prepaid expenses	206,252	239,314
Deferred costs, current	125,182	124,720
Due from related party, current	-	126,369
Total current assets	<u>7,529,771</u>	<u>7,320,932</u>
Property and equipment, net	<u>221,306</u>	<u>277,938</u>
Other assets:		
Intangibles, net	20,590,605	23,809,117
Goodwill, net	7,485,110	8,884,287
Deferred costs, net of current	744,918	824,985
Investments	35,000	35,000
Financing lease right-of-use assets, net	251	5,477
Operating lease right-of-use assets, net	115,843	250,588
Total other assets	<u>28,971,727</u>	<u>33,809,454</u>
Total assets	<u><u>\$ 36,722,804</u></u>	<u><u>\$ 41,408,324</u></u>

(Continued)

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED BALANCE SHEETS
December 31, 2024 and 2023

LIABILITIES AND MEMBER'S EQUITY

	<u>2024</u>	<u>2023</u>
Current liabilities:		
Accounts payable	\$ 411,617	\$ 500,143
Accounts payable, related party	516	6,919
Accrued expenses and other payables	188,543	344,545
Deferred revenue, current	312,439	284,359
Long-term debt, current	27,803,906	1,202,502
Finance lease liabilities, current	254	5,292
Operating lease liabilities, current	132,810	151,140
Total current liabilities	<u>28,850,085</u>	<u>2,494,900</u>
Deferred revenue, net of current	1,917,763	1,901,983
Long-term debt, net of current	150,000	27,953,906
Finance lease liabilities, net of current	-	254
Operating lease liabilities, net of current	-	132,810
Total liabilities	<u>30,917,848</u>	<u>32,483,853</u>
Member's equity	<u>5,804,956</u>	<u>8,924,471</u>
Total liabilities and member's equity	<u><u>\$ 36,722,804</u></u>	<u><u>\$ 41,408,324</u></u>

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED STATEMENTS OF OPERATIONS
Years Ended December 31, 2024 and 2023

	2024	2023
Operating revenues:		
Franchise fees	\$ 1,272,971	\$ 1,467,487
Royalty fees	10,873,449	11,812,363
Brand fund fees	36,456	57,096
Technology fees	1,170,379	1,179,285
Claims management fees	1,846,586	3,640,429
Other	135,489	167,250
Total operating revenues	<u>15,335,330</u>	<u>18,323,910</u>
Operating expenses:		
Depreciation and amortization	4,797,462	4,823,031
Shared services	2,029,647	2,147,324
Claims management expense	1,753,871	3,482,707
Salaries, wages, and benefits	1,342,001	1,261,373
Technology services	794,971	809,475
Advertising	581,031	343,026
Website, marketing, and training costs	564,779	722,951
Commissions	480,435	557,889
Consulting	473,287	477,757
Professional fees	473,000	544,736
Management fee	399,978	406,008
Other expense	312,798	218,967
Office expense	173,396	290,508
Travel and entertainment	148,755	125,997
Insurance	99,213	61,115
Brand fund	39,983	94,006
Total operating expenses	<u>14,464,607</u>	<u>16,366,870</u>
Net income from operations	<u>870,723</u>	<u>1,957,040</u>
Other income (expense):		
Gain on sale of assets	5,065	-
Interest expense	(2,411,934)	(2,498,827)
Other expense	(5,255)	(44,908)
Other income	259,263	109,330
Total other expense	<u>(2,152,861)</u>	<u>(2,434,405)</u>
Net loss	<u><u>\$ (1,282,138)</u></u>	<u><u>\$ (477,365)</u></u>

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED STATEMENTS OF CHANGES IN MEMBER'S EQUITY
Years Ended December 31, 2024 and 2023

Balance at December 31, 2022	\$ 9,411,286
Cumulative change in accounting principle (Note 2)	<u>(9,450)</u>
Balance at January 1, 2023 (as adjusted for change in accounting principle)	9,401,836
Net loss	<u>(477,365)</u>
Balance at December 31, 2023	8,924,471
Distributions	(1,837,377)
Net loss	<u>(1,282,138)</u>
Balance at December 31, 2024	<u><u>\$ 5,804,956</u></u>

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED STATEMENTS OF CASH FLOWS
Years Ended December 31, 2024 and 2023

	<u>2024</u>	<u>2023</u>
Cash flows from operating activities:		
Net loss	\$ (1,282,138)	\$ (477,365)
Adjustments to reconcile net loss to net cash provided by operating activities:		
Depreciation and amortization	4,792,236	4,815,944
Amortization of finance lease right-of-use assets	5,226	7,087
Amortization of operating lease right-of-use assets	134,745	130,346
Bad debt expense	278,179	192,556
Long-term debt discount accretion	2,411,910	2,498,723
Gain on sale of assets	(5,065)	-
Changes in operating assets and liabilities:		
(Increase) decrease in:		
Accounts receivable	(787,364)	(351,792)
Accounts receivable, related party	(852,323)	(241,485)
Prepaid expenses	33,062	162,090
Deferred costs	79,605	130,963
Increase (decrease) in:		
Accounts payable	(88,526)	(119,802)
Accounts payable, related party	(6,403)	(147,200)
Accrued expenses	(156,002)	(239,808)
Deferred revenue	43,860	(192,236)
Operating lease liabilities	(151,140)	(142,251)
Net cash provided by operating activities	<u>4,449,862</u>	<u>6,025,770</u>
Cash flows from investing activities:		
Due from related party	126,369	526,327
Proceeds from sale of assets	20,000	-
Purchase of property and equipment	(132,850)	(7,183)
Distributions	(743,569)	-
Net cash (used) provided by investing activities	<u>(730,050)</u>	<u>519,144</u>

(Continued)

RESTORATION 1 FRANCHISE HOLDING, LLC
CONSOLIDATED STATEMENTS OF CASH FLOWS
Years Ended December 31, 2024 and 2023

	2024	2023
Cash flows from financing activities:		
Proceeds from notes receivable	22,592	15,993
Issuance of notes receivable	(57,350)	-
Payments on long-term debt	(3,614,412)	(3,699,412)
Reduction of finance lease liability	(5,292)	(7,099)
Net cash used by financing activities	(3,654,462)	(3,690,518)
Net increase in cash	65,350	2,854,396
Cash and cash equivalents, beginning of year	5,071,220	2,216,824
Cash and cash equivalents, end of year	\$ 5,136,570	\$ 5,071,220

Supplemental Disclosures

	2024	2023
Cash paid during the year for interest	\$ 2,411,935	\$ 2,494,765
Cash paid during the year for taxes	\$ 31,554	\$ 18,104
<u>Non-cash investing and financing activities:</u>		
Equity distribution - accounts receivable, related party	\$ 1,093,808	\$ -

See accompanying notes to the consolidated financial statements.

RESTORATION 1 FRANCHISE HOLDINGS, LLC
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
December 31, 2024 and 2023

1. NATURE OF OPERATIONS

The consolidated financial statements include the financial statements of Restoration 1 Franchise Holding, LLC ("R1") and its wholly owned subsidiaries which include FranXperts LLC ("FranXperts"), Softroc Global, LLC ("Softroc"), and TDC Holdings, LLC ("TDC"), which owns TDC Franchising, LLC ("TDC Franchising") (collectively, the "Company"). All significant intercompany balances and transactions have been eliminated in consolidation.

Restoration 1 Franchise Holding, LLC is a franchisor of restoration companies completing property damage repairs with franchises across North America. The Company is a wholly owned subsidiary of Stellar Brands, LLC ("Stellar"). The Company earns revenues predominately from initial franchise fees and royalty fees. The Company also facilitates a national program where they contract with various property management companies under master service agreements to provide repair services. The Company was organized in the state of Delaware on April 21, 2020. On April 24, 2020, control of the Company changed in a restructure agreement between the current and former members.

FranXperts provides franchise development and management consulting services. Softroc Global, LLC is a master franchisor that offers franchises for the operation of a business specializing in the installation, cleaning, maintenance, and repair of rubber safety surfacing that serves as a long-lasting solution for existing concrete, asphalt, inter-locking brick, tile, and other surfaces. TDC Holdings, LLC is the sole-member of TDC Franchising, LLC. TDC Franchising, LLC dba The Driveway Company is a master franchisor that grants franchises for the operation of a business providing repair services of driveway using proprietary techniques. For the year ended December 31, 2023, TDC Franchising changed their business model to bundle new franchise license sales under the Softroc Global, LLC franchise brand. As such, TDC Franchising, LLC only receives royalties and pay expenses for a few legacy franchise contracts that existed prior to the change in the business model.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting

The accompanying financial consolidated statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

Recently Adopted Accounting Pronouncements

In June 2016, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") No. 2016-13, *Financial Instruments – Credit Losses* (Topic 326): *Measurement of Credit Losses on Financial Instruments* ("CECL"). ASU 2016-13 revises the accounting requirements related to the measurement of credit losses and requires organizations to measure all expected credit losses for financial assets based on historical experience, current conditions, and reasonable and supportable forecasts about collectability. Assets must be presented in the financial statements at the net amount expected to be collected.

On January 1, 2023, the Company adopted ASU 2016-13 using the modified retrospective method. The Company recognized the cumulative effect of initially applying this standard to its accounts receivables by recording an adjustment to the opening balance of members' equity. Results for the reporting period beginning January 1, 2023, are presented under ASC 326.

Use of Estimates

Management uses estimates and assumptions in preparing the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from the estimates that were used for financial reporting purposes.

Cash and Cash Equivalents

The Company considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

Restricted Cash

Restricted cash held by the Company relates to cash provided by franchisees that is to be used solely for marketing and advertising purposes. Restricted cash also includes cash received from National Account vendors that will be paid to franchisees for completed jobs.

Fair Value of Financial Instruments

The Company's financial instruments, none of which are held for trading purposes, include cash and cash equivalents, accounts receivable, notes receivable, accounts payable, and accrued expenses. Management estimates that the fair value of all financial instruments as of December 31, 2024 and 2023, does not differ materially from the aggregate carrying values of its financial instruments recorded in the accompanying consolidated financial statements.

Concentrations of Credit Risk

Financial instruments that potentially subject the Company to a concentration of a credit risk principally consist of cash and trade receivables. The Company's franchisees operate throughout the United States. To reduce credit risk, the Company performs on-going credit evaluations of its franchisees' financial condition.

In the normal course of business, the Company may have bank account balances in excess of federally insured limits. If cash balances exceed the amounts covered by insurance provided by the Federal Deposit Insurance Corporation, the excess balances could be at risk of loss. The amount at risk of loss at December 31, 2024, is \$4,705,388.

Accounts Receivable and Allowance for Credit Losses

The Company's accounts receivable are primarily due from franchisees for monthly royalty fees. As previously mentioned, the Company adopted ASU 2016-13. Before adoption, the allowance for doubtful accounts was based on the Company's estimate of potential accounts receivable write-offs associated with recognized revenue based on historical trends and factors surrounding the credit risk of specific franchisees. After adoption, the allowance for doubtful accounts is referred to as the allowance for credit losses. Additionally, the allowance for credit losses is based on the credit losses expected to arise over the life of the accounts receivable while also giving consideration to current conditions and reasonable and supportable forecasts. The Company writes off accounts receivable when franchises have resold or are terminated and other means for collection have been exhausted and the potential for recovery is considered remote. Payments subsequently collected are credited back to the provision for doubtful accounts in the period the payments are received.

Notes Receivable

Notes receivable are related to the Company financing initial franchise fees with eligible franchisees. Notes receivable are stated at the outstanding principal amount, net of the allowance for uncollectible notes. The Company provides an allowance for uncollectible notes, which is based upon a review of outstanding receivables, historical collection information and existing economic conditions. Outstanding notes accrue interest based on the terms of the respective note agreements. A note receivable is considered delinquent when the debtor has missed three or more payments. At that time, the note is placed on nonaccrual status and interest accrual ceases and does not resume until the note is no longer classified as delinquent. Delinquent notes are written off based on individual credit evaluation and specific circumstances of the borrower.

At December 31, 2024 and 2023, all notes receivable are considered collectible, therefore, the Company did not have a reserve for uncollectible notes.

Costs to Obtain Contracts with Customers

The Company capitalizes incremental contract cost associated with obtaining franchise contracts which include broker fees, sales commissions, and general fees that would not have been incurred had the franchise sale not occurred. These costs are reported as deferred costs (assets) and are expensed pro-rata similarly to franchise fee revenue with a portion being recognized as a pre-opening services cost and the remaining on a straight-line basis over the term of the underlying franchise agreement. Amortization of deferred costs is included in commission expenses in the Consolidated Statements of Operations.

Long-Lived Assets

Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. If circumstances require a long-lived asset to be tested for possible impairment, the Company first compares undiscounted cash flows expected to be generated by an asset to the carrying value of the asset. If the carrying value of the long-lived asset is not recoverable on an undiscounted cash flow basis, an impairment is recognized to the extent that the carrying value exceeds its fair value. Fair value is determined through various valuation techniques including discounted cash flow models, quoted market values and third-party independent appraisals, as considered necessary.

Property and Equipment

Property and equipment are stated at cost. The Company capitalizes assets with useful lives greater than one year and a value of more than \$5,000. Depreciation is computed using the straight-line method over the estimated useful lives of the depreciable assets. The estimated useful lives range from three to seven years. Repairs and maintenance costs that do not substantially increase the useful lives of the property and equipment are expensed as incurred.

Intangible Assets

Intangible assets are recorded at their estimated fair values as of the date of acquisition. Intangible assets with definite lives consist of franchise contracts acquired and are amortized on a straight-line basis over their economic useful lives. The Company assesses the recoverability of its definite lived intangible assets primarily based on its current and anticipated future undiscounted cash flows. Intangible assets with indefinite lives consist of the Company's trade name.

Goodwill

Goodwill represents the excess of the purchase price over the fair value of tangible and identifiable intangible assets acquired through acquisitions. The Company has adopted the accounting alternative offered to nonpublic entities for the subsequent measurement of goodwill. In accordance with this alternative, the Company amortizes goodwill over ten years on a straight-line basis and only evaluates goodwill for impairment at the entity level when a triggering event occurs.

Income Taxes

Under existing provisions of the Internal Revenue Code, the income or loss of a limited liability company is recognized by the individual member for federal income tax purposes. Accordingly, no provision for federal income tax has been provided for in the accompanying consolidated financial statements. However, the Company remains liable for state income taxes.

Management has evaluated the Company's tax positions and has not identified any material uncertain tax positions that would not be sustained in a federal or state income tax examination. Accordingly, no provision for uncertainties in income taxes has been made in the accompanying consolidated financial statements. The Company is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress.

Advertising

Advertising and promotion expenses related directly to franchisees are expensed as incurred and are included in brand fund expenses in the Consolidated Statements of Operations. All general advertising and promotion costs of the Company are allocated as operating expenses in the Consolidated Statements of Operations. Advertising expenses that were directly related to franchisees for the years ended December 31, 2024 and 2023, totals \$39,983 and \$94,006, respectively. General advertising and promotion expenses for the years ended December 31, 2024 and 2023, totals \$518,949 and \$263,732, respectively.

3. ACCOUNTS RECEIVABLE

The following is a summary of accounts receivable by major classification and the related allowance for credit losses at December 31, 2024 and 2023:

	2024	2023
Franchisee royalties, technology fees, and brand fund fees	\$ 1,760,014	\$ 1,090,049
Other receivables	164,834	146,362
National accounts	186,254	293,945
Less: allowance for credit losses	(85,093)	(13,532)
Total	<u>\$ 2,026,009</u>	<u>\$ 1,516,824</u>

Bad debt expense for the years ended December 31, 2024 and 2023, totals \$278,179 and \$192,556, respectively.

4. PROPERTY AND EQUIPMENT

The following is a summary of property and equipment by major classification and the related accumulated depreciation at December 31, 2024 and 2023:

	2024	2023
Furniture, fixtures, and equipment	\$ 193,270	\$ 211,025
Software	586,570	464,070
	779,840	675,095
Less: accumulated depreciation	(558,534)	(397,157)
Total	<u>\$ 221,306</u>	<u>\$ 277,938</u>

Depreciation expense for the years ended December 31, 2024 and 2023, totals \$175,547 and \$198,255, respectively.

5. INTANGIBLE ASSETS

The following is a summary of intangible assets and related accumulated amortization as of December 31, 2024 and 2023:

	2024	2023
Franchise contracts acquired	\$ 32,185,120	\$ 32,185,120
Less: accumulated amortization	<u>(14,921,715)</u>	<u>(11,703,203)</u>
Total amortizable intangibles	17,263,405	20,481,917
Trade name	<u>3,327,200</u>	<u>3,327,200</u>
Total	<u><u>\$ 20,590,605</u></u>	<u><u>\$ 23,809,117</u></u>

Amortization expense for the years ended December 31, 2024 and 2023, totals \$3,218,512 and \$3,218,513, respectively. Remaining amortization expense over the next five years and thereafter is as follows:

	Franchise Contracts
2025	\$ 3,218,512
2026	3,218,512
2027	3,218,512
2028	3,218,512
2029	3,218,512
Thereafter	<u>1,170,845</u>
	<u><u>\$ 17,263,405</u></u>

6. GOODWILL

The following is a summary of goodwill and the related amortization expense at December 31, 2024 and 2023:

	2024	2023
Goodwill	\$ 13,991,773	\$ 13,991,772
Less: accumulated amortization	<u>(6,506,663)</u>	<u>(5,107,485)</u>
Total	<u><u>\$ 7,485,110</u></u>	<u><u>\$ 8,884,287</u></u>

Amortization expense for the years ended December 31, 2024 and 2023, totals \$1,399,177. Remaining amortization expense over the next five years and thereafter is as follows:

	Goodwill
2025	\$ 1,399,177
2026	1,399,177
2027	1,399,177
2028	1,399,177
2029	1,399,177
Thereafter	<u>489,225</u>
	<u><u>\$ 7,485,110</u></u>

7. LONG TERM DEBT

Long term debt at December 31, 2024 and 2023, consists of the following:

		<u>2024</u>	<u>2023</u>
Vincere Technology, LLC	Note payable to former owner, non-interest bearing, due in semi-annual payments of \$85,000 starting July 1, 2021 through January 1, 2024.	\$ -	\$ 84,754
OBK Franchise Holding, LLC	Note payable to former owner, non-interest bearing, due in quarterly payments of \$882,353 starting March 1, 2021 through March 31, 2025. A final payment of \$27,500,000 is due on March 31, 2025. Secured by all assets of the Company.	27,803,906	28,921,654
Barry Meakings and Alain Meakings	Contingent liability to former owner of Softroc Global, LLC related to acquisition of Softroc Global, LLC. The liability is due within 60 days after the close of the first twelve-month period that the Company generates \$5,000,000 of revenue from Softroc Global, LLC.	<u>150,000</u>	<u>150,000</u>
		27,953,906	29,156,408
	Less: Current portion	<u>(27,803,906)</u>	<u>(1,202,502)</u>
	Total	<u>\$ 150,000</u>	<u>\$ 27,953,906</u>

In connection with the Company's acquisition of the business on April 24, 2020, the Company issued a note to the former owner, OBK Franchise Holding, LLC, for a total principal payments of \$27,500,000 and total guaranteed interest payments of \$15,000,000. The note does not state an interest rate and has been measured based on the present value of expected future cash flows discounted at a rate of 9.9 percent and consisted of the following at December 31, 2024 and 2023:

	<u>2024</u>	<u>2023</u>
Gross payments over note term	\$ 15,000,000	\$ 15,000,000
Lump sum at maturity	<u>27,500,000</u>	<u>27,500,000</u>
Total	42,500,000	42,500,000
Less: payments made to date	(14,117,648)	(10,588,236)
Less: unamortized discount	<u>(578,446)</u>	<u>(2,990,110)</u>
Fair value of seller's note	<u>\$ 27,803,906</u>	<u>\$ 28,921,654</u>

In connection with a business combination in which the Company acquired one of its subsidiaries on February 26, 2021, the Company issued a note to the former owner, Vincere Technology, LLC, for \$760,000. The note does not state an interest rate and has been measured based on the present value of expected future cash flows discounted at a rate of 9.9 percent and consisted of the following at December 31, 2024 and 2023:

	2024	2023
Gross payments over note term	\$ 760,000	\$ 760,000
Total	760,000	760,000
Less: payments made to date	(760,000)	(675,000)
Less: unamortized discount	-	(246)
Fair value of seller's note	\$ -	\$ 84,754

Principal payments on long term debt over the next five years and thereafter are as follows:

	Vincere Technology, LLC	OBK Franchise Holding, LLC	Barry Meakings and Alain Meakings*	Total
2025	\$ -	\$ 28,382,353	\$ -	\$ 28,382,353
2026	-	-	-	-
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
Thereafter	-	-	-	-
	\$ -	\$ 28,382,353	\$ -	\$ 28,382,353

*No payment was included in this payment schedule for this note due to the liability being contingent and the Company cannot reasonably estimate the year in which the contingent payment will be due.

8. REVENUE RECOGNITION

The Company generates franchise revenues through royalties, initial and successor franchise fees, transfer fees, and other fees. The Company's primary performance obligations under the franchise license is providing certain pre-opening services and granting certain rights to use the Company's intellectual property. All other services the Company provides under the franchise agreement are highly interrelated, not distinct within the contract, and therefore accounted for as a single performance obligation, which is satisfied by granting certain rights to use intellectual property over the term of each franchise agreement.

The Company has elected not to adjust consideration for the effects of financing which is allowable under a practical expedient when the period between the receipt of payment and the transfer of the goods or services to the customer is one year or less.

The Company does not believe the contracts contain any terms that would result in variable consideration that should be considered in the transaction price. Thus, the transaction price for financial reporting purposes is the total value of the franchise agreement, excluding royalty fees, brand fund fees, and tech fees.

Royalty and Brand Fund Revenues

Royalties, including franchisee contributions to national advertising funds, are calculated as a percentage of franchise monthly dues and annual fees over the term of the franchise agreement. The franchise royalties represent sales-based royalties that are related entirely to the performance obligation under the franchise agreement and are recognized as the underlying sales occur at the franchisee-level. Additionally, contributions to national advertising funds are due monthly and are recognized in income when earned.

Franchise Licenses

Initial and successor franchise fees are payable by the franchisee upon signing a new franchise agreement or successor franchise agreement, and transfer fees are paid to the Company when one franchisee transfers a franchise agreement to a different franchisee. The Company has elected the practical expedient available for the recognition of income related to franchise licenses. The guidance allows for all pre-opening service obligations to be bundled and considered on single performance obligation rather than each pre-opening service (site selection, training, quality control, information technology, etc.) being a standalone performance obligation. Accordingly, franchise licenses revenue recognition includes two performance obligations: 1) pre-opening services, 2) ongoing assistance and continued access to the brand's intellectual property provided to that franchisee through the term of the franchise agreement. Pre-opening services revenue is recognized once the services have been provided and the franchisee commence business operations. The Company recognizes franchise fee revenue of \$30,600 for pre-opening services based on an estimate of the cost of specific goods and services provided. The remaining franchisee fee revenue is amortized on a straight-line basis over the term of the franchise agreement.

Franchise fee revenue disaggregated by type for the year ended December 31, 2024 and 2023 is as follows:

	2024		2023
Pre-opening revenue	\$ 485,801	#	\$ 660,200
Ongoing revenue	787,170		807,287
	<u>\$ 1,272,971</u>		<u>\$ 1,467,487</u>

Contract assets consist of deferred costs related to obtaining franchise contracts, such as broker fees, sales commissions, and general fees. The following table reflects the change in contract assets:

	2024	2023
Beginning balance	\$ 949,705	\$ 1,080,668
Increase	400,830	426,926
Expense recognized	<u>(480,435)</u>	<u>(557,889)</u>
Ending balance	<u>\$ 870,100</u>	<u>\$ 949,705</u>

The following table illustrates estimated costs expected to be expensed in the future related to performance obligations that are unsatisfied (or partially unsatisfied) as of December 31, 2024:

2025	\$ 125,182
2026	125,182
2027	125,182
2028	125,182
2029	125,182
Thereafter	<u>244,190</u>
Total	<u>\$ 870,100</u>

Contract liabilities consist of deferred revenue resulting from initial and successor franchise fees, as well as transfer fees. The following table reflects the change in contract liabilities:

	2024	2023
Beginning balance	\$ 2,186,342	\$ 2,378,578
Increase	1,316,831	1,275,251
Revenue recognized	(1,272,971)	(1,467,487)
Ending balance	<u>\$ 2,230,202</u>	<u>\$ 2,186,342</u>

The following table illustrates estimated revenues expected to be recognized in the future related to performance obligations that are unsatisfied (or partially unsatisfied) as of December 31, 2024. The Company has elected to exclude short term contracts, sales and usage-based royalties and any other variable consideration recognized on an "as invoiced" basis.

2025	\$ 312,439
2026	312,439
2027	312,439
2028	312,439
2029	312,439
Thereafter	668,007
Total	<u>\$ 2,230,202</u>

9. RELATED PARTY TRANSACTIONS

R1 provides financial support to a commonly owned affiliated company, BlueFrog Plumbing & Drain, LLC ("BlueFrog"). The Company is expected to receive this balance within the next year; therefore, the balance is classified as due from related party, and presented in the current assets section in the accompanying Consolidated Balance Sheets for the year ended December 31, 2024. For the years ended December 31, 2024 and 2023, the amount due from BlueFrog totals \$0 and \$126,369, respectively. R1 has confirmed that they will continue to support the operations of BlueFrog for liquidity needs.

In the ordinary course of business, the Company transacts with related parties. The following is a summary of accounts receivable, related party, at December 31, 2024 and 2023:

	2024	2023
Stellar Brands, LLC	\$ -	\$ 227,078
Bluefrog Plumbing & Drain, LLC	-	13,600
Other	-	807
Total	<u>\$ -</u>	<u>\$ 241,485</u>

In the ordinary course of business, the Company transacts with related parties. The following is a summary of accounts payable, related party, at December 31, 2024 and 2023:

	2024	2023
Stellar Brands, LLC	\$ 516	\$ 2,292
Bluefrog Plumbing & Drain, LLC	-	4,627
Total	<u>\$ 516</u>	<u>\$ 6,919</u>

For the years ended December 31, 2024 and 2023, the Company participates in a shared services agreement with Stellar Brands, LLC, for the related party to provide various shared services in exchange for a fee. These services include strategic planning and oversight, oversight of new franchisee on-boarding and training, supply chain assistance, marketing and advertising, back-office support (legal, accounting, technology) and various other management services. The Company paid \$2,023,617 and \$2,147,324 for these services for the years ended December 31, 2024 and 2023, respectively. These expenses are reported in shared services in the accompanying Consolidated Statements of Operations.

Stellar Services, LLC participates in a management agreement with an affiliated entity. The agreement calls for \$112,500 quarterly payments as part of the compensation consideration to be paid under the agreement. A portion of these payment obligations have been passed on to the Company. The Company paid \$399,978 and \$406,008 for these services for the years ended December 31, 2024 and 2023, respectively. These expenses are reported in management fee in the accompanying Consolidated Statements of Operations.

10. LEASES

The Company leases office space under an operating lease and office equipment and a vehicle under a finance lease. Amortization of finance leased assets is included with depreciation expense.

The following is a summary of operating and finance leases as of December 31, 2024 and 2023:

	2024	2023
Operating leases:		
Operating lease right-of-use assets	\$ 115,843	\$ 250,588
Operating lease liabilities, current	132,810	151,140
Operating lease liabilities, net of current	-	132,810
Total operating lease liabilities	<u>\$ 132,810</u>	<u>\$ 283,950</u>
Finance leases:		
Finance lease right-of-use assets	<u>\$ 251</u>	<u>\$ 5,477</u>
Finance lease liabilities, current	254	5,292
Finance lease liabilities, net of current	-	254
Total finance lease liabilities	<u>\$ 254</u>	<u>\$ 5,546</u>
Weighted average remaining lease terms:		
Operating leases	1 year	2 years
Finance leases	.17 years	1 year
Weighted average discount rates:		
Operating leases	3 percent	3 percent
Finance leases	.85 percent	1.3 percent

The following are the lease components of lease expenses for the year ended December 31, 2024 and 2023:

	2024	2023
Operating lease cost	\$ 140,820	\$ 140,820
Non-component lease cost*	-	111,450
Total operating lease cost	<u>\$ 140,820</u>	<u>\$ 252,270</u>
* These lease costs are not included in the ROU asset balance or operating lease liability balance.		
Finance lease cost:		
Amortization of right-of-use assets	\$ 5,226	\$ 7,087
Interest on lease liabilities	24	113
Total finance lease cost	<u>\$ 5,250</u>	<u>\$ 7,200</u>

Cash flow information related to leases for the year ended December 31, 2024 and 2023, is as follows:

	2024	2023
Cash paid for amounts included in the measurement of lease liabilities:		
Operating cash flows from operating leases	<u>\$ 157,215</u>	<u>\$ 152,726</u>
Operating cash flows from finance leases	<u>\$ 30</u>	<u>\$ 121</u>
Financing cash flows from finance leases	<u>\$ 4,812</u>	<u>\$ 7,091</u>

Future minimum lease payments under the above lease agreements are as follows:

	Operating Leases	Finance Leases
2025	\$ 134,317	\$ 254
2026	-	-
2027	-	-
2028	-	-
2029	-	-
Thereafter	-	-
Principal lease payments	134,317	254
Less: Present value discount	(1,507)	-
Total	<u>\$ 132,810</u>	<u>\$ 254</u>

11. COMMITMENTS AND CONTINGENCIES

Claims and Lawsuits

From time to time, the Company is subject to claims and lawsuits that arise primarily in the ordinary course of business. It is the opinion of management that the disposition or ultimate resolution of such claims and lawsuits will not have a material adverse effect on the financial position, results of operations and cash flows of the Company. Events could occur that would change this estimate materially in the near term.

Contingent Liability – Softroc Global, LLC

On March 3, 2021, Softroc Global, LLC acquired the trade names and trademarks of Softroc, LLC (“Softroc Business System”) for \$1,000,000. Consideration transferred consisted of \$50,000 in cash, a payable in the amount of \$700,000 and a contingent liability in the amount of \$250,000. In September 2021, \$100,000 of the contingent liability was paid. The remaining contingent liability balance of \$150,000 is payable within 60 days after the close of the first twelve-month period that Softroc Global, LLC generates \$5,000,000 of revenue from the Softroc Business System.

12. SUBSEQUENT EVENTS

The Company has evaluated subsequent events from the balance sheet date through March 26, 2025, the date at which the consolidated financial statements were available to be issued, and determined there are no items to disclose.

EXHIBIT F

**LIST OF CURRENT FRANCHISEES
AND LIST OF FRANCHISEES WHO HAVE LEFT THE SYSTEM
AS OF DECEMBER 31, 2025**

List of Current Franchisees as of December 31, 2025

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
1.	R1-1360	Restoration 1 of Wiregrass Area Pristine Enterprises LLC Chad Wise/April Wise	710 Glover Avenue	Enterprise	AL	36330	334-547-9503
2.	R1-1278	Restoration 1 of Montgomery Pristine Enterprises LLC Chad Wise/April Wise	710 Glover Avenue	Enterprise	AL	36330	334-547-9503
3.	R1-1213	Restoration 1 of East Alabama Rebrad, Inc. Michael Bauer	2255 Center Hill Drive	Opelika	AL	36801	334-501-0808
4.	R1-1178	Restoration 1 of Birmingham Kendall Harper Wren Inc. Chad Yeilding/Teale Yeilding	100 Hinds Street	Pelham	AL	35124	205-516-5242
5.	R1-1351	Restoration 1 of Birmingham 2 Kendall Harper Wren, Inc. Chad Yeilding/Teale Yeilding	100 Hinds Street	Pelham	AL	35124	205-516-5242
6.	R1-1289	Restoration 1 of Mobile Restoration Coastal Alabama Inc. Chris Helveston/Leslie Helveston	3384 Hardwood Drive	Saraland	AL	36571	251-401-1773
7.	R1-1215	Restoration 1 of Tuscaloosa Superior Touch Inc. Keith Hyche	1010 26th Avenue	West Blocton	AL	35476	205-799-1806
8.	R1-1176	Restoration 1 of NW Arkansas R1 of NWA, Inc. Ty Manning	1202 SE Moberly Lane # 2	Bentonville	AR	72712	626-827-4623
9.	R1-1467	Restoration 1 of Mohave Ricly Restoration, LLC Kelly Bielke and Eric Siewert	116 South 2nd Street	Kingman	AZ	86401	928- 628-7823
10.	R1-1276	Restoration 1 of Central Phoenix 3 HBH Restoration LLC Ty Hines, Darrin Baker, Terry Harden	2840 S 36th St Suite E-2	Phoenix	AZ	85024	480-2991551
11.	R1-1275	Restoration 1 of Central Phoenix 2 HBH Restoration LLC Ty Hines, Darrin Baker, Terry Harden	2840 S 36th St Suite E-2	Phoenix	AZ	85024	480-2991551
12.	R1-1237	Restoration 1 of Phoenix HBH Restoration LLC Ty Hines, Darren Baker & Terry Hardin	2840 S 36th St Suite E-2	Phoenix	AZ	85024	480-299-1551
13.	R1-1456	Restoration 1 of East Surprise SJ Black Enterprises LLC Jonna Black & Shayne Black	14774 West Alexandria Way	Surprise	AZ	85379	623- 254-7650
14.	R1-1396	Restoration 1 of Avondale Plein Investments LLC Jason Plein	4314 S 97th Ave	Tolleson	AZ	85353	623-521-1833
15.	R1-1499	Restoration 1 of Tucson 1 Restoration 1 Tucson LLC Gary Olsen	4728 E Waverly St	Tucson	AZ	85712	520-449-2128

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
16.	R1-1500	Restoration 1 of Tucson 2 Restoration 1 Tucson LLC Gary Olsen	4728 E Waverly St	Tucson	AZ	85712	520-449-2128
17.	R1-1501	Restoration 1 of Casa Grande Gary Olsen	4728 E Waverly St	Tucson	AZ	85712	520-449-2128
18.	R1-1394	Restoration 1 of Beaumont Ron Bierma	871 W 4th Suite Unit A	Beaumont	CA	92223	951-500-1553
19.	R1-1449	Restoration 1 of East Sacramento Dean and Alisha Pew	105 Brown Duvall Ln	Folsom	CA	95630	480-294-1106
20.	R1- 1469	Restoration 1 of Huntington Beach Bright Horizon Care LLC Joseph Sarofim	16462 Gothard St Unit J	Huntington Beach	CA	92647	382-554-5118
21.	R1-1321	Restoration 1 of Irvine Ferrer Corporation Joel Ferrer/Janny Ferrer	36 Kempton	Irvine	CA	92620	720-635-1717
22.	R1-1381	Restoration 1 of Laguna Niguel Ferrer Corporation Joel Ferrer/Janny Ferrer	2081 Business Center Dr Ste 108	Irvine	CA	92612	720-635-1717
23.	R1-1403	Restoration 1 of Corona Measure Group LLC Sandya Kamjula	120 Measure	Irvine	CA	92618	800- 520-8003
24.	R1-1330	Restoration 1 of Orange County Measure Group LLC Sandya Kamjula	27762 Antonio Parkway L1-406	Ladera Ranch	CA	92694	800- 520-8003
25.	R1-1438	Restoration 1 of San Fernando Valley 1 Ever Endeavors Corporation Steve Moss & Erin Moss	18411-2 Strathern Street	Reseda	CA	91335	818-497-2651
26.	R1-1439	Restoration 1 of San Fernando Valley 2 Ever Endeavors Corporation Steve Moss & Erin Moss	18411-2 Strathern Street	Reseda	CA	91335	818-497-2651
27.	R1-1279	Restoration 1 of South Bay Tod and Karen Yamamoto	23755 Madison Street	Torrance	CA	90505	310-929-1033
28.	R1- 1488	Restoration 1 of Rancho Cucamonga Van Holland Inc Gerrit, Kenny, and Vanessa Van Holland	1308 Monte Vista Avenue	Upland	CA	91786	909-223-7241
29.	R1-1504	Restoration 1 of Central Denver Pass Holding Group, Inc. Scott Pass	2556 West Barberry Place	Denver	CO	80204	720-883-7103
30.	R1-1087	Restoration 1 of Western Colorado Colorado Warners LLC Tadd Warner	2479 Riverside Pkwy Ste C	Grand Junction	CO	81505	970-261-5071
31.	R1-1103	Restoration 1 of Littleton Anchor Restoration Services Inc. George Lilya	10638 Briarglen Circle	Littleton	CO	80130	720-724-1418
32.	R1-1494	Restoration 1 of Northern Colorado 1 NeuMark Restoration, LLC Scott Neuenschwander ⁵	6379 Rockwell Ct.	Loveland	CO	80538	970-818-1380

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
33.	R1-1495	Restoration 1 of Northern Colorado 2 NeuMark Restoration, LLC Scott Neuenschwander ⁵	6379 Rockwell Ct.	Loveland	CO	80538	970-818-1380
34.	R1-1193	Restoration 1 of West Denver Genesee Restoration Inc. Micah Jefferson	5000 Robb St	Wheat Ridge	CO	80033	303-810-1622
35.	R1-1269	Restoration 1 of West Denver 2 Micah Jefferson Genesee Restoration Inc.	5000 Robb St	Wheat Ridge	CO	80033	303-810-1622
36.	R1-1308	Restoration 1 of Aurora Genesee Restoration Inc. Micah Jefferson	5000 Robb St	Wheat Ridge	CO	80033	303-810-1622
37.	R1-1533	Restoration 1 of West Denver Genesee Restoration Inc. Micah Jefferson	5000 Robb St	Wheat Ridge	CO	80033	303-810-1622
38.	R1-1534	Restoration 1 of West Denver Genesee Restoration Inc. Micah Jefferson	5000 Robb St	Wheat Ridge	CO	80033	303-810-1622
39.	R1-1485	Restoration 1 of West Denver 4 Micah Jefferson	5000 Robb St	Wheat Ridge	CO	80033	303-810-1622
40.	R1-1068	Restoration 1 of Hartford County Steve Flower	6 Merrit Woods	Burlington	CT	06013	860-534-0131
41.	R1-1346	Restoration 1 of East Hartford Karton LLC Kareen Belin/Tazia Belin	6 Rondy L	East Hartford	CT	06108	806-305-3444
42.	R1-1446	Restoration 1 of New Haven Edward Candelo	40 Beaver Hill Ln.	New Haven	CT	06511	203-928-8598
43.	R1-1204	Restoration 1 of Southern Connecticut O'Hara Restoration Corp Thomas O'Hara	70 High Rock Road	Sandy Hook	CT	06482	914-714-2026
44.	R1-1526	Restoration 1 of Southern Connecticut 2 O'Hara Restoration Corp Tom O'Hara	70 High Rock Road	Sandy Hook	CT	06482	914-714-2026
45.	R1-1458	Restoration 1 of Waterbury Brandon Ryan	67 Town Line Road	Winsted	CT	06791	860-806-9397
46.	R1-1366	R1 of Washington DC 1 Hidden Oak Ventures, Inc. Michael Coates	611 Pennsylvania Ave. SE #216	Washington District of Columbia	-	20003	202-725-1535
47.	R1-1428	R1 of Washington DC 2 Hidden Oak Ventures, Inc. Michael Coates	611 Pennsylvania Ave. SE #216	Washington District of Columbia	-	20003	202-725-1535
48.	R1-1062	Restoration 1 of Tampa Adams Enterprises of Florida, Inc. Dave Adams	333 N Falkenburg Rd Suite #307	Tampa	FL	33619	813-774-1998
49.	R1-1015	Restoration 1 of Doral Restoration 1 of Doral, Inc. Danny Reyes ⁵	8200 NW 41 st Street #200	Doral	FL	33166	786-775-0360

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
50.	R1-1274	Restoration 1 of Southwest Florida 1 Restoration One of Southwest Florida, Inc. Tim Downs	23590 Alamanda Drive, Unit 203	Estero	FL	34135	239-398-0064
51.	R1-1277	Restoration 1 of Southwest Florida 2 Restoration One of Southwest Florida, Inc. Tim Downs	23590 Alamanda Drive Unit 203	Estero	FL	34135	239-398-0064
52.	R1-1387	Restoration 1 of Southwest Florida 3 Restoration One of Southwest Florida, Inc. Tim Downs	23590 Alamanda Drive Unit 203	Estero	FL	34135	239-398-0064
53.	R1-1224	Restoration 1 of Boca Raton TD Restore NB LLC David Pagan	4811 Technology Parkway Ste 18	Coconut Grove	FL	33073	888-606-2623
54.	R1-1240	Restoration 1 of South Florida TD Restore SB LLC David Pagan	4811 Technology Parkway Ste 18	Coconut Grove	FL	33073	888-509-9228
55.	R1-1241	Restoration 1 Parkland TD Restore SB LLC David Pagan	4811 Technology Parkway Ste 18	Coconut Grove	FL	33073	888-606-2623
56.	R1-1369	Restoration 1 of Daytona Beach Beebe Enterprises Inc. Michael Beebe	250 Palm Coast Pkwy NE, Suite 607	Palm Coast	FL	32137	386-931-1202
57.	R1-1465	R1 of Coastal Jacksonville Beebe Enterprises, INC. Michael Beebe	27 Mahoe Drive N	Palm Coast	FL	32137	386-931-1202
58.	R1-1524	Restoration 1 of St. Augustine DiBiase Restoration LLC Richard and Stephanie Di Biase	27 Mahoe Drive N	Palm Coast	FL	32137	416-660-1949
59.	R1-1430	Restoration 1 of Winter Park DiBiase Restoration LLC Richard and Stephanie Di Biase	6900 Tavistock Lakes Blvd, Suite 400	Orlando	FL	32827	416-660-1949
60.	R1-1431	Restoration 1 of Winter Park DiBiase Restoration LLC Richard and Stephanie Di Biase	6900 Tavistock Lakes Blvd, Suite 400	Orlando	FL	32827	416-660-1949
61.	R1-1432	Restoration 1 of Winter Park DiBiase Restoration LLC Richard and Stephanie Di Biase	6900 Tavistock Lakes Blvd, Suite 400	Orlando	FL	32827	416-660-1949
62.	R1-1425	Restoration 1 of St. Petersburg/Clearwater 1 Kovacs Enterprise II LLC Kevin Kovacs	6528 Central Ave, STE A	Saint Petersburg	FL	33707	941- 538-2100
63.	R1-1426	Restoration 1 of St. Petersburg/Clearwater 2 Kovacs Enterprise II LLC Kevin Kovacs	6528 Central Ave, STE A	Saint Petersburg	FL	33707	941- 538-2100
64.	R1-1451	Restoration 1 of Bradenton Kovacs Enterprise II LLC Kevin Kovacs	6528 Central Ave, STE A	Saint Petersburg	FL	33707	941- 538-2100

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
65.	R1-1382	Restoration 1 of Panhandle Restoration Florida Panhandle LLC Chris Helveston/Leslie Helveston ¹	3384 Hardwood Dr.	Saraland	AL	36571	251-401-1773
66.	R1-1399	Restoration 1 of JohnsCreek- Alpharetta- North Atlanta Restoration, LLC Rob Horstman/Moses Shantzer	1360 Union Hill Rd Ste 3C	Alpharetta	GA	30004	800-358-7571
67.	R1-1398	Restoration 1 of North Atlanta North Atlanta Restoration, LLC Rob Horstman/Moses Shantzer	1360 Union Hill Rd Ste 3C	Alpharetta	GA	30004	800-358-7571
68.	R1-1452	Restoration 1 of North Georgia North Atlanta Restoration, LLC Rob Horstman/Moses Shantzer	1360 Union Hill Rd Ste 3C	Alpharetta	GA	30004	800-358-7571
69.	R1-1447	Restoration 1 of East Atlanta Randall Investments, LLC Ryan Randall	963 Sims St Sw	Atlanta	GA	30310	404-583-9362
70.	R1-1370	R1 of Chattahoochee Valley Rebrad, Inc. Mike Bauer	1348 Lake Shore Lane	Auburn	GA	36830	334-501-0808
71.	R1-1282	Restoration 1 of Augusta Doak Enterprise LLC AJ Doak ⁵	2902 Gun Club Road	Augusta	GA	30907	706-564-9629
72.	R1-1331	Restoration 1 of Savannah Doak Two Enterprise LLC AJ Doak ⁵	2902 Gun Club Road	Augusta	GA	30907	706 564-9629
73.	R1-1489	Restoration 1 of Coastal Georgia Doak Two Enterprise LLC AJ Doak ⁵	2917 Scarlett St.	Brunswick	GA	31520	912-580-8236
74.	R1-1205	Restoration 1 of McDonough Rick McKenzie	414 Goza Road	Fayetteville	GA	30215	770-468-1783
75.	R1-1073	Restoration 1 of Peachtree Craig Neilsen	570 Birkdale Drive	Fayetteville	GA	30215	800-656-7781
76.	R1- 1491	Restoration 1 of NW Cobb 1 SmartIntelliStrategies Group Corp Rossiel Harris	3595 Hiram Douglas Hwy #221	Hiram	GA	30141	404-271-1460
77.	R1- 1492	Restoration 1 of NW Cobb 2 SmartIntelliStrategies Group Corp Rossiel Harris	3595 Hiram Douglas Hwy #221	Hiram	GA	30141	404-271-1460
78.	R1-1464	Restoration 1 of Middle Georgia Trey Holland	4300 Interstate Drive	Macon	GA	31210	478-256-6036
79.	R1-1173	Restoration 1 of Metro Atlanta 1 Prism Point Consulting Group Inc. Bryan Ligman	1582 Williams Drive STE 100	Marietta	GA	30066	678-641-9085
80.	R1-1174	Restoration 1 of Metro Atlanta 2 Prism Point Consulting Group Inc. Bryan Ligman	2598 Eastover Court	Marietta	GA	30068	678-641-9085
81.	R1-1525	Restoration 1 of Marietta North Atlanta Restoration Group, LLC Rob Horstman/Moses Shantzer	10038 Harmon Springs Dr	Villa Rica	GA	30180	800-358-7571

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
82.	R1-1075	Restoration 1 of Eastern Iowa LRK Enterprises Inc. Larry Kovarik	1750 41st Street	Marion	IA	52302	319-929-2972
83.	R1-1367	R1 of Des Moines Duty Calls, LLC Claire Meysenburg Smith Rebecca Gibson	200 SE 37th St.	Grimes	IA	50111	515-523-7652
84.	R1- 1490	Restoration 1 of Des Moines 2 Duty Calls, LLC Claire Meysenburg Smith Rebecca Gibson	200 SE 37th St.	Grimes	IA	50111	515-523-7652
85.	R1-1118	Restoration 1 of Cary L & L Restoration, LLC Carrie Turner & Joe Turner	903 Armstrong Street	Algonquin	IL	60102	517-410-2706
86.	R1-1328	Restoration 1 of Cary 2 L & L Restoration, LLC Carrie Turner & Joe Turner	903 Armstrong Street	Algonquin	IL	60102	517-410-2706
87.	R1-1368	R1 of Cary 3 L & L Restoration, LLC Carrie Turner/Joe Turner	903 Armstrong Street	Algonquin	IL	60102	847-264-4664
88.	R1-1516	Restoration 1 of Chicago North Shore Restoration Lincoln Park, LLC Paul Glendenning	655 Rockland Rd. Suite 104	Lake Bluff	IL	60044	847-908-9947
89.	R1-1307	Restoration 1 of Chicago Southland 1 Restore Twenty Four, Corp. Daniel/Donna Donohue	16526 W Montauk Dr.	Lockport	IL	60441	708-785-5435
90.	R1-1436	Restoration 1 of Chicago Southland 2 Restore Twenty Four, Corp. Daniel/Donna Donohue	16526 W Montauk Dr.	Lockport	IL	60441	708-785-5435
91.	R1-1293	Restoration 1 of Fox Valley 1 Excelsior Worldwide LLC Mark Sandstrom	110 Kirkland Cir Suite H	Oswego	IL	60543	847-571-8564
92.	R1-1325	Restoration 1 of Fox Valley 2 Excelsior Worldwide LLC Mark Sandstrom	110 Kirkland Cir Suite H	Oswego	IL	60543	847-571-8564
93.	R1-1326	Restoration 1 of Fox Valley 3 Excelsior Worldwide LLC Mark Sandstrom	110 Kirkland Cir Suite H	Oswego	IL	60543	847-571-8564
94.	R1-1375	Restoration 1 of Fox Valley 4 Excelsior Worldwide, LLC Mark Sandstrom	110 Kirkland Cir Suite H	Oswego	IL	60543	847-571-8564
95.	R1-1413	Restoration 1 of Fox Valley 5 Excelsior Worldwide LLC Mark Sandstrom	110 Kirkland Cir Suite H	Oswego	IL	60543	847-571-8564
96.	R1-1385	Restoration 1 of Waukegan Urgence Corporation Leo Prozument	2759 N. Delany Rd.	Waukegan	IL	60087	847-778-4647

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
97.	R1-1393	Restoration 1 of Chicago Lincoln Park Restoration Lincoln Park, LLC Paul Glendenning	1260 Oak Street	Winnetka	IL	60093	312-802-6218
98.	R1-1503	Restoration 1 of Winnetka Restoration Lincoln Park, LLC Paul Glendenning	1260 Oak Street	Winnetka	IL	60093	312-802-6218
99.	R1-1243	Restoration 1 of Evansville Evansville Restoration LLC Matt Bates	10200 Hwy 57	Evansville	IN	47725	812-589-0201
100.	R1-1114	Restoration 1 of Fort Wayne Premer Contracting & Restoration, Inc. Jeff Premer	5109 Executive Blvd.	Fort Wayne	IN	46808	260-348-0461
101.	R1-1270	Restoration 1 of Michiana Jeff Patcheak	22430 Spicewood Drive	Goshen	IN	46258	844 522-7500
102.	R1-1248	Restoration 1 of Hamilton Faith Restored Incorporated Shadd Cullen	109 Dry Run	Noblesville	IN	46060	317-771-3365
103.	R1-1309	Restoration 1 of Hamilton 2 Faith Restored Incorporated Shadd Cullen	109 Dry Run	Noblesville	IN	46060	317-771-3365
104.	R1-1475	Restoration 1 of NW Indiana Jay Samas	1605 Sonoma Court	Crown Point	IN	46307	708-415-2697
105.	R1-1520	Restoration 1 of Leavenworth Nicholas Feagans	9480 Everett Ct	Kansas City	KS	66112	785-727-5100
106.	R1-1424	Restoration 1 of North Kansas City Enercon Management Services LLC Garfield Stewart	1142 Minnesota Ave	Kansas City	KS	66210	646-413-3057
107.	R1-1484	Restoration 1 of Greater Cincinnati 1 Dowdell Restoration LLC Greg Dowdell ⁵	910 Columbia Street	Newport	KY	41071	401-363-8517
108.	R1-1487	Restoration 1 of Greater Cincinnati 2 Dowdell Restoration LLC Greg Dowdell ⁵	910 Columbia Street	Newport	KY	41071	401-363-8517
109.	R1-1209	Restoration 1 of Baton Rouge East DBM Restoration LLC David Hofstetter	12320 South Choctaw Drive	Baton Rouge	LA	70815	985-516-6841
110.	R1-1195	Restoration 1 of Lake Charles South LA Restoration Services, LLC Christopher Hugh Irwin and Kevin Dufrene	4901 Common Street	Lake Charles	LA	70607	337-240-9644
111.	R1-1412	Restoration 1 of Lafayette Drake Bajat	412 Travis Street	Sunset	LA	70503	337-319-0742
112.	R1-1407	Restoration 1 of Cape Cod Cape Cod Mitigation LLC Ryan Klis	160 MacArthur Blvd Unity 7	Bourne	MA	02532	631-375-2633
113.	R1-1259	Restoration 1 of Everett 1 Duwall LLC Kishor Duwal	32 Fairmont St. Unit 2	Malden	MA	02148	617-340-2900

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
114.	R1-1406	Restoration 1 of Everett 2 Duwall LLC Kishor Duwal	32 Fairmont St. Unit 2	Malden	MA	02148	617-340-2900
115.	R1-1418	Restoration 1 of Springfield Robert Couture	465 Taylor Street	Springfield	MA	01105	310-922-5436
116.	R1-1454	Restoration 1 of Central Maryland 6 AJCET Restoration Services LLC Anthony Lioi	5301 Enterprise St Ate A	Eldersburg	MD	21784	443-915-2900
117.	R1-1045	Restoration 1 of Central Maryland AJCET Restoration Services, LLC Anthony Lioi	5301 Enterprise St Ate A	Eldersburg	MD	21784	443-915-2900
118.	R1-1252	Restoration 1 of Central Maryland 3 Anthony Lioi	5301 Enterprise St Ate A	Eldersburg	MD	21784	443-915-2900
119.	R1-1251	Restoration 1 of Central Maryland 2 Anthony Lioi	5301 Enterprise St Ate A	Eldersburg	MD	21784	443-915-2900
120.	R1-1253	Restoration 1 of Central Maryland 4 AJCET Restoration Services, LLC Anthony Lioi	5301 Enterprise St Ate A	Eldersburg	MD	21784	443-915-2900
121.	R1-1365	Restoration 1 of Central Maryland 5 AJCET Restoration Services, LLC Anthony Lioi	5301 Enterprise St Ate A	Eldersburg	MD	21784	443-915-2900
122.	R1-1498	Restoration 1 of Hyattsville Hamans Ventures LLC Mike Coates	4813 Lydell Rd	Hyattsville	MD	20781	202-725-1535
123.	R1-1506	Restoration 1 of Clawson 1 Restoration Legacy Group LLC Chris and Gavin Kushmaul, Gabe Arreola	1355 Ardmoor Ave	Ann Arbor	MI	48103	734-800-6356
124.	R1-1507	Restoration 1 of Clawson 2 Restoration Legacy Group LLC Chris and Gavin Kushmaul, Gabe Arreola	1355 Ardmoor Ave	Ann Arbor	MI	48103	734-800-6356
125.	R1-1214	Restoration 1 of Detroit Metro 1 A2 Supply Chain Services LLC Chris Kushmaul	1355 Ardmoor Ave	Ann Arbor	MI	48103	800-505-8638
126.	R1-1327	Restoration 1 of Detroit Metro 1 A2 Supply Chain Services LLC Chris Kushmaul	1355 Ardmoor Ave	Ann Arbor	MI	48103	800-505-8638
127.	R1-1402	Restoration 1 of Detroit Metro 2 A2 Supply Chain Services LLC Chris Kushmaul	1355 Ardmoor Ave	Ann Arbor	MI	48103	800-505-8638
128.	R1-1531	Restoration 1 of Detroit Metro 4 A2 Supply Chain Services LLC Chris Kushmaul	1355 Ardmoor Ave	Ann Arbor	MI	48103	800-505-8638
129.	R1-1386	Restoration 1 of Clinton Township Williams Restoration Services, LLC Timothy Williams	37916 Mulberry Street	Clinton Township	MI	48036	586-222-7402

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
130.	R1-1377	Restoration 1 of Grand Rapids RNC Ventures, LLC Ryan Cole	2331 Knapp Forest Ct NE	Grand Rapids	MI	49525	734-717-1454
131.	R1-1462	Restoration 1 of Grand Rapids 2 RNC Ventures LLC Ryan Cole	2331 Knapp Forest Ct NE	Grand Rapids	MI	49525	734-717-1454
132.	R1-1481	Restoration 1 of Kalamazoo Ryan Cole	2331 Knapp Forest Ct NE	Grand Rapids	MI	49525	734-717- 1454
133.	R1-1352	Restoration 1 of Hartland Michigan BURLEY INDUSTRIES OF HARTLAND INC. Russ Burley	11165 Hibner Rd.	Hartland	MI	48353	248-762-5396
134.	R1-1175	Restoration 1 of Ann Arbor 1 Ashes Inc. Udhav Doctor	5057 Grande View Lane	Jackson	MI	49201	517-499-4656
135.	R1-1408	Restoration 1 of Ann Arbor 2 Ashes Inc. Udhav Doctor/Chris Davis	5057 Grande View Lane	Jackson	MI	49201	517-499-4656
136.	R1-1442	Restoration 1 of Lake Shore Michael O'Connor	2763 Fairfield Drive	Zeeland	MI	49464	616-322-5892
137.	R1-1149	Restoration 1 of Park Rapids McBrady Restoration, LLC Patrick McBrady	17263 State 34	Park Rapids	MN	56470	218-616-4074
138.	R1-1391	Restoration 1 of Minnetonka Blue Ocean Growth Corporation Steve Elliot	1400 Baldur Park Road,	Wayzata	MN	55391	952-210-2655
139.	R1-1502	Restoration 1 of Independence Rhoten Holdings LLC Dalton Rhoten	1600 S Noland Road Suite 216	Independence	MO	64055	620-253-5509
140.	R1-1151	Restoration 1 of Kansas City Restore Midwest LLC Ryan Ulrich	13854 Wyandotte St	Kansas City	MO	64145	816-885-7059
141.	R1-1152	Restoration 1 of Overland Park 2 Restore Midwest LLC Ryan Ulrich	13854 Wyandotte St	Kansas City	MO	64145	816-885-7059
142.	R1-1510	Restoration 1 of Overland Park 2 Restore Midwest LLC Ryan Ulrich	13854 Wyandotte St	Kansas City	MO	64145	816-301-8269
143.	R1-1417	Restoration 1 of St. Charles Daniel Robinett	2722 S Street Peters Pkwy #1	Marthasville	MO	63303	636-896-5472
144.	R1-1167	Restoration 1 of Central St. Louis R3 Midwest LLC Jim Rogers	3441 Morgan Ford Rd	St. Louis	MO	63116	314-397-0573
145.	R1-1505	Restoration 1 of Greater St. Louis 2 Restoration Doctor, LLC Ryan Shaner	902 St. Louis Ave	Valley Park	MO	63088	314-339-3115
146.	R1-1171	Restoration 1 of Greater St. Louis Restoration Doctor LLC Ryan Shaner ²	902 St Louis Ave	Valley Park	MO	63088	479-715-2557

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
147.	R1-1159	Restoration 1 of Greater Jackson Jeffries Studio Restoration, LLC Brad Jeffries	249 West Mitchell Ave	Jackson	MS	39213	662-312-9661
148.	R1-1158	Restoration 1 of Jackson Jeffries Studio Restoration, LLC Brad Jeffries	249 West Mitchell Ave	Jackson	MS	39213	662-312-9661
149.	R1-1212	Restoration 1 of Gulfport Atwood Restoration, LLC Pete Atwood	21355 Highway 49	Saucier	MS	39574	601-663-9805
150.	R1-1281	Restoration 1 of Hattiesburg Atwood Restoration LLC Pete Atwood	21355 Highway 49	Saucier	MS	39574	601-663-9805
151.	R1-1483	Restoration 1 of The Triad R&D Restoration Triad, LLC Ron Jones	549 Webb Rd	Concord	NC	28025	305-979-9799
152.	R1-1139	Restoration 1 of Greater Charlotte R&D Restoration, LLC Ronnie Jones	549 Webb Rd	Concord	NC	28025	305-979-9799
153.	R1-1140	Restoration 1 of Triad 2R&D Restoration, LLC Ronnie Jones	549 Webb Rd	Concord	NC	28025	305-979-9799
154.	R1-1443	Restoration 1 of Greater Charlotte 2 R&D Restoration, LLC Ronnie Jones	549 Webb Rd	Concord	NC	28025	305-979-9799
155.	R1-1444	Restoration 1 of Greater Charlotte 3 R&D Restoration, LLC Ronnie Jones	549 Webb Rd	Concord	NC	28025	305-979-9799
156.	R1-1445	Restoration 1 of Greater Charlotte 4 R&D Restoration, LLC Ronnie Jones	549 Webb Rd	Concord	NC	28025	305-979-9799
157.	R1-1125	Restoration 1 of Asheville TJ Restoration Group, LLC Jozsef Nagy, Andrew Snyder ³	314 Seasons Cir	Fletcher	NC	28732	864-520-3527
158.	R1-1260	Restoration 1 of Gastonia Robert Kraft	11914 New Bond Dr	Huntersville	NC	28078	704-330-9795
159.	R1-1448	Restoration 1 of Charlotte Robert Kraft	11914 New Bond Dr	Huntersville	NC	28078	704-330-9795
160.	R1-1508	Restoration 1 of Monroe 1 Cremson Ventures LLC Mark Feild	4833-B Old Charlotte Hwy Suite B	Monroe	NC	28110	410- 274-0649
161.	R1-1133	Restoration 1 of Durham- Burlington Michael Lee Restoration Inc. Todd Harris	3900 Tarheel Dr Ste 105	Raleigh	NC	27609	503-476-4499
162.	R1-1338	Restoration 1 of Raleigh North Michael Lee Restoration Inc. Todd Harris	3900 Tarheel Dr Ste 105	Raleigh	NC	27609	919-813-6101
163.	R1-1461	Restoration 1 of Wilmington OneRestored, LLC Hutch Hillebert	4037 Watercraft Ferry Rd Unit 120	Wilmington	NC	28412	910- 466- 6631

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164.	R1-1081	Restoration 1 of Omaha Robinson Services, LLC Nathan Robinson	3717 South 114th Street	Omaha	NE	68144	402-403-4148
165.	R1-1273	Restoration 1 of Windham JAY7AMY LLC Jeremy/Amy Chouinard	24 Simpson Road	Windham	NH	03087	603-318-3600
166.	R1-1006	Restoration 1 of Hunterdon County Restoration 1 Hunterdon County LLC Jovanny Galarza and Darric Mitchell	400 Morris Ave, Suite 202	Denville	NJ	07834	908-328-4205
167.	R1-1256	Restoration 1 of Ocean County Darric Mitchell	400 Morris Ave, Suite 202	Denville	NJ	07834	800-829-9661
168.	R1-1024	Restoration 1 of Freehold Restoration 1 of Freehold, LLC Dameion Simon & Darric Mitchell	400 Morris Ave, Suite 202	Denville	NJ	07834	973-580-3822
169.	R1-1169	Restoration 1 of Summit Darric Mitchell	400 Morris Ave, Suite 202	Denville	NJ	07834	973-897-4869
170.	R1-1170	Restoration 1 of Burlington County Darric Mitchell	400 Morris Ave, Suite 202	Denville	NJ	07834	973-897-4869
171.	R1-1286	Restoration 1 of Bergen Darric Mitchell	400 Morris Ave, Suite 202	Denville	NJ	07834	973-897-4869
172.	R1-1012	Restoration 1 of Morris County Restoration 1 of Morris County LLC Darric Mitchell	400 Morris Ave, Suite 202	Denville	NJ	07834	973-897-4863
173.	R1- 1476	Restoration 1 of Reno-Tahoe Rescue Restoration LLC Adam Babin	5655 Riggins Ct #2	Reno	NV	89521	207-233-2721
174.	R1-1284	Restoration 1 of South Brooklyn JMA General Services, Inc. Joe Ragusa	2269 E 74th St.	Brooklyn	NY	11234	917-417-8584
175.	R1-1416	Restoration 1 of Staten Island JMA General Services Inc. Joe Ragusa	2269 E 74th St.	Brooklyn	NY	11234	917-417-8584
176.	R1-1104	Restoration 1 of Capital Region West Sky Enterprises LLC Daryl Menton	5 West Sky Lane	Clifton Park	NY	12065	518-817-9915
177.	R1-1210	Restoration 1 of Capital Region 2 West Sky Enterprises LLC Daryl Menton	5 West Sky Lane	Clifton Park	NY	12065	518-817-9915
178.	R1-1202	Restoration 1 of Suffolk County Long Island Restoration LLC Ryan Klis	278 Indian Head Road	Kings Park	NY	11754	631-375-2633
179.	R1-1285	Restoration 1 of Suffolk County 2 Long Island Restoration LLC Ryan Klis	278 Indian Head Road	Kings Park	NY	11754	631-375-2633
180.	R1-1477	Restoration 1 of Long Island Long Island Restoration LLC Ryan Kliss	278 Indian Head Road	Kings Park	NY	11754	631-375-2633

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181.	R1-1478	Restoration 1 of Bay Shore Long Island Restoration LLC Ryan Kliss	278 Indian Head Road	Kings Park	NY	11754	631-375-2633
182.	R1-1479	Restoration 1 of Huntington Long Island Restoration LLC Ryan Kliss	278 Indian Head Road	Kings Park	NY	11754	631-375-2633
183.	R1-1423	Restoration 1 of Hudson Valley Mike Sozzo	59 Traver Rd.	Pleasant Valley	NY	12569	845-204-5820
184.	R1-1105	Restoration 1 of Northeast Ohio 1 Macchio Restoration LLC Michael Macchio	4786 Dressler Rd NW	Canton	OH	44718	516-660-8642
185.	R1-1378	Restoration 1 of Northeast Ohio 1 Macchio Restoration LLC Michael Macchio	4786 Dressler Rd NW	Canton	OH	44718	516-660-8642
186.	R1-1379	Restoration 1 of Northeast Ohio 1 Macchio Restoration LLC Michael Macchio	4786 Dressler Rd NW	Canton	OH	44718	516-660-8642
187.	R1-1380	Restoration 1 of Northeast Ohio 1 Macchio Restoration LLC Michael Macchio	4786 Dressler Rd NW	Canton	OH	44718	516-660-8642
188.	R1-1305	Restoration 1 of Greater Columbus HGI Industries LLC Michael/Danielle Conrad	3042 Wynridge Court	Grove City	OH	43123	614 657-1009
189.	R1-1457	Restoration 1 of Cincinnati Redhawk Restoration LLC Stephen Slezak	1054 Monroe Rd Ste 104	Lebanon	OH	45036	937-367-5756
190.	R1-1216	Restoration 1 of Toledo CJLP LLC Curtis Miller, Jeremy Upton ⁵	9540 Airport Hwy	Monclova	OH	43542	419-392-4969
191.	R1-1199	Restoration 1 of Tulsa Lambert Restoration and Construction Services, LLC Adam Lambert	7246 S Pittsburg Avenue	Tulsa	OK	74136	918-348-2636
192.	R1-1200	Restoration 1 of Tulsa 2 Lambert Restoration and Construction Services, LLC Adam Lambert	7246 S Pittsburg Avenue	Tulsa	OK	74136	918-348-2636
193.	R1-1101	Restoration 1 of Redbud (OKC) Benobe Corp. Daniel Berry	1064 Industrial Drive	Yukon	OK	73099	405-496-5812
194.	R1-1076	Restoration 1 of Oklahoma City Benobe Corp Daniel Berry	1064 Industrial Drive	Yukon	OK	73099	844-657-3781
195.	R1-1513	Restoration 1 of Corvallis Corvallis Restoration LLC Ty Hines, Justin Lincoln	425 NE Circle Blvd	Corvallis	OR	97330	971-276-6661
196.	R1-1038	Restoration 1 of Multnomah County Bridgeport Restorations LLC Terry Harden & Ty Hines	20182 SW 112th Ave	Tigard	OR	97062	971-276-6661
197.	R1-1009	Restoration 1 of Portland Bridgeport Restoration LLC Ty Hines	20182 SW 112th Ave	Tigard	OR	97062	971-276-6661

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
198.	R1-1198	Restoration 1 of Washington County Safeguard Property Services LLC Ty Hines & Chanelle Hines	20182 SW 112th Ave	Tigard	OR	97062	971-276-6661
199.	R1-1324	Restoration 1 of Lehigh Valley AL-WJS Restoration Services LLC Anthony Lioi	1850 Friedensville Rd Suite 500	Bethlehem	PA	18015	443-915-2900
200.	R1-1480	Restoration 1 of Pittsburgh North OneRestored, LLC Hutch Hillebert	4375 Gibsonia Road	Gibsonia	PA	15044	703-598-8222
201.	R1-1395	Restoration 1 of Middletown Hutch Hillebert	315 S. Union Ste B	Middletown	PA	17057	703-598-8222
202.	R1-1493	Restoration 1 of Mt Pocono Hornberger Heritage LLC Jacob Hornberger	814 North Valley Avenue	Olyphant	PA	18447	610-621-0338
203.	R1-1340	Restoration 1 of Chester County FinchN.Co LLC Michael Vincke	661 Weadley Rd.	Radnor	PA	19087	610-686-3101
204.	R1-1350	Restoration 1 of Delaware County FinchN.Co LLC Michael Vincke	661 Weadley Rd.	Radnor	PA	19087	610-686-3101
205.	R1-1339	Restoration 1 of PennMar OLAOGHAIRE Enterprises Inc. Ryan O'Leary	11720 Kendallwood Circle	Waynesboro	PA	17268	301-660-0328
206.	R1-1441	Restoration 1 of Columbia Doak Two Enterprise, LLC AJ Doak ⁵	1700 Alta Vista Dr Suite 140	Columbia	SC	29223	709-799-9032
207.	R1-1078	Restoration 1 of Horry County Restoration Now Inc. Jake Gervin	240 Industrial Way Unit A	Myrtle Beach	SC	29579	866-222-0626
208.	R1-1440	Restoration 1 of Charleston Low Country Restoration Services, LLC Von Reagan	1850 Friedensville Rd Suite 500	North Charleston	SC	29405	843- 991-0717
209.	R1-1113	Restoration 1 of Greater Charleston Low Country Restoration Services, LLC Von Reagan	1850 Friedensville Rd Suite 500	North Charleston	SC	29405	843- 991-0717
210.	R1-1191	Restoration 1 of Summerville Low Country Restoration Services LLC Von Reagan	1850 Friedensville Rd Suite 500	North Charleston	SC	29405	843-991-0717
211.	R1-1258	Restoration 1 of Greater Memphis Veteran Choice LLC Zak Smith/ Keith Smith	3688 Briar Trail Cove	Bartlett	TN	38135	901-497-4056
212.	R1-1518	Restoration 1 of Chattanooga Scenic City Restoration, LLC Jonah Wallick, Breana Wallick, Melissa Wallick	5722 Scott Street	East Ridge	TN	374	423-320-6220
213.	R1-1427	Restoration 1 of Knoxville OneTarp Holdings, LLC Mitsy and Jeremy Jones	5251 Lewisburg Hwy	Pulaski	TN	38478	931-309-6409

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
214.	R1-1405	Restoration 1 of San Antonio Southwest Hector Gonzalez	13572 Wisdom Rd	Atascosa	TX	78002	210-316-2617
215.	R1-1388	Restoration 1 of Corpus Christi Trio Construction LLC Francisco Burciago/Alfonso Masso/Andres Cardenas	6448 E Hwy 290 Suite c110	Austin	TX	78723	915-540-2841
216.	R1-1184	Restoration 1 of Central Texas Massburr LLC Alfonso Masso & Francisco Burciago	6448 E Hwy 290 Suite C110	Austin	TX	78723	800-465-7305
217.	R1-1206	Restoration 1 of Round Rock Massburr LLC Francisco Burciago & Alfonso Masso	6448 E Hwy 290 Suite C110	Austin	TX	78723	915-540-2841
218.	R1-1060	Restoration 1 of West Austin Massbur LLC Alfonso Masso, Francisco Burciago	6448 E Hwy 290 Suite C110	Austin	TX	78723	800-465-7305
219.	R1-1303	Restoration 1 of Central San Antonio Trio Construction LLC Andres Cardenas	6448 E Hwy 290 Suite c110	Austin	TX	78723	210-455-1330
220.	R1-1468	Restoration 1 of East Round Rock MassBur, LLC Francisco Burciaga & Alfonso Masso	6448 E. Hwy 290, Suite C110	Austin	TX	78723	737- 257-4467
221.	R1-1227	Restoration 1 Denton County, TX Joshua 19, Inc. Paul Lewis	13019 Harmon Rd #301	Fort Worth	TX	76177	817-805-6085
222.	R1-1059	Restoration 1 of North Fort Worth Joshua 19 Inc. Paul Lewis	13019 Harmon Rd #301	Fort Worth	TX	76177	888-750-6065
223.	R1-1470	Restoration 1 of Lone Star 1 R1 Dallas Operating, LLC Scott Whitaker	720 Industrial Blvd Suite 500	Grapevine	TX	76051	360-689-4335
224.	R1-1471	Restoration 1 of Lone Star 2 R1 Dallas Operating, LLC Scott Whitaker	720 Industrial Blvd Suite 500	Grapevine	TX	76051	360-689-4335
225.	R1-1472	Restoration 1 of Lone Star 3 R1 Dallas Operating, LLC Scott Whitaker	720 Industrial Blvd Suite 500	Grapevine	TX	76051	360-689-4335
226.	R1-1473	Restoration 1 of Lone Star 4 R1 Dallas Operating, LLC Scott Whitaker	720 Industrial Blvd Suite 500	Grapevine	TX	76051	360-689-4335
227.	R1-1474	Restoration 1 of Lone Star 5 R1 Dallas Operating, LLC Scott Whitaker	720 Industrial Blvd Suite 500	Grapevine	TX	76006	360-689-4335
228.	R1-1511	Restoration 1 of Lonestar 6 R1 Dallas Operating, LLC Scott Whitaker	720 Industrial Blvd Suite 500	Grapevine	TX	76051	509-293-5500

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
229.	R1-1512	Restoration 1 of Lonestar 7 R1 Dallas Operating, LLC Scott Whitaker	720 Industrial Blvd Suite 500	Grapevine	TX	76051	509-293-5500
230.	R1-1228	Restoration 1 of Central Houston Plumley King LLC Jeremy King	703 Detering Unit B	Houston	TX	77007	832-540-0127
231.	R1-1450	Restoration 1 of Meyerland JML Restoration Services, LLC Wendell Lagarde	6215 Darlinghurst Dr	Houston	TX	77085	281-764-8655
232.	R1-1463	Restoration 1 of Meyerland 2 JML Restoration Services, LLC Wendell Lagarde	6215 Darlinghurst Dr	Houston	TX	77085	281-764-8655
233.	R1-1080	Restoration 1 of Sugarland Tamiko Soverall	11511 Gaston Road Ste A116	Katy	TX	77494	713-386-5729
234.	R1-1459	Restoration 1 of Denton Mark Basinger	709 Stowe Ln.	Lakewood Village	TX	75068	817-682-1347
235.	R1-1460	Restoration 1 of Frisco Mark Basinger	709 Stowe Ln.	Lakewood Village	TX	75068	817-682-1347
236.	R1-1154	Restoration 1 of Pearland-Nassau Bay Andrew Staszewski	2911 E Broadway St # 315	Pearland	TX	77581	832-844-7104
237.	R1-1497	Restoration 1 of Kaufman County Justin Smith, Chase Clement, and Frank Battafarano	25 Creekwood Cir	Richardson	TX	75080	502-457-9012
238.	R1-1220	Restoration 1 of Texas Hill Country Hill Country Restoration Inc. Adam Blackler	9329 Schoenthal Rd. Ste 2	San Antonio	TX	78266	830-776-2111
239.	R1-1517	Restoration 1 of San Antonio Northside Hill Country Restoration, Inc Adam Blackler	9329 Schoenthal Rd. Ste 2	San Antonio	TX	78266	830-776-2111
240.	R1-1389	Restoration 1 of San Antonio Northside Hill Country Restoration Inc. Adam Blackler	4047 Stahl Rd. Ste 1	San Antonio	TX	78217	830-776-2111
241.	R1-1390	Restoration 1 of San Antonio West Hill Country Restoration Inc. Adam Blackler	4047 Stahl Rd. Ste 1	San Antonio	TX	78217	830-776-2111
242.	R1-1211	Restoration 1 of East Texas David Jones	2027 Montrose Drive	Tyler	TX	75701	903-570-0541
243.	R1-1071	Restoration 1 of Conroe Mandric LLC Shannon Gajeske & Shain Mann	11495 FM830 Unit D	Willis	TX	77378	936-298-7180
244.	R1-1358	Restoration 1 of Waco 1 BC Restoration LLC Brett Craytor ⁵	15012 Badger Ranch Blvd.	Woodway	TX	76712	254-289-1105
245.	R1-1359	Restoration 1 of Waco 2 BC Restoration LLC Brett Craytor ⁵	15012 Badger Ranch Blvd.	Woodway	TX	76712	254-289-1105

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
246.	R1-1519	Restoration 1 of Central San Antonio 2 Tri Construction, LLC Francisco Burciaga, Alfonso Masso, Andres Cardenas	239 Center Street Unit 355	Woodway	TX	78202	512-271-9767
247.	R1-1347	Restoration 1 of Layton CP2 Ventures Inc. Chris Perkins	6001 Roper Drive	Mountain Green	UT	84050	801-918-1975
248.	R1-1348	Restoration 1 of North Salt Lake City CP2 Ventures Inc. Chris Perkins	6001 Roper Drive	Mountain Green	UT	84050	801-918-1975
249.	R1-1032	Restoration 1 of Centreville, VA GPunktS, Inc. Georg Schwartz ⁵	15212 McConnell Court	Centreville	VA	20120	877-928-3716
250.	R1-1514	Restoration 1 of Alexandria Gigur Ventures LLC Michael Coates	4075 Wilson Blvd Ste 800	Arlington	VA	22203	202-725-1535
251.	R1-1515	Restoration 1 of Arlington Gigur Ventures LLC Michael Coates	4075 Wilson Blvd Ste 800	Arlington	VA	22203	202-725-1535
252.	R1-1117	Restoration 1 of Richmond South Benjamin Handzel	2405 Long Hill Court	Midlothian	VA	23112	804-921-9187
253.	R1-1126	Restoration 1 of Richmond North Saorsa, Inc. Michael Robertson	10202 Acworth Dr.	Glen Allen	VA	23060	804-510-4985
254.	R1-1095	Restoration 1 of Charlottesville Chris Connell	118 East Side Hwy # 3	Waynesboro	VA	22980	607-341-2064
255.	R1-1535	Restoration 1 of North Sound 1 Restoration Services of Olympia Constantin Moroga	1225 183rd St SE Apt F103	Bothell	WA	98012	206-549-8457
256.	R1-1536	Restoration 1 of North Sound 2 Restoration Services of Olympia Constantin Moroga	1225 183rd St SE Apt F103	Bothell	WA	98012	206-549-8457
257.	R1-1523	Restoration 1 of North Sound 3 Restoration Services of Olympia Constantin Moroga	1225 183rd St SE Apt F103	Bothell	WA	98012	206-549-8457
258.	R1-1164	Restoration 1 of South Sound Restoration of Tacoma Inc. Brandee Chatman	11220 210th Ave Ct E	Bonney Lake	WA	98391	206-755-7044
259.	R1-1301	Restoration 1 of South Sound 2 Restoration of Tacoma Inc. Brandee Chatman	11220 210th Ave Ct E	Bonney Lake	WA	98391	206-755-7044
260.	R1-1302	Restoration 1 of South Sound 3 Restoration of Tacoma Inc. Brandee Chatman	11220 210th Ave Ct E	Bonney Lake	WA	98391	206-755-7044
261.	R1-1362	Restoration 1 of South Sound 4 Restoration of Tacoma Inc. Brandee Chatman	11220 210th Ave Ct E	Bonney Lake	WA	98391	206-755-7044
262.	R1-1134	Restoration 1 of Oak Harbor Heflin Restoration Industries LLC Ricky Heflin	640 Industrial Avenue Ste E	Oak Harbor	WA	98277	309-642-4474

	Unit No.	Franchisee	Address	City	State	Zip	Telephone
263.	R1-1496	Restoration 1 of Oak Harbor 2 Heflin Restoration Industries Inc Ricky Heflin	640 Industrial Ave Suite E	Oak Harbor	WA	98277	309-642-4474
264.	R1-1433	Restoration 1 of Kitsap County Ted Koester ^{4, 5}	6618 NE 26th Ave.	Portland	OR	97211	678-327-5590
265.	R1-1283	Restoration 1 of Olympia Restoration Services of Olympia Constantine Moroga	16706 81 st Ave E	Puyallup	WA	98375	206-549-8457
266.	R1-1383	Restoration 1 of North Seattle Trent Gabel ⁵	3219 NW 77 th St	Seattle	WA	98117	206-793-3744
267.	R1-1131	Restoration 1 of Inland NW 1 Northwest Restoration Operating Inc Scott Whitaker	9708 E Montgomery Ave Suite D	Spokane Valley	WA	99206	509-293-5500
268.	R1-1250	Restoration 1 of Inland NW 1 Northwest Restoration Operating Inc Scott Whitaker	9708 E Montgomery Ave Suite D	Spokane Valley	WA	99206	509-293-5500
269.	R1-1374	Restoration 1 of Inland NW 5 Northwest Restoration Operating Inc Scott Whittaker	605 S Wenatchee Ave	Spokane Valley	WA	99206	509-293-5500
270.	R1-1373	Restoration 1 of Tri Cities CENTWA LLC Scott Whitaker	605 S Wenatchee Ave	Spokane Valley	WA	99206	509-293-5500
271.	R1-1323	Restoration 1 of Inland NW 3 Northwest Restoration Operating Inc Scott Whitaker	605 S Wenatchee Avenue	Spokane Valley	WA	99206	509-293-5500
272.	R1-1392	Restoration 1 of Vancouver All Weather Restoration LLC Shannon Crawford	7207 NE Highway 99	Vancouver	WA	98655	503-866-0957
273.	R1-1334	Restoration 1 of Southern West Virginia 1 Restoration Enterprises, LLC Craig Boggs	81 Brookview Manor Dr	Chapmanville	WV	25508	304-784-2944
274.	R1-1337	Restoration 1 of Southern West Virginia 2 Restoration Enterprises, LLC Craig Boggs	81 Brookview Manor Dr	Chapmanville	WV	25508	304-784-2944
275.	R1-1172	Restoration 1 of Watertown NCAD Restores, LLC Steve Halverson	1303 Allermann Drive	Watertown	WI	53094	920-253-8676
276.	R1-1197	Restoration 1 of Waukesha NCAD Restores, LLC Steve Halverson	1303 Allermann Drive	Watertown	WI	53094	920-253-8676
277.	R1-1127	Restoration 1 of Greater Milwaukee David Michalski	2012 S 55th St	West Allis	WI	53219	414-312-0434
278.	R1-1128	Restoration 1 of Milwaukee David Michalski	2012 S 55th St	West Allis	WI	53219	414-312-0434

Note 1: Franchisee office in Alabama, location of territory is Florida.

Note 2: Franchisee office in Arkansas, location of territory is Missouri.

Note 3: Franchisee office in South Carolina, location of territory is North Carolina.

Note 4: Franchisee office is located in Oregon, location of territory is Washington.

Note 5: Franchisee has ceased operations since the end of our most recent fiscal year.

**Franchise Agreement Signed But Outlet Not Yet Open
as of December 31, 2025**

	Unit No.	Franchisee	Address	City	State	ZIP	Telephone No.
1.	R1-1527	Restoration1 of Wesley Chapel Daniel Velez Garcia	20227 Moss Hill Way	Tampa	FL	33647	(813) 952-0614
2.	R1-1521	Restoration 1 of Traverse City RNC Ventures LLC Ryan Cole	4334 Brockton Dr SE Ste A	Grand Rapids	MI	49512	(734)7171-1454
3.	R1-1522	Restoration 1 of Louisville East Matthew & Susan Stack	125 Chenoweth Lane Ste 110	Louisville	KY	40207	(502) 644-7021
4.	R1-1532	Restoration 1 of Doylestown Raj Amin	26 Ryan Court	Telford	PA	18969	(267) 446-5203
5.	R1-1530	Restoration 1 of Moore Coffee County Ken & Loretta Chase	1097 Turkey Creek Church Road	Tullahoma	TN	37388	(801) 857-0631
6.	R1-1509	Restoration 1 of Spartanburg Cremson Ventures LLC Mark Field ¹	5215 Richard Ave.	Dallas	TX	75206	(410) 274-0649
7.	R1-1528	Restoration 1 of Dulles Curtis Berg Incorporates Curtis Berg	10419 Adel Rd	Oakton	VA	22124	(503) 863-9419
8.	R1-1528	Restoration 1 of Dulles Curtis Berg Incorporates Curtis Berg	10419 Adel Rd	Oakton	VA	22124	(503) 863-9419

¹Franchisee office is located in Texas, location of territory is in South Carolina.

Franchisees Who Had An Outlet Terminated, Cancelled, Not Renewed or Otherwise Ceased To Do Business

The following is a list of the names, city and state, and 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 ceased to do business under the Franchise Agreement during the most recently completed fiscal year ending December 31, 2025, or who had not communicated with us within ten weeks of the date of the disclosure document issuance date.

Unit No.	Owner Name(s)	City	State	Last Known Phone	Reason (i.e., Termination/Transfer)
R1- 1466	Ninva Baba	Calabasas	CA	818-390-0611	Termination
R1-1420	Brian/Charlene Kious	San Mateo	CA	650-922-7407	Ceased Operations
R1-1400	Marilyn Esaci/John Farhad	West Hills	CA	818-312-5305	Ceased Operation
R1-1037	Lance Ray	Colorado Springs	CO	800-773-4964	Ceased Operation
R1-1272	Brad Anderson	Longmont	CO	970-948-5020	Transfer
R1-1333	Brad Anderson	Longmont	CO	970-948-5020	Transfer
R1-1494	Scott Neuenschwander ¹	Loveland	CO	(970) 818-1380	Transfer
R1-1495	Scott Neuenschwander ¹	Loveland	CO	(970) 818-1380	Transfer
R1-1021	Rufino Gonzalez / Michael Colohan	Stamford	CT	888-470-7540	Termination
R1-1015	Danny Reyes ¹	Doral	FL	(786) 775-0360	Non-Renewal
R1-1437	Chad Vance	Orlando	FL	412-638-1206	Termination
R1-1316	Michael Beebe	Palm Coast	FL	386-931-1202	Transfer
R1-1455	Francisco Araujo	Orlando	FL	407-668-8996	Never Opened
R1-1282	AJ Doak ¹	Augusta	GA	(706) 799-1824	Ceased Operations
R1-1489	AJ Doak ¹	Brunswick	GA	(706) 799-1824	Ceased Operations
R1-1441	AJ Doak ¹	Columbia	GA	(706) 799-1824	Ceased Operations
R1-1331	AJ Doak ¹	Savannah	GA	(706) 799-1824	Ceased Operations
R1-1187	Trevon Mathews	Villa Rica	GA	803-467-7724	Transfer
R1-1371	Ryan Baker	Meridan	ID	208-697-7324	Ceased Operations
R1-1372	Ryan Baker	Meridan	ID	208-697-7324	Ceased Operations
R1-1353	Kevin & Kristi Ramirez	Lake Bluff	IL	847-830-6030	Transfer
R1-1422	Matt/Kimberly Christman	Markle	IN	260-224-4417	Ceased Operations
R1-1482	Jim Graves	Melrose	MA	603-312-4800	Ceased Operation
R1-1386	Tim Williams ¹	Clinton Townsip	MI	(586) 222-7402	Transfer
R1-1142	David Tynes	Minneapolis	MN	202-445-8588	Termination
R1-1143	David Tynes	Minneapolis	MN	202-445-8588	Termination
R1-1144	David Tynes	Minneapolis	MN	202-445-8588	Termination
R1-1244	Mike Spinell & Diane Cline	Wendall	NC	910-990-0724	Ceased Operations
R1-1246	Ron Powell & Carl Bassett	Las Vegas	NV	702-701-2445	Ceased Operations
R1-1245	Ron Powell & Carl Bassett	Las Vegas	NV	702-701-2445	Ceased Operations
R1-1247	Ron Powell & Carl Bassett	Las Vegas	NV	702-701-2445	Ceased Operations

Unit No.	Owner Name(s)	City	State	Last Known Phone	Reason (i.e., Termination/Transfer)
R1-1315	Jason Rudolph	New Rochelle	NY	914-403-7847	Ceased Operations
R1-1484	Greg Dowdell ¹	Cincinnati	OH	(401) 363-8517	Terminated
R1-1487	Greg Dowdell ¹	Cincinnati	OH	(401) 363-8517	Terminated
R1-1216	Curtis Miller ¹	Toledo	OH	(419) 392-4969	Ceased Operations
R1-1225	Christopher Boag	Warminster	PA	215-906-7049	Ceased Operations
R1-1290	Nickolas Adekomaya	East Greenwich	RI	401 744-1432	Ceased Operations
R1-1291	Nickolas Adekomaya	East Greenwich	RI	401 744-1432	Ceased Operations
R1-1292	Nickolas Adekomaya	East Greenwich	RI	401 744-1432	Ceased Operations
R1-1409	Andrew Snyder	Hendersonville	TN	828-606-0463	Ceased Operations
R1-1397	Jawanza Williams & Noreen Phua-Williams	Houston	TX	714-478-8449	Termination
R1-1486	Elena Filina & Dima Dmitrenko	Porter	TX	469-644-0673	Ceased Operations
R1-1181	Shannon & Veda Plum	Spring	TX	832-212-4266	Ceased Operations
R1-1358	Bret Craytor ¹	Waco	TX	(254) 289-1105	Terminated
R1-1359	Bret Craytor ¹	Waco	TX	(254) 289-1105	Terminated
R1-1032	George Schwarz ¹	Centreville	VA	(571) 451-8913	Non-Renewal
R1-1300	Jamie Johnson	Henrico	VA	804-307-9800	Ceased Operations
R1-1363	Jamie Johnson	Henrico	VA	804-307-9800	Ceased Operations
R1-1153	Christopher Ross & Nicole Walker	Patrick Springs	VA	276-618-6372	Termination
R1-1235	Kemahu Fesseha	Woodbridge	VA	703-593-3315	Termination
R1-1429	Mitul & Margee Modi	Bothell	WA	862-754-7529	Transfer
R1-1433	Ted Koester ¹	Kitsap	WA	(206) 519-2508	Transfer
R1-1434	Ted Koester	Port Ludlow	WA	206-519-2508	Transfer
R1-1435	Ted Koester	Port Ludlow	WA	206-519-2508	Transfer
R1-1383	Trent Gabel ¹	Seattle	WA	(206) 793-3744	Transfer

Note 1: Franchisee has ceased operations since the end of our most recent fiscal year.

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

NEW YORK REPRESENTATIONS PAGE

FRANCHISOR REPRESENTS THAT THIS FRANCHISE DISCLOSURE DOCUMENT DOES NOT KNOWINGLY OMIT ANY MATERIAL FACT OR CONTAIN ANY UNTRUE STATEMENT OF A MATERIAL FACT.

State Effective Dates

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

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

State	Effective Date
California	Exemption Pending
Illinois	Exemption Pending
Indiana	Exemption Pending
Maryland	Exemption Pending
Michigan	May 1, 2026
Minnesota	Pending
New York	Exempt
North Dakota	Pending
Rhode Island	Exemption Pending
South Dakota	Pending
Virginia	Exemption Pending
Washington	Pending
Wisconsin	May 1, 2026

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

EXHIBIT G
RECEIPTS

RECEIPT

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

If Restoration 1 Franchising Holding, LLC offers you a franchise, it must provide this disclosure document to you fourteen (14) calendar days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale, or sooner if required by applicable state law. Under Iowa law, Restoration 1 Franchising Holding, LLC must give you this disclosure document at the earlier of its 1st personal meeting or 14 calendar days before you sign an agreement with, or make a payment to, Restoration 1 Franchising Holding, LLC or an affiliate in connection with the proposed franchise sale. Under Michigan law, Restoration 1 Franchising Holding, LLC must give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Restoration 1 Franchise Holding, LLC does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the appropriate state agency listed in Exhibit A.

Restoration 1 Franchise Holding, LLC's registered agents authorized to receive service of process are set forth on Exhibit A.

Date of Issuance: May 1, 2026

The franchise seller(s) involved with the sale of this franchise are:

_____ Caleb Ward, 6270 Morning Star Drive, Suite 120, The Colony, Texas 75056, (940) 781-9850
_____ Zach Munroe, 6270 Morning Star Drive, Suite 120, The Colony, Texas 75056, (704) 962-7432
_____ _____ (insert name, if applicable)

I have received a disclosure document dated **May 1, 2026** that included the following Exhibits:

Exhibit A	State Administrators / Agents for Service of Process	Exhibit C	State Addenda to Disclosure Document
Exhibit B-1	Franchise Agreement	Exhibit D	Table of Contents of Confidential Operations Manual
Exhibit B-2	Sample General Release	Exhibit E	Financial Statements
Exhibit B-3	Consent to Transfer	Exhibit F	List of Current and Former Franchisees
Exhibit B-4	Reconstruction Services Addendum	Exhibit G	Receipts

Please sign and print your name below, date and return one copy of this receipt to Restoration 1 Franchise Holding, LLC and keep the other for your records.

If a business entity:

(Name of Business Entity)

Sign: _____

Title: _____

Name: _____

Dated: _____

If an individual:

(Name of Individual)

Sign: _____

Dated: _____

[KEEP THIS RECEIPT FOR YOUR RECORDS]

RECEIPT

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

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Please sign and print your name below, date and return one copy of this receipt to Restoration 1 Franchise Holding, LLC and keep the other for your records.

If a business entity:

(Name of Business Entity)

Sign: _____

Title: _____

Name: _____

Dated: _____

If an individual:

(Name of Individual)

Sign: _____

Dated: _____

[RETURN THIS COMPLETED RECEIPT]