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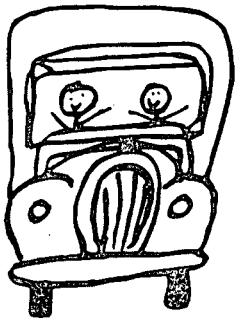
TWO MEN AND A TRUCK®



TWO MEN AND A TRUCK®

"Movers Who Care®"

FRANCHISE DISCLOSURE DOCUMENT

2018-2019

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FRANCHISE DISCLOSURE DOCUMENT

TWO MEN AND A TRUCK®/INTERNATIONAL, INC.
A Michigan corporation
3400 Belle Chase Way
Lansing, MI 48911-4251
800-345-1070
517-394-7210
franchiseinfo@twomenandatruck.com
www.twomenandatruck.com

The franchise business provides local moving services and related services including packing and the sale of boxes and packing materials. You may purchase a single standard franchise, a single mini-market franchise, or an area development franchise.

The total investment necessary to begin operations of a Two Men and a Truck franchise ranges from $209,400 to $669,000 for our standard franchise and $115,000 to $276,000 for our mini-market franchise. This includes $50,000 to $85,000 for a standard franchise and $30,000 for a mini-market franchise that must be paid to the franchisor or its affiliates. If you purchase an area development franchise, you must agree to open at least two franchises. The total investment necessary to begin operation of an area development franchise (including the investment for the first franchise developed) ranges from $261,900 (for two franchises) to $909,000 (for five franchises). This includes $100,000 to $320,000 that must be paid to the franchisor or its affiliates.

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least 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.**

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-FTCHELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, DC 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.

The issuance date: April 1, 2018

STATE COVER PAGE

Your state may have a franchise law that requires a franchisor to register or file with a state franchise administrator before offering or selling in your state. REGISTRATION OF A FRANCHISE BY A STATE DOES NOT MEAN THAT THE STATE RECOMMENDS THE FRANCHISE OR HAS VERIFIED THE INFORMATION IN THIS DISCLOSURE DOCUMENT.

Call the state franchise administrator listed in Exhibit A for information about the franchisor, or about franchising in your state.

MANY FRANCHISE AGREEMENTS DO NOT ALLOW YOU TO RENEW UNCONDITIONALLY AFTER THE INITIAL TERM EXPIRES. YOU MAY HAVE TO SIGN A NEW AGREEMENT WITH DIFFERENT TERMS AND CONDITIONS IN ORDER TO CONTINUE TO OPERATE YOUR BUSINESS. BEFORE YOU BUY, CONSIDER WHAT RIGHTS YOU HAVE TO RENEW YOUR FRANCHISE, IF ANY, AND WHAT TERMS YOU MIGHT HAVE TO ACCEPT IN ORDER TO RENEW.

Please consider the following RISK FACTORS before you buy this franchise:

1. THE FRANCHISE AGREEMENT AND AREA DEVELOPMENT AGREEMENT REQUIRE YOU TO RESOLVE DISPUTES WITH US BY LITIGATION IN MICHIGAN. OUT-OF-STATE LITIGATION MAY FORCE YOU TO ACCEPT A LESS FAVORABLE SETTLEMENT FOR DISPUTES. IT MAY ALSO COST YOU MORE TO LITIGATE WITH US IN MICHIGAN THAN IN YOUR OWN STATE.

2. THE FRANCHISE AGREEMENT AND AREA DEVELOPMENT AGREEMENT STATE THAT MICHIGAN LAW GOVERNS THE AGREEMENT, AND THIS LAW MAY NOT PROVIDE THE SAME PROTECTIONS AND BENEFITS AS LOCAL LAW. YOU MAY WANT TO COMPARE THESE LAWS.

3. YOU MUST MAINTAIN MINIMUM SALES PERFORMANCE LEVELS. IF YOU FAIL TO DO SO, YOU COULD LOSE YOUR EXCLUSIVE TERRITORY OR THE FRANCHISOR COULD TERMINATE YOUR AGREEMENT AND YOU COULD LOSE YOUR INVESTMENT.

4. YOU MUST MAINTAIN MINIMUM SALES PERFORMANCE SALES LEVELS. YOUR INABILITY TO MAINTAIN THESE LEVELS MAY RESULT IN A REDUCTION IN YOUR MARKETING AREA.

5. THERE MAY BE OTHER RISK FACTORS CONCERNING THIS FRANCHISE.

Effective Date: See the next page for state effective dates.

STATE EFFECTIVE DATES

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

This Franchise Disclosure Document is registered, on file or exempt from registration in the following states having franchise registration and disclosure laws if an effective date is noted below for the state:

State	Effective Date or Status
California	
Hawaii	
Illinois	
Indiana	
Maryland	
Michigan	
Minnesota	
New York	
North Dakota	
Rhode Island	
South Dakota	
Virginia	
Washington	
Wisconsin	

In all other states, the effective date of this Franchise Disclosure Document is the issuance date noted on the cover page.

NOTICE UNDER MICHIGAN'S FRANCHISE INVESTMENT LAW

THE STATE OF MICHIGAN PROHIBITS CERTAIN UNFAIR PROVISIONS THAT ARE SOMETIMES IN FRANCHISE DOCUMENTS. SEE MCL 445.1501, ET SEQ. IF ANY OF THE FOLLOWING PROVISIONS ARE IN THESE FRANCHISE DOCUMENTS, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU.

1. A prohibition on the right of a franchisee to join an association of franchisees.

2. A requirement that a franchisee assent to a release, assignment, novation, waiver or estoppel which deprives a franchisee of rights and protections provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.

3. A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than thirty (30) days, to cure such failure.

4. A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (1) the term of the franchise is less than five (5) years and (2) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logo-type, advertising or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least six (6) months advance notice of franchisor's intent not to renew the franchise.

5. A provision that permits a franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.

6. A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.

7. A provision which permits a franchisor to refuse to permit a transfer of a franchise agreement, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:

a. the failure of the proposed transferee to meet the franchisor's then current reasonable qualifications or standards;

b. the fact that the proposed transferee is a competitor of the franchisor or sub-franchisor;

c. the unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations; and

d. 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.

8. A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor the right of first refusal to purchase the assets of a franchisee on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants a franchisor the right to acquire the assets of a franchise for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subsection 3.

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

If a franchisor's most recent unaudited financial statement shows a net worth of less than One Hundred Thousand ($100,000) Dollars, you have the right to request the escrow of the initial investment and other funds paid until obligations to provide real estate, improvements, equipment inventory, training or other items included in the franchise offering are fulfilled.

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 MAY BE DIRECTED TO THE STATE OF MICHIGAN, DEPARTMENT OF ATTORNEY GENERAL, CONSUMER PROTECTION DIVISION, ATTN: FRANCHISE SECTION, 525 W. OTTAWA ST., WILLIAMS BUILDING, 6TH FLOOR, LANSING, MICHIGAN 48933, TELEPHONE (517) 373-7117.

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EXHIBITS:

A - List of State Administrators

B - List of Agents for Service of Process

C - Franchise Agreement

1. Specifics
2. Obligations and Representations of Individual Interested Parties
3. Guaranty
4. Assignment of Telephone Numbers and Internet Tools
5. Software License Addendum
6. Automation Systems User Agreement Terms of Use

D - Preliminary Approval Agreement

E - Addendum to Franchise Agreement-Renewal

F - Addendum to Franchise Agreement-Warehouse Storage Services

G - Addendum to Franchise Agreement-Portable Storage Services

H - Value Flex Program Hub Addendum

I - Value Flex Program Feeder Addendum

J - Addendum to Franchise Agreement-Mini-Market

K - Area Development Agreement

L - Addendum to Franchise Agreement—Participation in Captive Insurance Program

M - Records and Bookkeeping Franchise Addendum

N - Risk Management and Safety Services Addendum

O – Non-Disclosure and Confidentiality Agreement—Prospective Franchisees

P – Confidentiality and Noncompetition Agreement

Q - List of Franchisees

R - List of Franchisees That Have Recently Left the Franchise System

S - Financial Statements

T - State Specific Addenda to Disclosures and Agreements

U - Franchise Termination and Release Agreement

V - Receipts

Item 1--FRANCHISOR AND ANY PARENTS, PREDECESSORS AND AFFILIATES

The Franchisor

The name of the Franchisor is Two Men and a Truck/International, Inc. In this Disclosure Document, the Franchisor may also be referred to as "we" or "us" and the person being granted a license to operate a franchise will be referred to as "Franchisee" or "you." If you are a corporation, partnership, limited liability company or other entity, "Franchisee" or "you" will mean the entity and the owners of the entity.

We are a Michigan corporation. We incorporated January 17, 1989, under the name Two Men and a Truck/USA, Inc. and changed our name to Two Men and a Truck/International, Inc. on October 5, 1994. We operate under our corporate name and the "Two Men and a Truck" name. Our principal business address is 3400 Belle Chase Way, Lansing, MI 48911-4251. Our Internet website address is "www.twomenandatruck.com." Our agents for service of process are listed on Exhibit B.

Our Parent, Predecessors and Affiliates

We do not have any parent companies. We have not had any predecessors during the 10-year period immediately before the close of our most recent fiscal year. We have no affiliated companies that provide products or services to our franchises.

We have offered Two Men and a Truck franchises since February 1989. We have not offered franchises in any other line of business. Our affiliates have not offered franchises in this business or in any other line of business. Our Founder, Mary Ellen Sheets, has operated a Two Men and a Truck business since April 1985. Our Chair, Melanie L. Bergeron, operated Two Men and a Truck businesses from 1988 to 1990 and from 1991 to 2000. Our CEO, Brig Sorber operated the Two Men and a Truck franchise in Marquette, Michigan from July 1990 until September 1996. Our Executive Vice President, Jon Sorber, operated two Two Men and a Truck franchises in Grand Rapids, Michigan from June of 1989 to August of 2009, and has assisted in operating the Two Men and a Truck franchise in Lansing, Michigan since February of 1991.

Franchisor's Business

We license Two Men and a Truck franchises. We also may lease or sell some items to our franchisees.

The Two Men and a Truck Franchise

The Two Men and a Truck franchise is a business that provides moving services and related products and services, including packing, unpacking, and the sale of boxes and packing materials. We may expand services and products authorized or required to be offered by the Two Men and a Truck franchise in the future, which may include other services or products associated with storage services, our Value Flex Program, the preparation of a move (residential or commercial), and the transportation of tangible items to one or multiple locations. The Two Men and a Truck franchise must operate under our trademarks, service marks, trade names, and logos ("Trademarks") and in accordance with our operating procedures and policies ("Systems").

The Systems include the operating procedures and policies contained in the Two Men and a Truck Manuals ("Manuals"). The Manuals currently include the manuals entitled: All About Policies, All About Accounting, All about Movers Who Care, All About Forms, All About Trucks and Equipment, All About Risk Management, All About Sales, All About Marketing, All About Reports, All About People, All About Operations, and all other written, electronic, video, and audio recorded policies, procedures, techniques, memos, bulletins, newsletter, forms, guidelines, and other materials prepared by us in connection with the Systems or to assist you in the operation of your Two Men and a Truck franchise.

You are granted the right to operate a Two Men and a Truck franchise by signing our standard Franchise Agreement and supplemental documents attached to the Franchise Agreement (see Exhibit C). Your Franchise Agreement will grant you a marketing area in which we will not locate other Two Men and a Truck franchises ("Marketing Area"). See Item 12. In some cases, we may enter into a Preliminary Approval Agreement with you (see Exhibit D) before signing a Franchise Agreement. The Preliminary Approval Agreement reserves a Marketing Area for you for a limited period of time in which you can decide whether you want to enter into a Franchise Agreement with us. The Preliminary Approval Agreement may be used in situations where the applicant wants to deal with certain start-up issues before signing a Franchise Agreement; for example, determining if they can obtain financing or the necessary trucking authority from the applicable state agency. If you are renewing your franchise, you will sign our current standard Franchise Agreement as well as an Addendum to Franchise Agreement—Renewal ("Renewal Addendum") (see Exhibit E). The Renewal Addendum modifies some of the provisions of the standard Franchise Agreement to reflect your status as an existing franchisee.

Under our current policies, if you desire to provide storage services and you meet our requirements for providing those services, we may authorize you to provide warehouse storage services and/or portable storage services. Warehouse storage services involve providing space for use by the customers to store tangible items for a period of time. If you request and are authorized to provide warehouse storage services, you will sign an Addendum to Franchise Agreement—Warehouse Storage Services in a form specified by us, the current form of which is attached as Exhibit F. Portable storage services involve the loading and unloading of goods into portable containers that can be transported by a franchisee and stored at the franchisee's location or at another location requested by the customer. If you request and are authorized to provide portable storage services, you will sign an Addendum to Franchise Agreement—Portable Storage Services in a form specified by us, the current form of which is attached as Exhibit G. We may, in the future, require our franchisees to provide these services.

We are currently conducting a program that allows select franchisees in certain areas to participate in interstate moves provided by a third-party interstate trucking company. We refer to this as our Value Flex Program. Franchisees participating in the Value Flex Program will provide local portions of the moves to and from a Two Men and a Truck Hub location using containers. An interstate trucking company will provide the interstate portions of the moves from and to Two Men and a Truck Hub locations. Franchisees may participate in the Program as a Hub or as a Feeder. Hub and Feeder locations must purchase specified equipment. A Hub will act as the holding location for the pick-up and delivery of containers by the interstate trucking company. A Feeder will pick-up and drop off customer items at the Hub locations. If the Value Flex Program is offered in your area and you are chosen to participate in the program, you will sign a Value Flex Program Hub Addendum in the form specified by us, the current form of which is attached as Exhibit H (if you will act as a Hub) or a Value Flex Program Feeder

Addendum in the form specified by us, the current form of which is attached as Exhibit I (if you will act as a Feeder). We may, in the future, require franchisees to provide Value Flex Program services as a Hub or Feeder.

We currently offer what we call a "mini-market franchise." The mini-market franchise is the same as our standard franchise, except that the Marketing area will contain a smaller population and, because of the smaller population of the Marketing Area, the initial fee is lower and the minimum performance obligations are different. There may also be some differences in equipment requirements, fee requirements, our right to re-purchase the franchise, hours of operation, and office staffing requirements. If you purchase a mini-market franchise, you will sign our current standard Franchise Agreement as well as an Addendum to Franchise Agreement—Mini-Market ("Mini-Market Addendum") in the form attached as Exhibit J. The information in this Disclosure Document relating to the Two Men and a Truck franchise applies to our standard franchise and our mini-market franchise except that we will point out any differences applicable to the mini-market franchise.

Your franchise will offer commercial and household moving and other relocation services and related products and services to the public. The market for the products and services the franchise will offer is well developed and highly competitive. Your competitors will include other local and national moving or transport companies and may include truck rental agencies.

Area Development Agreements

If you want to buy area-development rights to develop and operate Two Men and a Truck franchises in more than one Marketing Area, and if we determine that you are qualified to develop and operate Two Men and a Truck franchises in more than one Marketing Area, you may enter into an Area Development Agreement with us (see Exhibit K). You must agree to develop at least two franchises before we will enter into an Area Development Agreement with you. If you enter into an Area Development Agreement with us, you will be required to develop franchises in a number of Marketing Areas according to a minimum development schedule, which will be specified in the Area Development Agreement. You will enter into a separate Franchise Agreement for each Marketing Area in which you develop a Two Men and a Truck franchise under the Area Development Agreement. Each Franchise Agreement you sign will be on the form of Franchise Agreement in use by us at the time of signing, which may be different than the form of Franchise Agreement included in this Franchise Disclosure Document.

Industry-Specific Regulations

Moving companies are regulated by federal and state law. Most states have transportation agencies that oversee the state's laws. The state law can vary significantly from state to state. The U.S. Department of Transportation's Federal Motor Carrier Safety Administration (FMCSA) administers the federal laws. There may be other laws and regulations applicable to the operation of a Two Men and a Truck franchise within a particular state and we urge you to ask your attorney or state agencies about the described laws, regulations, and any other laws or regulations that can impact the operation of a Two Men and a Truck franchise within the specific area licensed to you.

Item 2--BUSINESS EXPERIENCE

Mary Ellen Sheets, Founder

Ms. Sheets is our Founder and was a member of the Board of Directors from its incorporation in January of 1989 until she retired from the Board of Directors in December of 2016. She was our Chief Executive Officer ("CEO") until December 31, 2006, when she retired from that position.

Melanie L. Bergeron, Chair

Ms. Bergeron became our President in June of 1994 and added the responsibilities of Chief Operating Officer ("COO") in January of 2004. On January 1, 2007, she was promoted to CEO. In February of 2009, she became Chair. She has been a member of our Board of Directors since 1996.

J. Brigham Sorber, Executive Chairman and Co-Chief Executive Officer (CEO)

Mr. Sorber joined us as Director of Licensing and Field Consultant in September 1996 and became Vice President of Operations beginning in 2004. On January 1, 2007, he became our President. In February of 2009, he became President and CEO. In August of 2012, he became CEO. In January of 2016, he became Executive Chairman. In August of 2017, he also became Co-CEO. Mr. Sorber has been a member of our Board of Directors since September of 1996. Mr. Sorber is one of the original "Two Men."

Jon Sorber, Executive Vice President

Mr. Sorber has been a member of our Board of Directors since 1996 and became Vice President of Franchise Growth and Opportunities beginning in January of 2004. In January of 2007, he became Executive Vice President. Mr. Sorber has assisted in operating the Two Men and a Truck franchise in Lansing, Michigan since February 1991. Mr. Sorber is one of the original "Two Men."

Randy Shacka, President

Mr. Shacka joined us in September of 2003 as a Franchise Development and Training Specialist and was promoted to Assistant Director of Operations in December of 2004. In January of 2007, he was promoted to Assistant Vice President of Operations and in April of 2008, Mr. Shacka was promoted to Vice President of Operations. In November of 2010, he became Chief Development Officer. In August of 2011, he became COO. In August of 2012, he was promoted to President.

Jon Nobis, Co-Chief Executive Officer (CEO)

Mr. Nobis joined us as the Chief Information Officer ("CIO") in March of 2011. In August of 2013, he became COO. In August of 2017, he became Co-CEO.

Brant Hartle, Chief Financial Officer (CFO)

Mr. Hartle joined us as the Chief Financial Officer (CFO) in November of 2016. From August 2015 to November 2016, Mr. Hartle was a management consultant for the Doctors Company in Napa, California. From 2000 to 2015 he was CFO of SCW Agency Group, Inc. in East Lansing, Michigan.

Sara Bennett, Chief Talent Officer

Ms. Bennett joined us in May of 2002 as a corporate relations assistant. She has since been promoted numerous times to new business concepts coordinator, office administrator, human resources generalist, franchise human resources manager, Human Resources Director and in January of 2018, was promoted to Chief Talent Officer.

Stacy Wallace, General Counsel

Ms. Wallace joined us in March of 2013 as General Counsel. From April 2011 to March of 2013, Ms. Wallace was an Assistant Attorney General for the State of Michigan in Lansing, Michigan. Ms. Wallace is licensed to practice law in the State of Michigan.

Kristin Bartley, Controller

Ms. Bartley joined us in September of 2004 as assistant controller and was later promoted to accounting manager. In March of 2011 she was promoted to Controller and she currently serves in this role.

Denise Droscha, Operations Director

Ms. Droscha joined us in July of 2004 as quality control specialist. From 2006 to 2014 she managed our customer care division. Ms. Droscha was promoted to operations director in July 2014.

Dawn Kroeger, Marketing and Communication Director

Ms. Kroeger joined us in 2004 as the Marketing Manager for franchise locations in Lansing and Grand Rapids, Michigan. In 2007, she became a Manager on our marketing team. In June of 2015, she was promoted to Marketing and Communications Director.

Jake Gaitan, Director of IT

Mr. Gaitan joined us as the Director of IT in July of 2013. From 2008 to 2010, Mr. Gaitan was a network security specialist for Demmer Corporation in Lansing, Michigan and from 2010 to 2013, was IT Manager at Demmer Corporation in Lansing, Michigan.

Pamela Batten, Compliance Director

Ms. Batten joined Two Men and a Truck in May of 2008 as Franchise Development Specialist. In 2013, she was promoted to Franchise Compliance Manager. In January of 2016, she was promoted to Compliance Director.

Ashley Skaggs, Director of Sales

Ms. Skaggs joined Two Men and a Truck in 2005 as a Customer Service Representative for our Lansing franchise. In 2006, she moved to our Home Office as a Training and Development Specialist. Since then she has held various roles including After Hours Team Lead, Sales Support Manager, General Manager of our Lansing franchise, and Customer Relationship Manager. In October of 2016, Ms. Skaggs was promoted to Director of Sales.

Lindsey Schaibly, Director of Moving Services

Ms. Schaibly joined Two Men and a Truck as Training and Development Specialist in May of 2012. She was promoted to Operations Coordinator in 2015 and then Moving Services Manager in early fall 2016.

Bethany Karsten, Staff Attorney and Compliance Manager

Ms. Karsten joined us in January of 2014 as a part-time Compliance/Legal Intern. She became a full time employee and was promoted to Staff Attorney in November of 2014. In October of 2016, she was promoted to Staff Attorney and Compliance Manager. Before her employment with us, she was a full-time student.

Item 3--LITIGATION

Actions Involving the Franchise Relationship in 2017

None

Other Pending Actions Required to be Disclosed

None

Other Concluded Actions Required to be Disclosed

None

No litigation is required to be disclosed in this Item.

Item 4--BANKRUPTCY

No bankruptcies are required to be disclosed in this Item.

Item 5--INITIAL FEES

Franchise Agreement

Standard Franchise

The initial franchise fee for a standard franchise is $50,000 for a Marketing Area where we have had no prior presence and is $85,000 for a Marketing Area where we have had a prior presence in any portion of the Marketing Area. The initial franchise fee grants you the right to operate within a specified Marketing Area that will generally have a population of approximately 420,000 to 600,000, although some pre-designed Marketing Area will exceed 600,000 in population. In some circumstances, we may approve a Marketing Area that is not a pre-designed Marketing Areas that contains a population of more than 600,000. In those cases we may charge an additional initial franchise fee based on $10,000 for every additional 50,000 population within that area ($10,000 x the actual additional population ÷ 50,000).

Mini-Market Franchise

The initial franchise fee for a min-market franchise is $30,000. The initial franchise fee grants you the right to operate within a specified Marketing Area that will generally have a population of approximately 100,000 to 200,000.

Payment, Incentive Programs, and Discounts

The initial franchise fee is payable at the time you sign the Franchise Agreement. The initial fee is fully earned and non-refundable when paid, in consideration of administrative and other expenses incurred by us in entering into the Franchise Agreement, and for our lost or deferred opportunity to enter into a Franchise Agreement with another.

We currently conduct a scholarship program for employees of existing franchisees. If you are sponsored by an existing franchisee, selected to participate in the program, and complete the program, you may be selected to receive an initial franchise fee scholarship to apply to the development of a new franchise in partnership with the sponsoring franchisee. The remaining participants in the program will each receive a $10,000 scholarship to apply to the development of a new franchise in partnership with the sponsoring franchisee. If you receive a scholarship and agree to develop a new franchise within the required time-frame and otherwise meet the conditions of the scholarship, the amount of your scholarship will be applied as a credit against the initial franchise fee payable for the new franchise being developed.

We are members of the International Franchise Association and participate in the International Franchise Association's VetFran Program, which provides a 10% discount on initial franchise fees to veterans of U.S. Armed Forces who otherwise meet the requirements of the VetFran program.

Preliminary Approval Agreement

If we enter into a Preliminary Approval Agreement with you before you sign a Franchise Agreement, you must pay a franchise reservation fee of $10,000 at the time you sign the Preliminary Approval Agreement. The franchise reservation fee is not refundable. If you enter

into a Franchise Agreement with us, the franchise reservation fee will be applied to the initial franchise fee due under the Franchise Agreement. If the Preliminary Approval Agreement expires or terminates for any reason other than the signing of a Franchise Agreement, we will retain the franchise reservation fee.

Area Development Agreement

If you become an Area Developer by signing an Area Development Agreement, you pay us the initial fees for each of the Marketing Areas you have a right to develop under the Area Development Agreement at the time you sign the Area Development Agreement. You must agree to develop at least two franchises under the Area Development Agreement. The low end of the fees dues under an Area Development Agreement (assuming we have had no prior presence in the Marketing Areas) will be $100,000 (2 x $50,000). We estimate the maximum number of franchises to be developed under an Area Development Agreement to be five franchises, so the high end of the fees due under an Area Development Agreement (assuming we have had a prior presence in two of the Marketing Areas) will be $320,000 (3 x $50,000 + 2 x $85,000). These fees are not refundable, even if you fail to develop one or more locations for any reason.

Item 6--OTHER FEES

Type of Fee (1)	Amount	Due Date	Remarks
Royalty Fee	6% of all Gross Sales	The 15th day of each month or by 5:00 p.m. of the first business day following the 15th, if the 15th is not a business day; payments made by automated clearing house (ACH) transfers	Gross Sales include all revenue from any source as defined in the Franchise Agreement or otherwise by us. (2)
Contributions to Advertising Fund	1% of all Gross Sales	The 15th day of each month or by 5:00 p.m. of the first business day following the 15th, if the 15th is not a business day; payments made by ACH transfers	The Advertising Fund (defined in Item 11) is administered and controlled by us.
Monthly Technology and Support Fee (standard franchise) (3)	1% of Gross Sales with a minimum payment of $1,200 per month	The 15th day of each month or by 5:00 p.m. of the first business day following the 15th, if the 15th is not a business day; payments made by ACH transfers	We may change this fee based on the amount required to develop and support the operating system and other programs—the amount in the 2nd column reflects our current policy, which is subject to change.

Type of Fee (1)	Amount	Due Date	Remarks
Monthly Technology and Support Fee (mini-market franchise) (3)	2% of Gross Sales with no minimum	The 15th day of each month or by 5:00 p.m. of the first business day following the 15th, if the 15th is not a business day; payments made by ACH transfers	We may change this fee based on the amount required to develop and support the operating system and other programs—the amount in the 2nd column reflects our current policy, which is subject to change.
Fees for Customer Relationship Center (CRC) Services – Standard Franchise	$500 per month for the first 12 months for new franchises only, otherwise $750 per month, plus a $35 per transaction fee for each completed move originating from the CRC	Paid by ACH transfers on the last business day of the month in which they are incurred	These services are required for all new franchisees and are being phased-in as a required service for all existing franchisees through 2019. (4)
Fees for Customer Relationship Center (CRC) Services – Mini-Market Franchise	$500 per month plus a $35 per transaction fee for each completed move originating from the CRC for the first 12 months (and after if you employ a CSR), then $2,000 per month with no transaction fee if you do not employ a CSR	Paid by ACH transfers on the last business day of the month in which they are incurred	These services are required for all new franchisees and are being phased-in as a required service for all existing franchisees through 2019. A CSR is a customer service representative. (4)
Records and Bookkeeping Fees	$200 to $500 per month; late fee of $100 for failure to timely submit data	Paid by ACH transfers on the last business day of the month in which they are incurred	These services are optional for standard franchises and required for mini-market franchises. (5)
Risk Management and Safety Services Fees	$2,000 to $3,000 per year	Paid by ACH transfers on the last business day of the month in which they are incurred	We may require you to obtain these services from us or a Designated Supplier. (6)
Local Advertising Expenditures (standard franchise)	For each calendar year, an average of $1,500 per month for new franchises until operated for a full calendar year and otherwise 2% of Gross Sales of the previous calendar year (7)	As incurred	You must spend the required minimum amounts on local advertising. We may increase the percentage of Gross Sales to 3% in some circumstances. (7)
Local Advertising Expenditures (mini-market franchise)	For each calendar year, the greater of 2% of Gross Sales or $1,000 per month	As incurred	You must spend the required minimum amounts on local advertising. We may require you to spend some or all of these amounts on advertising methods specified by us. (8)

Type of Fee (1)	Amount	Due Date	Remarks
Advertising Cooperative	As assessed by cooperative (9)	As assessed	Cooperatives can impose assessments for advertising of up to 1% of Gross Sales.
Miscellaneous Fees and Charges (10)	As assessed for goods or services provided ($30 to $300)	Any charges will be paid by ACH transfers on the last business day of the month in which they are incurred	Includes payments for behavioral assessments, career ads, and technical support services purchased from us.
NSF Fees and Interest	NSF fee of at least $100 and interest of 2% per month or maximum rate allowed by law	As incurred	An NSF fee must be paid if you have insufficient funds to cover an electronic transfer and interest must be paid on all overdue amounts.
Audit Expenses	Cost of Audit	On receipt of our invoice	We reserve the right to require you to pay us or our representatives or third-party agents for the reasonable expenses of an audit, inspection, and investigation.
Fees for Assistance in Commencement and Operation of Franchise (11)	$500 to $1,200 per day plus travel and living expenses of training personnel	On receipt of our invoice	We will provide reasonable assistance to you in the commencement and operation of your franchise. We may charge a reasonable per diem fee plus travel and living expenses of our staff or third-party vendors providing this assistance.
Indemnification	Will vary under circumstances	As incurred	You must reimburse us if we incur liability from the operation of your franchise.
Attorney's Fees and Costs	Will vary under circumstances	As incurred	You must pay our costs if we must take action to enforce your obligations to us.
Reimbursement for the Cost of Insurance	$25,000 – $43,000 annually	As incurred	If you fail to obtain or maintain any of the required insurances, we may obtain that insurance on your behalf and you must reimburse us for the cost. (12)
Payments relating to Participation in Captive Insurance Program	See Note 13, below	Paid by ACH transfers on the last business day of the month in which they are incurred	See Note 13, below.
Tax Reimbursement Fees (14)	Will vary with circumstance	As incurred	These fees will be paid to us to reimburse us for sales, use, personal property and other taxes we pay.

Type of Fee (1)	Amount	Due Date	Remarks
Renewal Fee	10% of the franchise fee charged to new franchisees at the time of renewal (the fee is 20% if you do not timely renew)	Paid by ACH on the date of renewal	This fee must be paid if you renew your Franchise Agreement.
Fee for Adding a Person as a Franchisee or as a Principal of the Franchisee	12 ½ % of the franchise fee charged to new franchisees at time of addition for each person added	Before person is added and before training has started for that person	This fee must be paid for each person you add as a franchisee or principal of your franchise.
Transfer/ Marketing Area Division Fee	25% of the franchise fee charged to new franchisees at the time of transfer	Before transfer and before training of proposed transferee	This fee must be paid if you transfer your franchise or divide your Marketing Area.
Fees for Additional Training and Meetings	$200 to $1,075 for registration fees for meetings; $500 to $1,200 per person per day plus travel and living expenses of training personnel for additional training	Before additional training	We may charge fees, including a reasonable per diem fee or registration fees for attending additional training or meetings.
Fees for Administering National Accounts (15)	5% to 10% of each payment you receive from the National Account	On receipt of payment from the National Account	We do not currently charge any fees for administering National Accounts.
Fees for Administering National Programs-Value Flex (15)	1% of value of materials being moved and 5% to 6% of the revenue from the move	On receipt of payment from the customer	Our Value Flex Program is currently our only National Program. The 1% of value charge is to cover potential damages. The 5% to 6% of revenue charge is for administrative expenses and capital expenditures.
Value Flex Program—Container Lease Payments	One-time payment of $4,900 to $6,600 for each container	On signing a Value Flex Program Hub Addendum	If you participate in this Program, you must pay this fee for each container you acquire from us.
Vendor Product Testing Fee	Actual out-of-pocket cost plus $125 per hour for evaluation	On receipt of our invoice	See Note 16, below.
Liquidated Damages	$100 to $4,000; See Note 17, below	Any charges will be paid by ACH transfers on the 5th business day following the invoice date	See Note 17, below.
Indemnification for Amounts Paid to Resolve Franchisee's Disputes	See Note 18, below	On receipt of our invoice	See Note 18, below.

Type of Fee (1)	Amount	Due Date	Remarks
Internet Access Fees and Third Party Software License Fees	$1,500 to $6,600 per year	As incurred	In order to use our Automation Systems you must have access to the Internet. Also, you must acquire some third-party software for use in your business (for example, QuickBooks).
Holdback Amount for Customer Claims	An amount determined by us based on your customer damage history for previous two years and any known current damage issues	Paid by ACH five days before expiration or termination	You must pay this amount if your franchise is expiring or terminating. This amount will be held by us for six months and used to resolve any customer disputes. The balance will be returned to you.

Notes to Item 6 Table

1. All of the listed fees are payable to us except local advertising expenditures, internet access fees, and third-party software licensing fees. All fees paid to us are non-refundable. All payments of fees and charges must be made to us in the manner and at the times specified by us, which is subject to change. Currently we specify that: (a) royalties, advertising, and technology and support fees must be paid to us on the 15th day of the month following the month the revenue was generated (royalties and advertising fees) and/or the fees were charged (technology and support fees); (b) miscellaneous fees and charges must be paid to us on the last business day of the month in which they are incurred, except as noted below for liquidated damages; and (c) liquidated damages assessed against you must be paid on the 5th business day following the date the liquidated damages are invoiced. Payments to us must be paid via Automated Clearing House ("ACH") transfers or other form of payment transfer as we specify. Sometimes it may be necessary to ACH transfer funds for miscellaneous fees before the last day of the month. In that case, the amount and date of deduction will be communicated to you.

2. The Franchise Agreement defines "Gross Sales" as the total gross revenues from whatever source (whether in the form of cash, credit, agreements to pay, barter, trade credits, good will or other consideration) that arise, directly or indirectly, from or in connection with the operation of your franchise, including but not limited to:

(a) the sale of goods and/or services offered by or through the franchise;

(b) the sale of goods and/or services by you or a third-party selling products and/or services on your behalf that are sold or that are required to be sold under the terms of the Franchise Agreement, no matter from what location or business the income is generated;

(c) the proceeds from any business interruption insurance and/or damages or settlement amounts received to compensate you for lost revenue of the franchise;

(d) any revenue generated from commissions, rebates or affiliated programs;

(e) except as provided below for charity moves, the value of any goods and/or services provided without compensation to you; and

(f) if you have missing or incomplete sales orders, Gross Sales will include missing sales order sheet income in an amount reasonably determined in accordance with the methods specified in the Manuals.

Gross Sales may be further defined in our Manuals, including our Policies Manual.

Except as may otherwise be provided in the Manuals, the following rules will apply in the in the calculation of Gross Sales: (i) Gross Sales will be based on your normal rate at that time the products or services are provided, whether or not payment is received at the time of sale or any amounts prove uncollectible; (ii) Gross Sales will not be reduced by any invoice adjustment or set off made by you unless approved in writing by us; (iii) discounts given by you will not reduce Gross Sales unless the discount is based on a standard program approved by us; and (iv) Gross Sales are deemed received by you at the time the goods or services from which they derive are delivered or rendered or at the time the relevant sale takes place, whichever occurs first.

You are not required to pay royalty on the value of any portion of goods and/or services provided without compensation to you if those goods and/or services are provided for a charitable organization approved by us ("charity moves"). Currently, all charitable organizations listed by the Internal Revenue Service ("IRS") as exempt under Internal Revenue Code §501(c)(3) ("501(c)(3) organizations") are automatically approved by us. Go to IRS.gov to search for a list of 501(c)(3) organizations. If you provide goods and/or services without compensation that are not for an organization that is listed by the IRS as a 501(c)(3) organization or a charitable organization otherwise approved by us, the value of those goods and/or services must be included in your Gross Sales for purposes of paying royalty to us. The value of the goods and/or services provided without compensation will be equal to the amount that you would normally charge for the goods and/or services.

3. The technology and support fee currently covers our services relating to the Movers Who Care® software, accounting applications, credit card systems, payroll systems, global positioning systems (GPS), applicant tracking systems (ATS), learning management system (LMS), marketing automation system, mobile technology solutions, unified communications system, our Extranet, Two Men and a Truck e-mail addresses, estimate requests generated by the Two Men and a Truck website, online training programs, and a portion of the after-hours sales support.

4. Under the Franchise Agreement, we may require you to participate in call center services provided by us and to pay a proportionate share of the costs of those services or a reasonable charge for those services. We currently provide these services through our Customer Relationship Center (CRC). The CRC provides a range of call answering, sales support, and other customer service and communication services to our franchisees during business hours and after business hours. We require all new franchisees to participate in these services and these services are being phased-in as a required service for all existing franchisees through 2019. The fees noted in the table are the current charges for the services and are subject to change in the future.

5. We offer records and bookkeeping services to our franchisees. The fees are based on the number of hours of service provided and the complexity of the services. A copy of the Records and Bookkeeping Franchise Addendum that will be signed by franchisees purchasing these services from us is attached as Exhibit M. The services are optional for standard franchises, but mini-market franchises are required to purchase these services.

6. You must implement a risk management and safety system designated or approved by us. As part of that system, we may require you to obtain risk management and safety services from us or a Designated Supplier. These services will assist you in developing, implementing, and operating an authorized risk management and safety system, proactive best practices, and a safety-centric workplace culture in alignment with the Two Men and a Truck franchise system. A copy of the Risk Management and Safety Services Addendum that will be signed by franchisees purchasing these services from us is attached as Exhibit N.

7. Each calendar year you must spend an amount equal to or greater than 2% of your Gross Sales of the previous calendar year for advertising and promoting your business in your Marketing Area (Article II, Section 12(b)(ii) of the Franchise Agreement). These expenditures are in addition to the advertising fees you must pay to us under Article IV, Section 3 of the Franchise Agreement. If you are operating a new franchise (you did not acquire an existing franchise) that has not been in operation for all 12 months of the previous calendar year, there is an exception to the percentage requirement. In that case, you must average a minimum expenditure during the calendar year of $1,500 per month on local advertising until the franchise has been in business for one full calendar year. For example, a new franchise that completed its first move in March must invest $15,000 ($1,500 x 10 months) on local advertising during the first calendar year of business. In this example, the new franchise would be required to spend a minimum of $18,000 ($1,500 x 12 months) during the second calendar year, because at the beginning of the second calendar, the new franchise would still not have been in the operation for 12 months during the previous calendar year. Beginning with the third calendar year, the new franchise in this example would be required to spend a minimum of the applicable percentage of the previous calendar year's (i.e. second calendar year's) Gross Sales on local advertising. If you acquire an existing franchise, your minimum local advertising and promotion expenditures will be based on the Gross Sales of the acquired franchise for the previous calendar year. The new franchise must spend, at minimum, an annualized portion of 2% of Gross Sales of the franchise for the calendar year before the transfer on local advertising during the remaining months of the calendar year of the transfer. The formula would be: Gross Sales x 2% x Remaining Months/12 (Gross Sales is the Gross Sales in the year before the transfer and Remaining Months is the number of months remaining in the calendar year of the transfer). If you have negative growth for a calendar year or are in the bottom 15% of average growth for the franchise system in a calendar year, we may increase your required minimum local advertising expenditures to 3% of Gross Sales of the prior year.

8. If you are operating a mini-market franchise, unless approved otherwise by us, each calendar year you must spend at least the greater of 2% of your Gross Sales of the previous calendar year or $1,000 per month for advertising and promoting your business in your Marketing Area. We may specify certain advertising methods that you must use for some or all of your required advertising and promotion spending (for example, direct mail). If you acquire an existing mini-market franchise, your minimum local advertising and promotion expenditures will be based on the Gross Sales of the acquired franchise for the previous calendar year. The

new franchise must spend, at minimum, the greater of an annualized portion of 2% of Gross Sales of the franchise for the calendar year before the transfer or $1,000 per month on local advertising during the remaining months of the calendar year of the transfer.

9. We can require you to participate in an advertising cooperative. An advertising cooperative can impose advertising fees of up to 1% of annual Gross Sales, unless all members of the cooperative agree to a higher rate. Currently, advertising cooperatives require fees ranging from approximately $100 to $400 per month. We do not own any units. The one unit owned by our affiliate will vote on advertising cooperative matters for the area in which it is located, but it does not have voting control over the cooperative.

10. These fees are for services purchased from us, including behavioral assessments, career ads, and technical support services.

11. You will not typically be charged any fees for our assistance in the commencement and operations of your franchise. We generally provide up to three days of assistance at the time of opening of your franchise without any charge to you. We may charge fees if it is necessary for us to provide more than three days of assistance. If, during the operation of your franchise, you have sales, marketing, or performance issues, we may charge you for assistance we provide.

12. You must purchase insurance in the amounts and with the coverages (at a minimum) that we specify.

13. We have made arrangements for qualified and approved franchisees to have the opportunity to purchase certain insurance coverages through a captive insurance program. There are two ways of participating in the captive insurance program. You may qualify on your own to be a full participant in the captive insurance program. We refer to this type of participant as an A-Cell franchisee. If you do not qualify on your own due to premium size, we may allow you to participate in the captive insurance program under our segregated cell in the program. We refer to this type of participant as a B-Cell franchisee. If you participate in the captive insurance program as a B-Cell franchisee, we may require you to pay us an annual servicing fee. This fee will be based on your allocable portion of the letter of credit we must provide to enable B-Cell franchisees to participate in the program. This amount will be calculated in the manner we specify. Under our current policies, the fee for each B-Cell franchisee will be equal to the portion of the franchisee's annual premiums to the total annual premiums of all B-Cell franchisees multiplied by our expense for maintaining the letter of credit. For example: if the total annual premiums for all B-Cell franchisees is $1,377,225 and your annual premiums are $124,338 (which is 9.03% of the total) and our annual expense for maintaining the letter of credit is $15,558, your annual servicing fee would be $1,404.89 (9.03% of $15,558). If you transition from a B-Cell franchisee to an A-Cell franchisee, you must continue to pay an annual servicing fee until the last policy year of your participation as a B-Cell franchisee is closed (a minimum of five years). Under our current policies, the continuing annual servicing fee will be determined based on your annual premiums for the last year that you participated as a B-Cell franchisee. You must also reimburse us for any costs or expenses we pay or that are paid from the letter of credit on account of amounts owed by you under the captive insurance program. A copy of the Addendum to Franchise Agreement that will be signed by franchisees participating in the captive insurance program is attached as Exhibit L.

14. You must pay us, or our affiliate or designee promptly when due the amount of all sales taxes, use taxes, personal property taxes, and other taxes imposed upon us or collected from us on account of goods or services furnished by us to you through sale, lease or otherwise, or on account of collection by us of the initial franchise fee, other fees, royalties or payments required by the Franchise Agreement.

15. A "National Account" is manufacturer, supplier, transport company, or other customer or prospective customer that desires to obtain services provided by the Two Men and a Truck franchise system that may require services from more than one Two Men and a Truck franchisee. A "National Program" is a program specified by us that involves services to customers that require participation by more than one Two Men and a Truck franchisee and possibly a third party. We will have the right to coordinate and administer services provided to National Accounts and in connection with National Programs. If you are approached by a prospective National Account or National Program, you must promptly notify us and allow us to coordinate activities relating to the prospective National Account or National Program. We may enter into arrangements with National Accounts and in connection with National Programs to have the Two Men and a Truck franchise system provide delivery services on a national or regional basis. These arrangements may include set pricing, customer delivery and service standards, and other rules of participation. We may offer you participation or we may require you to participate in an arrangement with a National Account or in a National Program. If you are eligible and elect to participate or if we require you to participate in an arrangement with a National Account or in a National Program, you must agree to abide by the terms of our arrangement with the National Account as well as our policies and procedures relating to the National Account or the National Program. We may charge fees for administering National Accounts and National Programs. Also, we may provide centralized dispatch, billing and collection services, and insurance in connection with National Accounts and National Programs and we may charge an administrative fee for those services. The fee described in the table for National Accounts is an estimate of the range of fees we may charge. We do not currently charge any fees for administering National Accounts. The fees described in the table for National Programs are the fees we are currently charging in connection with the Value Flex Program. If we offer or require you to participate with a National Account or National Program, we will provide notice of any administrative fees that we will charge in connection with that account or program. Those fees may change depending on the administrative costs incurred in administering National Accounts or National Programs, but you will be given notice of any changes.

16. If you request to have a vendor approved by us, we have the right to charge you a reasonable fee to cover the cost of testing, if it is necessary to test the vendor's product. We have not charged this fee in the past, but we expect the fee would be related to our out-of-pocket costs and an amount to cover the time of our personnel.

17. We can charge liquidated damages if you fail to comply with your Franchise Agreement and/or policies we establish, which you agree to pay. The liquidated damages amounts will be specified in the Franchise Agreement or in the Manuals. These liquidated damages amounts will be used to cover the amount of damages we suffer as a result of your violation. They typically cover administrative expenses we would not otherwise have incurred if you had complied with your obligations. In addition, they cover damages to our franchise system's reputation, which would not have occurred if there had been no violations. The liquidated damages amounts are payable at the times and in the manner provided in the Franchise Agreement or the Manuals. If we determine, in our sole discretion, that the liquidated damages amounts paid to us exceeds our

expenses and damages to our reputation and other damages we incur, then we will place the remainder of the liquidated damages in our Advertising Fund to support advertising for the franchise system. The liquidated damages amounts vary. We currently specify liquidated damage amounts ranging from $100 per violation to $4,000 (for a multiple violation of marketing policy regarding non-approved advertising). For example, the liquidated damage amount for uniform violations is $200 per violation. We reserve the right to post on our Automations Systems the name of any franchisee against whom liquidated damages are assessed, including in the posting the reason the liquidated damages are being assessed and the amount of the liquidated damages assessment.

18. If we become aware of a bona fide dispute between you and one or more customers and/or other third parties regarding your Two Men and a Truck business, we may (in our sole discretion) undertake one or more of the following actions:

(a) take no action, except to direct you to resolve the dispute in a manner that will not cause injury to the reputation of our Trademarks and the Two Men and a Truck franchise system;

(b) assist you and the third-parties in the resolution of the dispute, if we in our sole discretion, determine that we can constructively do so; and/or

(c) if we determine in our sole discretion that you cannot or will not resolve the dispute, and that your failure to resolve it has or is reasonably likely to cause damage to our Trademarks and/or the Two Men and a Truck franchise system's business reputation, then on notice to you, we may resolve the dispute directly with the third-party by payment of damages alleged and supported by documentary evidence, including attorney's fees, and you agree to indemnify us for all payments. If we pay damages to a third-party, we will invoice you for the damages paid, and payment from you will be due to us within fourteen (14) days from the date of invoice. In our sole discretion, we may consult a designated franchisee group to provide us with an advisory opinion regarding resolution of the dispute. We are not obligated to comply with the advice of the designated franchisee group. If we consult with a designated franchisee group, we will provide the designated group with the facts and circumstances of the dispute, but we will not provide it with the identity of any of the parties to the dispute. To date we have not designated a franchisee group to advise us on dispute resolution.

Item 7--ESTIMATED INITIAL INVESTMENT

Standard Franchise:

YOUR ESTIMATED INITIAL INVESTMENT

TYPE OF EXPENDITURE	ESTIMATED AMOUNT OR LOW-HIGH RANGE	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Initial Franchise Fee-No Prior Presence Initial Franchise Fee-Prior Presence	$50,000 (1) $85,000 (2)	Lump Sum	On signing the Franchise Agreement	Us
First Month's Rent & Security Deposit (3)	$2,400 – $28,000	Lump Sum	As specified in lease	Landlord
Miscellaneous Start-up Expense (4)	$23,000– $45,000	As Incurred	As Incurred	Third Parties
Insurance and Risk Management (5)	$25,000 – $43,000	As Agreed	Before opening as incurred	Third Parties
Licensing Requirements (6)	$500 – $80,000	As Incurred	Before opening as incurred	Third Parties, Regulatory Agencies
Legal and Accounting Fees (7)	$1,000 – $2,000	As Incurred	Before opening as incurred	Third-Party
2 to 3 Trucks (8)	$50,000 – $270,000	As Incurred	As Incurred	Third-Party
Office/Mobile Technology Costs (9)	$15,000 -- $20,000	As Incurred	As Incurred	Third-Party
Initial Marketing Expenses (10)	$20,000 -- $40,000	As Incurred	As Incurred	Third-Party
Additional Funds – 3 Months (11)	$20,000 – $50,000	As Incurred	As Incurred	Us and Third-Party
Pre-Opening Training Costs (12)	$2,500 - $6,000	As Incurred	As Incurred	Third-Party
TOTAL ESTIMATED INITIAL INVESTMENT	$209,400 – $634,000 (13) $244,400 – $669,000 (14)			

Notes to Table

1. The initial franchise fee may be more than $50,000 for some areas. See Item 5 and Note 2 below. Also, we are members of the International Franchise Association and participate in the International Franchise Association's VetFran Program, which provides a 10% discount on initial franchise fees to veterans of U.S. Armed Forces who otherwise meet the requirements of the VetFran program.

2. The initial franchise fee is $85,000 for a new franchisee purchasing an area where we have had a prior presence.

3. You will need at least 1,000 square feet of office space to operate a Two Men and a Truck franchise. You must also have space available to park your trucks on site or within a reasonable proximity to your site, as approved by us. We estimate that your rent will be between $1,200 and $14,000 a month, depending on the size, condition and location of the leased premises. We estimate that your security deposit will be equal to one or two months' rent.

4. Miscellaneous start-up expenses include computer hardware (office, truck, and training), telephone installation, telephone deposit, copier, initial inventory of boxes, boards (bulletin or white board), minimum initial advertising campaign, supplies, miscellaneous moving equipment, and other miscellaneous expenses. We may impose additional computer hardware requirements for some franchisees depending on the franchisee's experience, the demographics of the Marketing Area, the density of the population, whether the area is a metro area, and other reasonable factors determined by us. The cost of these additional requirements is reflected in the high end of the estimate.

5. We currently require that you carry the following insurance policies, with the coverage and amounts described, as a minimum:

(a) Commercial general liability insurance coverage in the amount of $1,000,000, per person/per occurrence for bodily injury and property damage combined with a per location general aggregate of $2,000,000; this insurance must also have products/completed operations coverage with an aggregate limit of $1,000,000, personal and advertising insurance with a limit of $1,000,000, fire damage coverage with a limit for any one fire of $50,000, medical expense coverage with a limit for any one person of $5,000;

(b) Motor vehicle liability coverage, which must include bodily injury and property damage, on all leased, owned, rented, hired, or borrowed motor vehicles having a combined single limit of at least $1,000,000 resulting from each occurrence; additionally, if you rent vehicles, the business auto policy must include hired and non-owned liability coverage in the amount of $1,000,000 and hired car physical damage coverage in an amount of at least $80,000 or equal to the value stipulated in a truck/automobile rental agreement;

(c) Cargo insurance - in addition to insurance coverage for damage or loss to the cargo while it is being moved, there must be coverage while items are being loaded and unloaded or otherwise in the possession of your franchise. The minimum cargo insurance coverage must be the greater of $50,000 per truck or

container or the value stated in the bill of lading, regardless of the size of the truck or container. For franchises participating in the Value Flex Program, the minimum cargo coverage is $100,000 per occurrence/$200,000 aggregate in transit;

(d) Umbrella policy (covering general liability, auto, and employer's liability) with a limit of $2,000,000;

(e) Business personal property insurance in the amount of at least $10,000 per location;

(f) Employee dishonesty insurance in the amount of at least $100,000, and third-party dishonesty bond insurance of $25,000 ($75,000 for franchises participating in the Value Flex Program);

(g) Worker's Compensation coverage that at least meets the minimum statutory coverage available in your state. Minimum Employer's Liability limits of: $1,000,000 each accident, disease – policy limit and disease – each employee. Minimum Employer's Liability Limits may be achieved through the issuance of an umbrella policy. Worker's Compensation coverage must be provided as a benefit to your employees whether or not it is required by law and must include employer's liability insurance in the amount of $500,000;

(h) Employment practices liability insurance and third party discrimination liability coverage (including sexual harassment, wrongful termination and discrimination coverage) in the amount of at least $500,000 for each incident. We recommend coverage for wage and hour defense costs of at least $100,000;

(i) If you store customers' goods for a fee or on premises: warehouseman's legal liability coverage (to include the peril of "Flood" if located in a flood plain) for 100% of the value of the goods stored for customers on premises or the aggregate of the amounts listed on the applicable bills of lading; and

(j) All other insurance coverage required by the law where franchisee is located or that we otherwise require.

We may create a policy that requires franchisees exceeding a specified revenue threshold to maintain additional insurance policies.

You must not satisfy your insurance obligations through the use of self insurance, retroactive insurance, high deductible insurance, insurance through a captive insurance program, or other non-traditional insurance without our prior written approval.

Each required insurance policy must properly name Two Men and a Truck/International, Inc. as an additional insured. Each insurance policy must be endorsed to provide Two Men and a Truck/International, Inc. with a minimum 30 days advance written notice of cancellation or nonrenewal for any statutorily permitted reason other than nonpayment of premium, in which case the notice must be at least 10 days. Original or duplicated copies of all required insurance policies, certificates of insurance, or other proof of insurance we accept must be promptly

furnished to us before you open your franchise and at least 14 days after the renewal date of your current policy. You must ensure that the required insurance does not lapse during the renewal period. If you fail to obtain or maintain any of the required insurances, we may obtain that insurance on your behalf and you must pay us on demand the premium cost of that insurance and/or you may be assessed liquidated damages.

We may require you to provide or to authorize your insurance carriers, to provide us with monthly, quarterly, and/or annual reports of losses your insurance carriers pay on your behalf for losses you suffer under your insurance policies. These policies may include Worker's Compensation, Cargo, Automobile Liability, General Liability, Excess Liability, and others we may specify. In addition, we may require you to provide or to authorize your insurance carrier to provide proof of your Worker's Compensation experience modification (EMOD). We may exercise our right to receive these monthly, quarterly and/or annual reports at any time that we, in our sole discretion, determine that the information is necessary to protect the integrity of our Trademarks and/or franchise system or for any other reasonable business purpose.

When you sign the Franchise Agreement, you grant us a power of attorney, authorizing us to obtain Insurance Loss Reports and EMOD reports from your liability and other insurance carriers. You promise to cooperate with us and your insurance carriers to enable us to obtain the Insurance Loss Reports and EMOD reports as promptly and efficiently as possible. This cooperation may include providing insurance carriers or other third parties with additional written authorization to permit us to obtain the reports.

You should check the cost of Worker's Compensation and all other insurances within the state in which you intend to operate before signing the Franchise Agreement.

We strongly recommend that you meet with your insurance agent at least annually to review the coverage required under the Franchise Agreement and also to consider additional optional coverage that protects you. Optional coverage includes: (1) Cyber liability, (2) Directors and Officers Liability Coverage, and (3) Fiduciary Liability Coverage, including Plan Purchaser Protection.

6. You must satisfy all requirements of applicable law for operating a Two Men and a Truck franchise business within the state and area for which you intend to operate. The requirements for legally operating a moving company vary greatly. These requirements may include obtaining a business license from local authorities and/or an authority from the applicable state or federal agency. You may incur legal fees to acquire your authority. While a particular jurisdiction may not require any authority for local moves, generally any moves across state lines require an authority. You should review the legal requirements of operating in the area in which you anticipate you will be licensed and obtain an estimate of the costs you will incur before you enter into the Franchise Agreement.

7. You should have your attorney and accountant review all of the franchise documents and advise you on the purchase, development, and operation of the franchise.

8. You will be required to own or lease two or three trucks at start up. You may also be required to obtain a specified number of additional trucks within a specified time period after opening. The actual number of initial trucks and any required additional trucks will be specified and agreed to before signing the Franchise Agreement. These requirements may vary based on

the franchisee's experience, the demographics of the Marketing Area, the density of the population, whether the area is a metro area, and other reasonable factors determined by us. Used trucks generally cost between $15,000 and $60,000 each. New trucks generally cost between $45,000 and $95,000 each. Trucks must meet our specifications for appearance. Many franchisees finance or lease their trucks. If you finance the trucks, we estimate that you will be required to pay approximately 10% down (between $15,000 and $30,000 for three trucks) and should be able to finance the balance over a four to six year period. Your monthly payments will vary depending on the cost of the trucks, the time period of the financing and the interest rate. If you lease the trucks, your down payment and monthly payments will probably be less.

9. Office/mobile technology start-up costs include the cost for computers, tablets, internet and firewall services.

10. You must prepare an initial sales and marketing plan and budget for your business. The budget is an estimate of the expenses you will incur in connection with the initial sales and marketing plan. Your initial sales and marketing plan must be approved by us. You must implement the initial sales and marketing plan and a failure to do so is a material default under your Franchise Agreement.

11. This is an estimate of the expenses you will incur during the three-month initial phase of operations. These expenses include royalty, Advertising Fund, and Technology and Support fee payments, insurance premiums, local advertising, additional supplies, and payroll costs. These are estimates and we cannot guarantee that you will not have additional expenses starting your franchise.

Your costs during this initial phase will depend on factors such as: your ability to follow the guidelines of the Manuals and Systems, your managerial skill and business experience, local market for this type of business, prevailing wage rate, local economic conditions, local competition, and sales level during your initial period of business operation. In addition, if you will be relying on this business as your sole source of income, these expenses will have to be increased accordingly.

12. This is an estimate of the expenses you will incur for travel, food, lodging, and employee expenses in connection with attending our initial training program. In states that charge a sales tax on our training services, these expenses will include the sales taxes we incur.

13. This is the range of the estimated initial investment for a new franchisee purchasing an area where we have had no prior presence.

14. This is the range of the estimated initial investment for a new franchisee purchasing an area where we have had a presence.

We have relied on our years of experience in the business and the opening of a substantial number of franchises since 1989 to compile these estimates. You should, of course, review these figures carefully with your accountant and/or business advisor before making a decision to enter into the Franchise Agreement.

We do not generally offer financing for your initial investment, although we may do so in our sole discretion. The availability and terms of any financing you obtain from us will depend

on several factors such as the general availability of financing, your credit worthiness, collateral you may have, policies of lending institutions concerning this type of business, and similar considerations.

If you are chosen to participate in our Value Flex Program in the future as a Hub, you will incur additional expenses to acquire portable containers, a mule, the approved flatbed truck, and additional pads and equipment. We estimate the cost of these items will range from $125,000 to $175,000.

15. Except as may be noted, none of the payments to us are refundable. The refundability of payments to other parties is determined by your agreements with those parties.

16. The initial investment described in this Item relates to the development of a new franchise. If you are renewing your existing franchise, you will not incur most of the expenses referenced in this Item. However, you may be responsible for upgrading your franchise and any related expenses. You will not pay an initial franchise fee on renewal, but you will pay a renewal fee in the amount specified in your Franchise Agreement (currently 10% of the franchise fee charged to new franchisees at the time of renewal). If you are acquiring an existing franchise by transfer, in addition to the price you negotiate for the purchase of the franchise, you will be responsible for the transfer fee and you may be responsible for upgrading the franchise and any related expenses.

Mini-Market Franchise:

YOUR ESTIMATED INITIAL INVESTMENT

TYPE OF EXPENDITURE	ESTIMATED AMOUNT OR LOW-HIGH RANGE	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Initial Franchise Fee	$30,000 (1)	Lump Sum	On signing the Franchise Agreement	Us
First Month's Rent & Security Deposit (2)	$1,000 – $3,000	Lump Sum	As specified in lease	Landlord
Miscellaneous Start-up Expense (3)	$10,000 – $15,000	As Incurred	As Incurred	Third Parties
Insurance and Risk Management (4)	$20,000 – $30,000	As Agreed	Before opening as incurred	Third Parties
Licensing Requirements (5)	$500 – $80,000	As Incurred	Before opening as incurred	Third Parties, Regulatory Agencies
Legal and Accounting fees (6)	$1,000 – $2,000	As Incurred	Before opening as incurred	Third-Party
Trucks (7)	$5,000 -- $20,000	As Incurred	As Incurred	Third-Party

TYPE OF EXPENDITURE	ESTIMATED AMOUNT OR LOW-HIGH RANGE	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Office/Mobile Technology Costs (8)	$15,000 -- $20,000	As Incurred	As Incurred	Third-Party
Initial Marketing Expenses (9)	$10,000 -- $20,000	As Incurred	As Incurred	Third-Party
Additional Funds – 3 Months (10)	$20,000 – $50,000	As Incurred	As Incurred	Us and Third-Party
Pre-Opening Training Costs (11)	$2,500 - $6,000	As Incurred	As Incurred	Third-Party
TOTAL ESTIMATED INITIAL INVESTMENT	$115,000 – $276,000			

Notes to Table

1. We are members of the International Franchise Association and participate in the International Franchise Association's VetFran Program, which provides a 10% discount on initial franchise fees to veterans of U.S. Armed Forces who otherwise meet the requirements of the VetFran program.

2. You will need office space to operate the franchise. We will be more flexible on the type and size of the office for a mini-market franchise. You must also have space available to park your truck or trucks. If you rent a location, we estimate that your rent will be between $500 and $1600 a month, depending on the size, condition and location of the leased premises.

3. Miscellaneous start-up expenses include computer hardware (office, truck, and training), telephone installation, telephone deposit, copier, initial inventory of boxes, boards (bulletin or white board), minimum initial advertising campaign, supplies, miscellaneous moving equipment, and other miscellaneous expenses. We may impose additional computer hardware requirements for some franchisees depending on the franchisee's experience, the demographics of the Marketing Area, the density of the population, whether the area is a metro area, and other reasonable factors determined by us. The cost of these additional requirements is reflected in the high end of the estimate.

4. We currently require that you carry the following insurance policies, with the coverage and amounts described, as a minimum:

(a) Commercial general liability insurance coverage in the amount of $1,000,000, per person/per occurrence for bodily injury and property damage combined with a per location general aggregate of $2,000,000; this insurance must also have products/completed operations coverage with an aggregate limit of $1,000,000, personal and advertising insurance with a limit of $1,000,000, fire damage

coverage with a limit for any one fire of $50,000, medical expense coverage with a limit for any one person of $5,000;

(b) Motor vehicle liability coverage, which must include bodily injury and property damage, on all leased, owned, rented, hired, or borrowed motor vehicles having a combined single limit of at least $1,000,000 resulting from each occurrence; additionally, if you rent vehicles, the business auto policy must include hired and non-owned liability coverage in the amount of $1,000,000 and hired car physical damage coverage in an amount of at least $80,000 or equal to the value stipulated in a truck/automobile rental agreement;

(c) Cargo insurance - in addition to insurance coverage for damage or loss to the cargo while it is being moved, there must be coverage while items are being loaded and unloaded or otherwise in the possession of your franchise. The minimum cargo insurance coverage must be the greater of $50,000 per truck or the value stated in the bill of lading, regardless of the size of the truck. For franchises participating in the Value Flex Program, the minimum cargo coverage is $100,000 per occurrence/$200,000 aggregate in transit;

(d) Umbrella policy (covering general liability, auto, and employer's liability) with a limit of $2,000,000;

(e) Business personal property insurance in the amount of at least $10,000 per location;

(f) Employee dishonesty insurance in the amount of at least $100,000, and third-party dishonesty bond insurance of $25,000 ($75,000 for franchises participating in the Value Flex Program);

(g) Worker's Compensation coverage that at least meets the minimum statutory coverage available in your state. Minimum Employer's Liability limits of: $1,000,000 each accident, disease – policy limit and disease – each employee. Minimum Employer's Liability Limits may be achieved through the issuance of an umbrella policy. Worker's Compensation coverage must be provided as a benefit to your employees whether or not it is required by law and must include employer's liability insurance in the amount of $500,000;

(h) Employment practices liability insurance and third party discrimination liability coverage (including sexual harassment, wrongful termination and discrimination coverage) in the amount of at least $500,000 for each incident. We recommend coverage for wage and hour defense costs of at least $100,000;

(i) If you store customers' goods for a fee or on premises: warehouseman's legal liability coverage (to include the peril of "Flood" if located in a flood plain) for 100% of the value of the goods stored for customers on premises or the aggregate of the amounts listed on the applicable bills of lading; and

(j) All other insurance coverage required by the law where franchisee is located or that we otherwise require.

We may create a policy that requires franchisees exceeding a specified revenue threshold to maintain additional insurance policies.

Each required insurance policy must properly name Two Men and a Truck/International, Inc. as an additional insured. Each insurance policy must be endorsed to provide Two Men and a Truck/International, Inc. with a minimum 30 days advance written notice of cancellation or nonrenewal for any statutorily permitted reason other than nonpayment of premium, in which case the notice must be at least 10 days. Original or duplicated copies of all required insurance policies, certificates of insurance, or other proof of insurance we accept must be promptly furnished to us before you open your franchise and at least 14 days after the renewal date of your current policy. You must ensure that the required insurance does not lapse during the renewal period. If you fail to obtain or maintain any of the required insurances, we may obtain that insurance on your behalf and you must pay us on demand the premium cost of that insurance and/or you may be assessed liquidated damages.

We may require you to provide or to authorize your insurance carriers, to provide us with monthly, quarterly, and/or annual reports of losses your insurance carriers pay on your behalf for losses you suffer under your insurance policies. These policies may include Worker's Compensation, Cargo, Automobile Liability, General Liability, Excess Liability, and others we may specify. In addition, we may require you to provide or to authorize your insurance carrier to provide proof of your Worker's Compensation experience modification (EMOD). We may exercise our right to receive these monthly, quarterly and/or annual reports at any time that we, in our sole discretion, determine that the information is necessary to protect the integrity of our Trademarks and/or franchise system or for any other reasonable business purpose.

When you sign the Franchise Agreement, you will provide us with a power of attorney authorizing us to obtain Insurance Loss Reports and EMOD reports from your liability and other insurance carriers. You promise to cooperate with us and your insurance carriers to enable us to obtain the Insurance Loss Reports and EMOD reports as promptly and efficiently as possible. This cooperation may include providing insurance carriers or other third parties with additional written authorization to permit us to obtain the reports.

You should check the cost of Worker's Compensation and all other insurances within the state in which you intend to operate before signing the Franchise Agreement.

We strongly recommend that you meet with your insurance agent at least annually to review the coverage required under the Franchise Agreement and also to consider additional optional coverage that protects you. Optional coverage includes: (1) Cyber liability, (2) Directors and Officers Liability Coverage, and (3) Fiduciary Liability Coverage, including Plan Purchaser Protection.

5. You must satisfy all requirements of applicable law for operating a Two Men and a Truck franchise business within the state and area for which you intend to operate. The requirements for legally operating a moving company vary greatly. These requirements may include obtaining a business license from local authorities and/or an authority from the applicable state or federal agency. You may incur legal fees to acquire your authority. While a particular jurisdiction may not require any authority for local moves, generally any moves across state lines require an authority. You should review the legal requirements of operating in the area in which you

anticipate you will be licensed and obtain an estimate of the costs you will incur before you enter into the Franchise Agreement.

6. You should have your attorney and accountant review all of the franchise documents and advise you on the purchase, development, and operation of the franchise.

7. You will be required to own or lease one truck at start up. You may also be required to obtain a specified number of additional trucks within a specified time period after opening. The actual number of any required additional trucks will be specified and agreed to before signing the Franchise Agreement. These requirements may vary based on the franchisee's experience, the demographics of the Marketing Area, the density of the population, whether the area is a metro area, and other reasonable factors determined by us. Used trucks generally cost between $15,000 and $60,000 each. New trucks generally cost between $45,000 and $95,000 each. Trucks must meet our specifications for appearance. Many franchisees finance or lease their trucks. If you finance the trucks, we estimate that you will be required to pay approximately 10% down (between $5,000 and $15,000 for one truck) and should be able to finance the balance over a four to six year period. Your monthly payments will vary depending on the cost of the trucks, the time period of the financing and the interest rate. If you lease the trucks, you may not be required to make any up-front payments and your monthly payments will probably be less. The low end of the estimate in the table assumes you have leased one truck with no up-front payment. The high end of the estimate in the table assumes you have financed the purchase of one new truck with a downpayment of approximately 10% of the cost of the truck.

8. Office/mobile technology start-up costs include the cost of computers, tablets, internet, and firewall services.

9. You must prepare an initial sales and marketing plan and budget for your business. The budget is an estimate of the expenses you will incur in connection with the initial sales and marketing plan. Your initial sales and marketing plan must be approved by us. You must implement the initial sales and marketing plan and a failure to do so is a material default under your Franchise Agreement.

10. This is an estimate of the expenses you will incur during the three-month initial phase of operations. These expenses include royalty, Advertising Fund, and Technology and Support fee payments, insurance premiums, local advertising, additional supplies, and payroll costs. These are estimates and we cannot guarantee that you will not have additional expenses starting your franchise.

Your costs during this initial phase will depend on factors such as: your ability to follow the guidelines of the Manuals and Systems, your managerial skill and business experience, local market for this type of business, prevailing wage rate, local economic conditions, local competition, and sales level during your initial period of business operation. In addition, if you will be relying on this business as your sole source of income, these expenses will have to be increased accordingly.

11. This is an estimate of the expenses you will incur for travel, food, lodging, and employee expenses in connection with attending our initial training program. In states that charge a sales tax on our training services, these expenses will include the sales taxes we incur.

12. We have relied on our years of experience in the business and the opening of a substantial number of franchises since 1989 to compile these estimates. You should, of course, review these figures carefully with your accountant and/or business advisor before making a decision to enter into the Franchise Agreement.

We do not generally offer financing for your initial investment, although we may do so in our sole discretion. The availability and terms of any financing you obtain from us will depend on several factors such as the general availability of financing, your credit worthiness, collateral you may have, policies of lending institutions concerning this type of business, and similar considerations.

13. Except as may be noted, none of the payments to us are refundable. The refundability of payments to other parties is determined by your agreements with those parties.

14. The initial investment described in this Item relates to the development of a new franchise. If you are renewing your existing franchise, you will not incur most of the expenses referenced in this Item. However, you may be responsible for upgrading your franchise and any related expenses. You will not pay an initial franchise fee on renewal, but you will pay a renewal fee in the amount specified in your Franchise Agreement (currently 10% of the franchise fee charged to new franchisees at the time of renewal). If you are acquiring an existing franchise by transfer, in addition to the price you negotiate for the purchase of the franchise, you will be responsible for the transfer fee and you may be responsible for upgrading the franchise and any related expenses.

Area Developer:

YOUR ESTIMATED INITIAL INVESTMENT

TYPE OF EXPENDITURE	ESTIMATED AMOUNT OR LOW-HIGH RANGE	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
Initial Area Development Fee (1)	$100,000 -- $320,000	Lump Sum	On Signing Area Development Agreement	Us
Legal Accounting and Other Miscellaneous Expenses (2)	$2,500 -- $5,000	As Incurred	As Incurred	Third Parties
Initial Investment for First Franchise to be Developed (3)	$159,400 -- $584,000	See Table for Franchise Agreement	See Table for Franchise Agreement	See Table for Franchise Agreement
TOTAL ESTIMATED INITIAL INVESTMENT	$261,900 -- $909,000			

Notes to Table

1. The table reflects an estimate of an Area Development Agreement for the development of two to five Marketing Areas. The low end of the range for the fee is based on two Marketing Areas where we've never had a prior presence and the high range for the fee is based on five Marketing Areas where we've had a prior presence in two of the five Marketing Areas. The initial fee will increase by $50,000 or $85,000 (depending on whether we've had a prior presence in the Marketing Area) for each additional Marketing Area to be developed.

2. These expenses may include legal fees, organizational and accounting expenses, business licenses, miscellaneous office supplies, etc.

3. The investment for the first franchise to be developed is described in detail in the table for the Franchise Agreement. The only difference is that an area developer does not pay any initial franchise fee other than the initial franchise fees included in the initial area development fee described in this table. Area developers will also incur the expenses listed in the table for the initial investment under the Franchise Agreement for each additional franchise developed under the Area Development Agreement, except the initial franchise fee.

4. Except as may be noted, none of the payments to us are refundable. The refundability of payments to other parties is determined by your agreements with those parties.

Item 8--RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

General

You must purchase all equipment, parts, inventory, supplies, components of the Automation Systems, insurance, insurance agency and broker services, consulting services, and all other goods and services used in the development and operation of your franchise in accordance with our specifications and only from a Designated or Approved Supplier (as defined below). We impose these requirements in order to maintain uniqueness, consistency, uniformity, quality, and identity of Two Men and a Truck franchises and the products and services sold by Two Men and a Truck franchises and the group purchasing power of the Two Men and a Truck franchise system.

Obligations to Purchase from Designated or Approved Suppliers

We may designate certain products and services used in the development and operation of the franchise ("Designated Supplier Products") that must be purchased only from a supplier designated by us (which may be us or an affiliate) (a "Designated Supplier"). You will have no right to request approval of alternative suppliers for Designated Supplier Products. Unless otherwise specified by us, all products and services used in the development and operation of the franchise, other than Designated Supplier Products, must be obtained only from a supplier that has been approved by us (an "Approved Supplier"). We provide lists of our Designated and Approved Suppliers via our Automations Systems (described in Item 11 under the heading "Computer Systems").

Our designation of a Designated or Approved Supplier or other provider of products or services does not create any express or implied promise, guaranty or warranty by us as to the products or services of the Designated or Approved Supplier or other provider of products or services and we disclaim any promises, guaranties, or warranties. We will not have any liability to you for any claims, damages or losses suffered by you as a result of or arising from the products or services provided by or the acts or omissions of any Designated or Approved Supplier or other provider of products or services designated or approved by us.

Obligations to Purchase under Specifications

If we have not specified a Designated or Approved Supplier for a product or service, you may obtain that product or service from any supplier, as long as the product of service meets our specifications. If we later specify a Designated or Approved Supplier for the product or service, you must purchase any additional products or services from the Designated or Approved Supplier for that product or service. Our specifications for equipment, computer hardware and software, inventory, supplies, services, and suppliers may include minimum standards for quality, performance, uniformity, reporting of shipments, and other relevant standards that we establish. We do not issue these specifications and standards to our franchisees, but we issue lists of the items you must obtain and use in your business in our Manuals or otherwise via our Automations Systems. We will formulate and revise our specifications based on our knowledge and experience in the industry.

Approval of Products, Services, and Suppliers

We approve products and services sold through our franchise system based on the ability of the products to meet or exceed our specifications. We approve suppliers based on the ability of the suppliers to consistently furnish products, services, equipment, inventory, and supplies that meet or exceed our specifications. Our criteria for approving suppliers are not available to our franchises. You may request that we approve a supplier for products and services other than Designated Supplier Products. Your request should be in writing and must include a description of the supplier and its products and/or services. You must also submit any additional information we request. We will attempt to notify you of our decision within 90 days of the date of your request. We have the right to charge you a reasonable fee to cover the cost of testing, if it is necessary to test the supplier's products. We will issue approval or disapproval or notification of revocation of approval of products or suppliers to you in memos, bulletins, or our Manuals.

Obligations relating to Insurance

You must purchase insurance coverage that we specify. If you obtain some or all of your insurance coverages through a captive insurance program, you must participate in the captive insurance program specified or otherwise authorized by us. We may also specify the broker or any other providers you must use in connection with the captive insurance program. Your ability to participate in that captive insurance program will be subject to qualifications and may require signing a separate agreement or addendum with us and the payment of fees and/or the reimbursement of expenses to us. Currently we offer qualified and approved franchisees the opportunity to purchase certain insurance coverages through a specified captive insurance program. You are not required to purchase insurance through the captive insurance program. There are two ways of participating in the captive insurance program. You may qualify on your

own to be a full participant in the captive insurance program. We refer to this type of participant as an A-Cell franchisee. If you do not qualify on your own due to premium size, we may allow you to participate in the captive insurance program under our segregated cell in the program. We refer to this type of participant as a B-Cell franchisee. If you qualify and participate in the captive insurance program as a B-Cell franchisee, you will pay us an annual fee and may have to reimburse us for additional expenses we may incur on your behalf. Also, if you participate in the captive insurance program as a B-Cell franchisee, the captive insurance company may pay us profit contingents relating to insurance coverages you purchase from the captive insurance company. Subject to our rights of set-off, we will pass those profit contingent payments through to you. A copy of the Addendum to Franchise Agreement that must be signed by franchisees participating in the captive insurance program is attached as Exhibit L.

Obligations relating to Advertising Materials

Any advertising or marketing materials you desire to use that we have not produced must be approved by us before their use. We or another Designated Supplier specified by us will manage all of your local website hosting, URL licensing, pay per click services, online directory management and other related aspects of Internet search marketing, paid search management, online reputation management, and other advertising or marketing related services specified by us. The expenses for a portion of these services are paid from the Advertising Fund.

Obligations relating to Franchise Location

We must approve your franchise location, and we will act timely to give you notice if we disapprove of the site. Your franchise location must be constructed or improved in accordance with our specifications for décor, signage, equipment layout, space, etc. We must approve all construction plans, specifications, interior and exterior layouts and site plans before the beginning of work on your franchise location. You must not open the franchise business until we have inspected and approved the development of your franchise location. You must purchase certain equipment, computer hardware and software, inventory, supplies, insurance, and other goods and services for the development and ongoing operation of your business in accordance with our specifications and only from a Designated or Approved Supplier (as defined below).

Obligations to Purchase from the Franchisor or its Affiliates

We are currently the Designated Supplier for call answering, sales support, and other customer service and communication services to our franchisees, which are provided through our Customer Relationship Center. These services are required for all new franchisees and are being phased-in as a required service for all existing franchisees through 2019. We are currently the only Approved Supplier to our franchisees of computer software and updates. We are also an Approved Supplier to our franchisees of records and bookkeeping services. If you operate a standard franchise, we are not the only Approved Supplier and you are not required to use us for those services. If you operate a mini-market franchise, you are required to use us for those services. We are currently the Designated Supplier of risk management and safety services. These services may be required based on performance metrics or if you participate in the captive insurance program. In the future, we may require all franchisees or all new franchisees to obtain these services. We and our affiliates are not currently a Designated or Approved Supplier of any other goods, services or real estate relating to your franchise. Except for us, there are no suppliers to our franchisees in which any of our officers owns an interest.

Revenue of the Franchisor

We reserve the right for us or our affiliates to receive rebates or other fees from Designated and Approved Suppliers based on sales of products or services to our franchisees. We did not receive any of these fees during 2017. We currently place any of these fees that we do receive into the Advertising Fund.

During 2017 we did receive payments from suppliers ranging from $100 to $17,500 for the opportunity to participate in our annual conventions. These payments are used to fund our costs of hosting the annual conventions and cover only a small portion of the expenses we incur in connection with the annual conventions. Our payment of expenses for the annual conventions allows us to charge lower franchisee registration fees.

In our fiscal year ended December 31, 2017, our total revenue from the sale of products and services to our franchisees was $4,000,464, which was 9.48% of our total revenue for 2017 of $42,188,680. Our costs of developing and providing these products and services to our franchisees exceeded this revenue. During 2017 we also had revenue in the form of fees from Approved Suppliers for participating in our annual conventions in the amount of $425,900, which was 1.01% of our total revenue for 2017 of $42,188,680. Our affiliates did not have any revenue in connection with the sale of products and services to our franchisees.

Percentage of Purchases

All of your purchases from us or Designated and Approved Suppliers or that must be purchased in accordance with our specifications represent approximately 90% to 100% of your total purchases in the establishment of your franchise and 90% to 100% of your total purchases in the on-going operation of your franchise.

Cooperatives; Material Benefits to Franchisees

We do not have any formal purchasing or distribution cooperatives. We do negotiate purchase arrangements with our suppliers, including price terms, for the benefit of our franchisees. We do not provide material benefits (for example, renewal or granting additional franchises) to our franchisees based on a franchisee's use of Designated or Approved Suppliers, but doing so is one of your obligations under the Franchise Agreement.

Use of Affiliated Entities by Franchisee

Your use of affiliated entities in connection with your franchise may interfere with our reporting systems and analysis of your franchise. Consequently, you must not use affiliated entities in connection with your franchise (including, but not limited to, use of affiliated entities to sell, lease, or loan personal property or services to the franchise) without our prior written consent. For example, you must not have an affiliated entity own the vehicles used in your franchise without our prior written consent. We may withhold our consent to use affiliated entities in our sole discretion. As a condition to obtaining our consent, we may require your affiliates to guaranty your obligations to us. We may also condition our consent on preparation of a business plan and periodic reporting of financial and other information by the affiliate.

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 in Franchise Agreement	Disclosure Document Item
a. Site Selection & Acquisition/Lease	Article I, Section 1 of Franchise Agreement; Sections 6(B) and (D) of Area Development Agreement	Items 7, 11
b. Pre-opening Purchases and Leases	Article II, Section 3 of Franchise Agreement ; Section E of Mini-Market Addendum	Items 7, 8
c. Site development and other pre-opening requirements	Article II, Sections 3, 7, 15, 20 and 21 of Franchise Agreement; Section 4 of Preliminary Approval Agreement	Items 5, 7
d. Initial and on-going training	Article I, Sec. 5-7, Art. V, Sec. 5(e) of Franchise Agreement; Section 4 of Preliminary Approval Agreement; Section D of Renewal Addendum; Section C of Mini-Market Addendum	Item 11
e. Opening	Article II, Sec. 3, Art. V, Sec. 5(a) of Franchise Agreement; Section E of Renewal Addendum; Section 3 of Area Development Agreement	Items 7, 11, 17
f. Fees	Article IV and Article VI, Section 1 of Franchise Agreement; Section 3 of Preliminary Approval Agreement; Section C of Renewal Addendum; Sections D, I, and J of Mini-Market Addendum; Section 5 of Area Development Agreement	Items 5, 6, 7
g. Compliance with standards and policies/operating manual	Article II, Sec 8, Art. V, Sec. 4, 5 of Franchise Agreement; Section F of Renewal Addendum; Section 9(E) of Area Development Agreement	Items 11, 14
h. Trademarks and proprietary Information	Article I, Sections 2, 3, 4 of Franchise Agreement; Section 7 of Preliminary Approval Agreement; Section 7 of Area Development Agreement	Items 8, 13, 14
i. Restrictions on products/ services offered	Article II, Section 4 of Franchise Agreement	Items, 8, 16
j. Warranty and customer service requirements	Article II, Sections 3, 8 of Franchise Agreement	Item 11
k. Marketing Area development and sales quotas	Article II, Sections 3, 21 of Franchise Agreement; Section H of Mini-Market Addendum; Section 3 of Area Development Agreement	Item 12
l. On-going product/service purchases	Article II, Sections 4 and 5 of Franchise Agreement	Items 8, 16

Obligation	Section in Franchise Agreement	Disclosure Document Item
m. Maintenance, appearance and remodeling requirements	Article II, Section 6 of Franchise Agreement; Section F of Renewal Addendum	Items 11, 17
n. Insurance	Article II, Section 7 of Franchise Agreement	Items 6, 7, 8
o. Advertising	Article II, Sections 11 and 12 of Franchise Agreement; Section G of Mini-Market Addendum	Items 6,7, 8,11
p. Indemnification	Article IX, Section 5 of Franchise Agreement; Section 12(B) of Area Development Agreement	None
q. Owner's participation/management/ staffing restrictions/operating other businesses	Article II, Sections 9, 14, 23 of Franchise Agreement	Item 15
r. Records/reports	Article II, Sections 15, 16, 17, 23 of Franchise Agreement; Section D of Mini-Market Addendum	None
s. Inspections/audits	Article II, Section 2 of Franchise Agreement	Items 6, 17
t. Transfer	Article VII of Franchise Agreement; Section 9 of Area Development Agreement	Item 17
u. Renewal	Article V, Sections 1 and 2 of Franchise Agreement; Renewal Addendum	Item 17
v. Post-termination obligations	Article VI of Franchise Agreement; Section G of Renewal Addendum; Sections 8(B) and 10(F) of Area Development Agreement	Item 17
w. Non-competition covenants	Article VIII, Section 2 of Franchise Agreement; Section 8(B) of Area Development Agreement	Item 17
x. Dispute resolution	Article II, Section 18, Article IV, Section 5, Article X, Article XI, Sections 5, 6, and 7 of Franchise Agreement; Section 11 of Area Development Agreement	Items 6, 17
y. Computers and telephone system	Article II, Section 10, Art. IV, Section 4 of Franchise Agreement	Items 6, 11

Item 10--FINANCING

We do not offer direct or indirect financing for your franchise. We do not guaranty any of your notes, leases, or other obligations. At your request, we may provide information and advice to assist you in seeking financing.

Item 11--FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

Franchise Agreement Obligations

Except as listed below, Two Men and a Truck/International, Inc. is not required to provide you with any assistance:

Before Opening

Before opening your franchise, we will:

1. If we enter into a Preliminary Approval Agreement with you, continue to analyze your qualifications for the granting or denying of final approval and promptly determine whether you qualify for final approval once you have submitted all documentation and information (Section 5 of Preliminary Approval Agreement).

2. Review for approval any location within your Marketing Area proposed by you (Article I, Section 1 of Franchise Agreement). We do not provide any assistance with conforming the premises to local ordinances and building codes, or with obtaining any necessary permits, or constructing, remodeling, or decorating the premises. We do not own the premises or lease the premises to our franchisees.

3. Train you to operate the franchise (Article I, Section 5 of Franchise Agreement). Our training program is described in more detail below. Except for our training program, we do not provide any assistance in hiring or training your employees.

4. Provide you with reasonable assistance and advice as we determine in our sole discretion for the commencement and operation of your franchise. We may charge a reasonable per diem fee for the assistance plus travel and living expenses of staff members or third-party vendors providing the assistance (Article I, Section 8 of Franchise Agreement). You will not typically be charged any fees for our assistance in the commencement and operations of your franchise. We generally provide up to three days of assistance at the time of opening of your franchise without any charge to you. We may charge fees if it is necessary for us to provide more than three days of assistance.

6. Provide you with our specifications for initial equipment, phones, computer hardware and software, fixtures, signs, inventory, supplies, and other goods or services necessary for the development of your franchise, and provide you with lists of Designated or Approved Suppliers (Article II, Sections 3 and 5 of Franchise Agreement). Other than providing our specifications and lists of suppliers, we do not provide any assistance in providing for necessary equipment, signs, fixtures, opening inventory, and supplies for your franchise. We do not provide these items directly or install these items.

7. Provide you with our specifications for the operation of your franchise and give you access to our Manuals. (Article II, Section 8 of Franchise Agreement). We will also provide you with modifications to the Manuals. You will be given access to the Manuals and modifications to the Manuals via our Automations Systems (described below) and/or in another manner specified by us. Our Manuals, and modifications to them, are confidential and remain

our property. You are offered the opportunity to view the Manuals before buying a franchise. Before you view the Manuals you must sign a Non-Disclosure and Confidentiality Agreement in the form attached as Exhibit O.

Site Selection

You are responsible for selecting the site where you wish to operate your franchise and for giving us notice of the proposed site. We must approve the site you select and we will act timely to give you notice if we disapprove of the site. The Franchise Agreement does not establish a time limit for us to approve or disapprove of a site. If you propose a site, we can usually give our approval or disapproval within 30 days. Among the factors we consider before approving franchise sites are population density, general location within the Marketing Area, neighborhood, traffic patterns, parking, size, physical characteristics of the lot and building, neighboring buildings, lease terms, zoning restrictions, and the location of our franchisees that are adjacent to you. The essence of our core values--care and integrity-- requires that each franchisee in the franchise system respect all other franchisees. When you select a site location for your franchise, you must consider each of the factors described in this paragraph, while honoring our core values. If we cannot agree on a site and your franchise is not opened within four months of the date of your Franchise Agreement, the Franchise Agreement may be terminated. You cannot operate from more than one location within your Marketing Area, unless you receive written approval from us to do so. We can approve you to operate from more than one location within your Marketing Area if we decide there is a sound business reason for doing so, and we approve the site of the additional location.

If you enter into an Area Development Agreement with us, we must approve the site for each franchise developed by you under the Area Development Agreement. Our approval will be based on our then-current standards for sites.

Time of Opening

Franchises are typically open for business one to three months after signing a Franchise Agreement or paying consideration to us. This time period is generally determined by how long it takes you to complete training and obtain your first trucks. You are required to open your franchise within four months of signing the Franchise Agreement.

Pre-Opening Training Program

You must attend training at Stick Men University in Lansing, Michigan before opening your franchise. You must complete two classes. The first, Franchise Essentials, is a three-day class for first-time franchisees that will be held immediately after you sign your agreement. This class is designed to get you started on the tasks that need to be done in order to get your business up and running. The second class, Gearing Up, is a five-day class that focuses on the day-to-day operations of the business. We recommend that, in addition to the owners of the franchisee, you have your general manager or other franchise personnel attend the Gearing Up class. If you acquire a mini-market franchise, you must also complete three to five days of on-site training at a franchise location specified by us. All training must be successfully completed prior to opening your franchise. There is no extra charge for these courses, except where we train additional personnel that you request and we approve to be trained. You are, however, responsible in every

instance for all travel and living expenses that you or any of your employees incur in connection with the pre-opening training.

During Operation

During the operation of your franchise, we will, among other things:

1. At your request, we will provide the services of appropriate staff personnel to assist and counsel you during the operation of the franchise (Article I, Section 7 of Franchise Agreement).

2. Provide you reasonable assistance and advice as we determine in our sole judgment for the commencement and operation of your franchise. We may charge you a reasonable per diem fee for the assistance plus travel and living expenses of staff members or third-party vendors providing the assistance (Article I, Section 8 of Franchise Agreement). You will not typically be charged any fees for our assistance in the commencement and operations of your franchise. If, during the operation of your franchise, you have sales, marketing, or performance issues, we may charge you for assistance we provide.

3. In our discretion we may perform or employ a third-party company to perform audits, inspections, and investigations of all aspects of your business, including operations, internal controls and processes, training records and logs, business locations, vehicles, employees, books, records, tax returns, DOT driver log records, CSA pin or login numbers, call recordings, loss ratios, compliance safety and accountability records and assessments, motor vehicle records, other safety records, and any other records (Article II, Section 2 of Franchise Agreement).

4. At your request, review for approval any supplier for products or services other than Designated Supplier Products (Article II, Section 5 of Franchise Agreement).

5. Give you access to updates in our Manuals and specifications relating to the franchise (Article II, Section 8 of Franchise Agreement). We can change our specifications and Manuals at any time and you must comply with those changes, except those changes cannot modify the terms of the Franchise Agreement.

6. Review for approval advertising materials proposed by you (Article II, Section 12 of Franchise Agreement).

7. In our discretion, assist you in resolving disputes with customers or resolve the dispute directly at your expense (Article II, Section 18 of Franchise Agreement).

8. Administer the Advertising Fund (Article IV, Section 3 of Franchise Agreement). Additional information about the Advertising Fund is provided below.

9. Review proposed transferees of your franchise for approval of any proposed transfers and train approved transferees after payment of the transfer fee (Article VII, Section 2 of Franchise Agreement).

We do not control, and do not have the right to control, decisions regarding the persons you hire, discipline, or terminate as employees or agents. We do not control, and do not have the right to control your other day-to-day franchise activities. Even so, we may take any legal action necessary to enforce our rights under the Franchise Agreement. Our policies do include hiring and performance standards for employees that require performing background checks and drug testing as allowed by law. Also, we may provide you with employee leads or applicant lead resources and behavioral assessments. These policies and services will not constitute our representation or approval or disapproval of any prospective employees. In all cases you will remain solely responsible for decisions regarding hiring and maintaining your employees, including determinations of whether the prospective employee meets hiring and performance standards or is suitable for the employment position.

Advertising

You must pay 1% of your Gross Sales to us as an advertising fee. The advertising fees are placed into a fund that we administer and control at our discretion (the "Advertising Fund"). All franchises, including franchises licensed to our affiliates, pay an advertising fee, although not all franchises pay at the same rate.

We will use the Advertising Fund to achieve or contribute to the following: maximize public recognition of our Trademarks; expand our franchise system through the solicitation and licensing of additional franchises; produce advertising and sales support materials for our franchisees to use for advertising in their local markets; provide certain telephone services, such as purchasing call tracking lines and producing on-hold marketing messages; make promotional goods available for our franchisees to purchase; develop websites for us and our franchises; develop and place online display and retargeting advertising; develop dashboards for interactive marketing planning, customer service analysis and sales/marketing decision making; obtain public relations services; pay the expenses of the advertising program; and other uses we may designate. We will expend all Advertising Fund money as we determine to be most effective to achieve the goals of the program. We are not required to spend your Advertising Fund contributions or any other amounts to place advertising within the local area licensed to you or in any specific media. There is no specific advertising council composed of franchisees that advises us on our advertising policies. There is an advisory group of franchisees in our franchise system (TEAM) with whom we consult on general issues, which may, at times, include advertising policies.

We currently use a portion of the Advertising Fund to pay for services associated with our branded website and Internet marketing. These services include website design and development, licensing and hosting, as well as online directory management and other search engine optimization (SEO) efforts. The Advertising Fund is also used to pay costs associated with paid search management, which does not include direct local paid advertising fees. We may also use the Advertising Fund to pay for other similar services, like customer retargeting, online display advertising, and online customer review management both on our website as well as on independent review websites.

As part of our advertising program, we, at our sole discretion, may provide an ad design process for franchisees to request the development of marketing materials using pre-approved images and messaging that follows our brand standards. We produce television spots in conjunction with outside advertising agencies, which are available for franchisee use. Radio

scripts and social videos are also available for franchisee use. You may choose a third-party vendor to assist you in producing radio spots and social video; however, all scripts and story boards must be approved by our Marketing Department before production and you must follow our Marketing Department's guidelines and our policies.

We administer and control the Advertising Fund in our sole discretion. Our Advertising Fund is not independently audited, but we account for advertising fees separately on our books. On request, we will provide an annual statement showing how we have spent the Advertising Fund.

In our fiscal year ending December 31, 2017, we used 51.72% of our advertising expenditures for advertising (including 26.74% for Internet advertising, 3.59% for marketing automation, and 16.69% for direct mail advertising), 8.85% for contracted services relating to advertising (including 2.59% for public relations services, 1.16% for multi-media production, and 5.10% for website development for franchises), 5.10% for media buys, 33.25% for administrative expenses (including 1.66% used to solicit new franchise sales), and 1.08% for other expenses (including computer costs, telephone, and supplies expense). We may use a portion of the Advertising Funds principally to solicit new franchise sales. During 2017, we used 1.66% of the advertising fund principally to solicit new franchise sales.

If we do not use fees paid into the Advertising Fund during the fiscal year in which we receive them, we will use those fees in the following year.

You must prepare an initial sales and marketing plan and corresponding budget for your franchise. See Article II, Section 12(a) of the Franchise Agreement. This plan must be submitted to us and approved by us before beginning operation of your franchise. The plan must contain the information specified by us, which may include initial and ongoing marketing, webpage, the type and number of employees, use of the "Truckie" mascot, cooperative advertising arrangements, participation in our programs, media buys, use of our endorsed referral programs, grass roots marketing, and other sales and marketing efforts. You are required to implement your initial sales and marketing plan and a failure to do so is a material default under your Franchise Agreement. In some cases involving experienced franchisees expanding into new markets, we have agreed to reimburse the franchisee up to a stated dollar amount for the cost of advertising placed by the franchisee.

If specified by us, you must execute a public relations launch for your franchise (Article II, Section 12(b)(i) of the Franchise Agreement). We do not currently require a public relations launch.

If you operate a standard franchise, on an ongoing basis, you must spend an amount equal to or greater than 2% of your Gross Sales of the previous calendar year for advertising and promoting your business in your Marketing Area (Article II, Section 12(b)(ii) of the Franchise Agreement). These expenditures are in addition to the advertising fees you must pay to us under Article IV, Section 3 of the Franchise Agreement. If you are operating a "new franchise" (you did not acquire an existing franchise) that has not been in operation for all 12 months of the previous calendar year, there is an exception to the percentage requirement. In that case, if you operate a standard franchise, you must average a minimum expenditure of $1,500 per month on local advertising until the franchise has been in business for one full calendar year. For example, a new standard franchise that completed its first move in March must invest $15,000 ($1,500 x

10 months) on local advertising during the first calendar year of business. In this example, the new standard franchise would be required to spend a minimum of $18,000 ($1,500 x 12 months) during the second calendar year, because at the beginning of the second calendar, the new franchise would still not have been in the operation for 12 months during the previous calendar year. Beginning with the third calendar year, the new franchise in this example would be required to spend a minimum of the applicable percentage of the previous calendar year's (i.e. second calendar year's) Gross Sales on local advertising. If you have negative growth for a calendar year or are in the bottom 15% of average growth for the franchise system in a calendar year, we may increase your required minimum local advertising expenditures to 3% of Gross Sales of the prior year.

If you operate a mini-market franchise, unless approved otherwise by us, each calendar year you must spend at least the greater of 2% of your Gross Sales of the previous calendar year or $1,000 per month for advertising and promoting your business in your Marketing Area. We may specify certain advertising methods that you must use for some or all of your required advertising and promotion spending (for example, direct mail).

If you acquire an existing franchise, your minimum local advertising and promotion expenditures will be based on the Gross Sales of the acquired franchise for the previous calendar year. The new franchise must spend, at minimum, an annualized portion of 2% of Gross Sales of the franchise for the calendar year before the transfer (or, for a mini-market franchise, $1,000 per month, if greater) on local advertising during the remaining months of the calendar year of the transfer. The formula would be: Gross Sales x 2% x Remaining Months/12 (Gross Sales is the Gross Sales in the year before the transfer and Remaining Months is the number of months remaining in the calendar year of the transfer).

You must provide us with proof of making required expenditures for local advertising on request. If you fail to spend the required amounts for local advertising, you must pay the difference to us and to take other actions as we may specify in our advertising/marketing policies. We designate in our advertising/marketing policies those advertising expenditures that qualify and that do not qualify toward meeting the required local advertising expenditures.

We or another Designated Supplier specified by us will manage all of your local website hosting, URL licensing, pay per click services, online directory management and other related aspects of Internet search marketing, paid search management, online reputation management, and other advertising or marketing related services specified by us. The expenses for a portion of these services are paid from the Advertising Fund.

Advertising on your moving trucks and other business vehicles is limited as follows: Each moving truck and vehicle must display the Two Men and a Truck service mark and any other of our Trademarks as we determine according to our policies. Except as we explicitly permit, in writing, you may not display your business location, a telephone number, an Internet website address, or other website information on your moving trucks and other vehicles.

Any advertising or marketing materials you desire to use, which have not been prepared by us or through our ad design process, must be approved by our Marketing Department. The Franchise Agreement provides that you must submit proposed advertising to us as specified in our policies.

Your failure to adhere to any of our advertising policies could cause you to become liable to us for liquidated damages in varying amounts, depending on the violation. Your violation of our advertising policies could also cause you to lose the right to use your business telephone numbers, and/or cause you to suffer other undesirable consequences. If you lose the right to your business telephone numbers, you will be responsible for all forwarding expenses. Any liquidated damages we collect from you for violating our policies are used to cover the cost and expense of enforcing the policy violated, with any excess placed in our Advertising Fund and used to promote the franchise system.

We may require you to participate in joint or cooperative advertising with other franchisees in accordance with our advertising/marketing policies. Also, we have the power to require advertising cooperatives to be formed, changed, dissolved, and merged. We can require you to join, maintain a membership in and abide by the governing instrument and rules of an advertising cooperative if one is formed for an area that includes your franchise. The area or membership of a cooperative will be determined by us based on designated marketing areas ("DMAs"). The structure of the cooperative as well as the original governing instrument of the cooperative and any changes to that instrument, must be approved by us. The cooperative cannot modify the terms of the Franchise Agreement, but may require you to make contributions to the cooperative in addition to any Advertising Fund contributions you will pay to us. An advertising cooperative can impose advertising fees of up to 1% of annual Gross Sales (or the amount specified for a "new franchise" as described in Article II, Section 12(b) of the Franchise Agreement), unless all members of the cooperative agree to a higher rate. Different cooperatives may impose different contribution rates. Each franchise in the cooperative will have one vote. Cooperative advertising fees, if imposed, are taken into account when determining the amounts required to be spent on local advertising/marketing. We may, in our sole discretion, agree to assist in accounting or administration of cooperative advertising, but we will have the right to charge a fee for those services. We currently charge a fee of $50 per month to each cooperative that chooses to use our accounting and administration assistance. Cooperatives will be authorized to act upon the majority vote: (i) of its members attending a meeting, and/or (ii) by confirmed written communication of its members and/or, (iii) via telephone or electronic conferencing of its members, provided that at least a majority of the members of the cooperative vote on the action before the cooperative. Cooperatives may operate from written governing documents, in which case the franchisees in the cooperative will be able to review those documents. If we or an affiliate operates a franchise in the geographic area of the cooperative, we or our affiliate will participate in the cooperative. We anticipate that cooperatives will prepare annual or periodic financial statements that will be available for review by the members of the cooperative.

You acknowledge when you sign the Franchise Agreement that we have developed and will continue to develop advertising policies regarding the methods and manner of advertising in various media and that you are obligated to comply with all advertising policies. Our advertising policies currently include general guidelines and cover Internet marketing, social media, broadcast advertising, print advertising, phone books, telephone numbers, publisher errors, Truckie Mascot, marketing in unawarded marketing areas, formal co-operative marketing, local advertising requirements, advertising and marketing methods, marketing programs, and liquidated damages. You also agree in the Franchise Agreement that you understand that existing and/or future advertising policies may limit or eliminate your right to use telephone numbers and/or Internet website addresses in advertising placed on your moving vehicles and/or elsewhere. You also acknowledge that you understand that existing and/or future policies may

otherwise limit your ability to advertise in a particular manner, and that such limitations, when established, are established for the benefit of all the franchise system's customers and/or to establish reasonable rules to govern the actions between franchisees.

The use of websites, social media (such as Facebook, LinkedIn, Twitter, YouTube), blogs, vlogs (social videos), online social networks, wikis, forums, content sharing communities, etc., and other Internet tools in connection with the operation, advertising, and marketing of your franchise are subject to the trademark, advertising, marketing and other requirements of the Franchise Agreement and the Manuals. You must comply with any policies specified by us relating to use of websites, social media, social media advertising, and other Internet tools.

If we specify, your advertising must contain notices of: (a) our website domain name, social media, or other internet tools specified by us; (b) our toll-free telephone number; and/or (c) a statement regarding the availability of Two Men and a Truck franchises. Also, if we specify, you must display signs or literature regarding the availability of Two Men and a Truck franchises at your franchise location.

Computer Systems

You must use the Automation Systems specified by us in the operation of your franchise. The Automation Systems may include our proprietary operating system, computer systems (including specified hardware and software), accounting applications, credit card systems, payroll systems, scheduling systems, global positioning systems (GPS), applicant tracking systems (ATS), learning management system (LMS), our Extranet, reply card processors, marketing automation system, mobile technology solutions, unified communication system, estimate requests developed by the website, online training programs, telephone systems, call center systems, email, Internet access and other communication methods, secure websites, networks and other or different components that we may designate. As a condition to using the Automation Systems, you must agree to comply with the terms of use specified by us. You must keep accurate Automation Systems user accounts for your employees and must either notify us or make any necessary updates in the Automation Systems of any user account changes or employee status changes within five business days. If you fail to notify us or make the necessary updates within the five business day period, you may be assessed liquidated damages as specified by us. You must employ other adequate measures to maintain the security of the Automation Systems and the information contained in the Automation Systems, as specified by us or any applicable Designated or Approved Supplier. We may require that you use a Designated or Approved Supplier to secure any mobile devices that connect to the Automation Systems. We may modify, update, upgrade, add, or delete components of the Automation Systems in the future. You must comply with those changes promptly after written notice from us.

The full and proper use of the Automation Systems is an integral part of our franchise system and important for maintaining, monitoring, ensuring quality and uniformity of services and high levels of customer satisfaction with the Two Men and a Truck franchise system. In order to help us achieve these goals, you must use the Automation Systems in the manner specified by us and in accordance with all policies and procedures specified by us, which may include, but are not limited to, requirements related to full use of the Automation Systems, using Approved or Designated Vendors for components of the Automation Systems, full integration of

the Automation Systems in your business, and responsibilities for providing accurate and complete data specified by us at the times and in the manner specified by us.

You must acquire and use the computer systems we specify for the operation of your franchise. We may develop computer systems and specifications for certain components of the computer systems in the future and may modify those specifications and the components of the computer systems. As part of the computer systems, we may require you to obtain, update, and use specified computer hardware and/or software including, without limitation, a license to use proprietary software developed by us or others. Your computer systems must be compatible with our computer systems, must be connected to our facilities by high speed Internet with minimum performance requirements specified by us, and must be updated, maintained, and used in compliance with our specifications. We may require you to electronically upload or transmit information on a periodic basis (including daily). Also, we have the right to independently access sales information and other data produced by the computer systems and there are no contractual limitations on our right to access and use that information and data, even if the data is maintained by a third party. We will not be liable to you for any claims, losses or damages arising from or related to our access to or use of the information and other data produced by the computer systems, including any errors or omissions in the information and other data obtained by us or in the information and other data shared by us with third parties (including other franchisees or prospective franchisees).

The cost for you to acquire the computer systems is approximately $10,000 to $20,000. You must upgrade and update the Automation Systems and computer systems during the term of you franchise if required by us. There are no contractual limitations on the frequency and cost of the obligation. We are not required to provide ongoing maintenance, repairs, upgrades, or updates to the Automation Systems and computer systems. You must maintain and repair your computer systems as necessary, at your expense. We do not require that you obtain a support contract for maintenance and repair of your computer systems. We estimate that the annual cost of any maintenance, updating, upgrading, or support contracts will be $2,000 to $2,500.

The following describes the hardware, software and other components of the Automation Systems that we currently specify for use in the operation of your franchise:

Hardware, Networking, and Internet

You must use computer hardware with adequate memory, speed, storage, and internet connectivity to run our proprietary software as specified in our Computer Requirements Policy. We will periodically assist you in determining the appropriate hardware and operating systems needed to support the software, but we are not obligated to provide or assist you in obtaining computer hardware. You may acquire your computer hardware from any source.

You must pay for all maintenance of your hardware at your own expense. We do not currently require you to sign any hardware maintenance or support contracts with us or any third-party vendors. We do not guarantee, warrant, maintain, or support any computer hardware. You should determine for yourself whether or not third-party vendors from whom you purchase any component of your computer system are obligated to provide ongoing maintenance, repairs, upgrades, or updates to any component of your computer system, and determine the additional cost for those services.

It is your responsibility to maintain adequate licensing on all software that you install.

Operating System Software and Other Items Included in the Automation Systems

The Automation Systems currently include, but are not limited to:

- Movers Who Care® Operation System
- Accounting Application
- E-mail
- Extranet
- Reply Card Processor
- Payroll System
- Credit Card System
- Global Positioning System (GPS)
- Applicant Tracking System (ATS)
- Learning Management System (LMS)
- Marketing Automation System
- Mobile Technology Solutions
- Unified Communications System

We may periodically develop or purchase other proprietary software products and upgrades that we may require you to use. We may charge you a license fee for any new software, including upgrades.

If we have not yet specified a particular system and/or Designated or Approved Supplier of a system as part of our required Automation Systems, you must obtain approval from us before obtaining the system or transitioning to a new system or supplier of the system. Current examples of systems in this category are: payroll systems; telephone systems; and call center systems. If we specify these or other systems as part of the Automation Systems in the future, you must use the systems and/or Designated or Approved Suppliers specified by us.

You must comply with the Automation Systems User Agreement Terms of Use (see Exhibit 6 attached to the Franchise Agreement). You must comply with all of our policies and procedures for use of the Automation Systems. We may periodically modify these policies and procedures at our discretion. All data and messages stored on or transmitted through the Automation Systems are our property. We have the right to independently access information and other data produced or stored on the Automation Systems. There are no contractual limitations on our right to access information and data on the Automation Systems.

The Automation Systems are provided "AS-IS" and "AS AVAILABLE". We assume no responsibility for the timeliness of, deletion of, misdirected-delivery of or failure to store any of your communications or settings. We do not warrant that the use of the Automation Systems will satisfy or ensure your compliance with any legal obligations, laws, or regulations, including income, payroll, sales tax, and other tax laws. You acknowledge that you are responsible for and are not relying on us or the Automation Systems for compliance with applicable laws.

To use our Automation Systems, you must be able to access the Internet, and you must pay any Internet access fees associated with your access. You must also provide all equipment necessary to use the Automation Systems and to connect to the Internet.

You must never store the following types of information on the Automation Systems unless explicitly authorized by our CEO or President through procedures we approve:

- Credit card number
- Personal health information of customers or your employees
- Social security numbers
- Customer banking information

You must comply with the Payment Card Industry ("PCI") Data Security Standard ("DSS") Requirements and Security Assessment Procedures and other applicable PCI requirements ("PCI Requirements") in connection with the operation of your franchise. It is your responsibility to research and understand the PCI Requirements and to ensure that your business policies and practices comply with the PCI Requirements. As an aide in fulfilling your responsibility, you must use the services of a PCI Compliance vendor designated by us. You must register with the PCI Compliance vendor within 30 days of signing the Franchise Agreement.

Movers Who Care® Operation System

The Movers Who Care® software provides monthly reports, stores customer information, job estimates, job scheduling, customer communication templates, employee information, and numerous management reports. You will sign a Software License Addendum (see Exhibit 5 attached to the Franchise Agreement) for use of the Movers Who Care® computer software package. Under the Software License Addendum, we or our agent will be responsible for maintaining the Movers Who Care® software.

You must comply with our operational policies and procedures, which require the use of all available Movers Who Care® modules to manage the operations of your franchise. You must maintain accurate set-up data, and up-to-date operational data. This includes maintaining the data and statuses on leads, estimates, scheduling, sales orders, and claims on a daily basis in accordance with our policies.

You must close open sales orders for the moves/services performed by the end of the first full business day after the move was performed. The closed sales orders must reflect up-to-date royalties due to us for the closed sales. Failure to comply with the closed sales order policy will result in the imposition of a $100 liquidated damages assessment per sales order for each day that the closed sales order is not reported unless we, when considering all facts and circumstances, determine a lesser amount should be paid.

We will provide technical support for the Movers Who Care® software, including assistance accessing the software and its upgrades and responding to questions related to its use.

Accounting Application

You must use the accounting application software prescribed by us for each franchise and any other related entities. The software we currently specify is owned and developed by a third-party. We lease the software from an authorized hosting provider, which you are required to use. You must install and maintain a software connection to enable accurate and complete transmittal of accounting data from you to us at the times and in the manner specified by us. You must update master file records to comply with changes to the accounting practices as prescribed by us.

You must electronically transmit to us all data stored on your accounting application on a daily basis. If you fail to transmit this data daily, you will incur a liquidated damages charge of $100 per occurrence for each day the data is not transmitted. An exception to the liquidated damages charge may arise if you give us notice of a documented technology failure preventing processing or transmittal of the data, or notice of some other *bona fide* emergency (as we determine in our sole discretion) preventing processing or transmittal of the data.

The technical support for the software is provided by the accounting application hosting vendor. We will respond to questions related to our recordkeeping requirements and general use of the accounting application software.

E-mail

You must use a centralized email system maintained by us. You may be charged fees for use of the email system in accordance with our policies.

We provide technical support for the email system, which includes connecting you to the e-mail system via supported workstations and mobile devices and responding to questions related to the use of the email system.

Extranet

You must use the Two Men and A Truck Extranet system. The Two Men and a Truck Extranet provides a secure website for you and your employees to access confidential information and reports provided by us. The Extranet is the primary means of communication between us and your franchise.

We will provide assistance in accessing the Extranet and its use. Our assistance will include responding to questions you have relating to the use of the Extranet.

You are responsible for paying all Internet and other fees related to the use of the Extranet.

Reply Card Processor

The Reply Card Processor provides an automated means of capturing customer satisfaction scores for performance reporting. You must comply with all operational policies and procedures pertaining to the Reply Card Processor system, including the requirement that it capture all customer e-mail addresses that are used in the customer survey process.

You must keep complete and accurate customer Reply Card Processor data as we specify. You must never intentionally or negligently store inaccurate, false, or misleading data in the system. You must never influence or offer any type of incentive to influence the outcome of the reply card score. You must immediately contact us if you become aware of any inaccurate, false, or misleading data in the system and you must disclose that data to us.

Learning Management System

The LMS provides an automated means for training your employees. We may require that certain learning programs be completed by your employees for specific job responsibilities that we consider necessary for brand uniformity.

Mobile Technology Solutions

The mobile technology solutions are intended to automate manual and paper processes in the field. In order to access the mobile technology solutions, you may be required to download and use required applications and software specified by us.

Technology and Support Fee

In consideration of the continued development, use, maintenance, and support that we will provide for the Automation Systems, computer systems, software, after hours sales support, and/or other technology or support used or being developed for future use in the System, you must pay a monthly technology and support fee in the amount determined by us. The amount of the fee will be based on our costs of providing these services. The technology and support services currently relate to the Movers Who Care® software, accounting applications, credit card systems, payroll systems, global positioning systems (GPS), applicant tracking systems (ATS), learning management system (LMS), marketing automation system, mobile technology solutions, unified communications system, our Extranet, Two Men and a Truck e-mail addresses, estimate requests generated by the Two Men and a Truck website, online training programs, after hours sales support and other technology and support provided for use in the franchise system. Under our current policies, the technology and support fee for a standard franchise is 1% of Gross Sales with a minimum payment of $1,200 per month and for a mini-market franchise is 2% of Gross Sales without any minimum payment.

Other

We may require that your IT vendor meet our specifications and be approved in advance by us. Also, we recommend and may require some franchisees to obtain additional computer hardware items, including tablet computers with 3G or better for in-home estimates, and mobile printers.

Employee Uniform and Appearance Requirements

Every Two Men and a Truck mover, driver, packer, office staff member and other employee is a reflection of our franchise system and each must project a professional image to our customers nationwide. Each of your employees must maintain high standards of personal cleanliness and grooming to present a consistent and professional appearance while representing

and/or performing services on behalf of your Two Men and a Truck franchise. The specific uniform and appearance requirements for your movers, drivers, packers, office staff, and other employees are more specifically described in our Manuals.

To ensure the protection of the Two Men and a Truck brand through the use of standard apparel and appropriate grooming, we have an enforcement procedure to maintain these requirements: If we discover one or more instances of non-compliance with the personnel uniform and/or appearance requirements, we will impose a liquidated damages charge of $200 per violation (i.e. if we observe five of your employees out of uniform, the monetary charge would be a total of $1,000) to cover, among other things, the on-going expense of monitoring your franchise to confirm when it comes into compliance as we determine.

Maintenance of Vehicles and Equipment for Safety and Appearance

The vital importance of vehicle safety and appearance requires that we have an effective enforcement policy that underscores the serious nature of maintaining moving trucks, containers, and all other vehicles and equipment that operate within our franchise system. Safety and other legal requirements are described in federal, state, and local trucking laws and regulations, which you are obligated to know and abide by at all times. We are not required to teach or instruct you regarding any of these laws and/or regulations, although during the course of your training, you will be provided with information regarding them. Even so, it will be your responsibility and legal obligation, as an independent business person, to know and comply with all federal, state, and local trucking laws and regulations.

To protect the franchise system's reputation, our representative may observe all Two Men and a Truck vehicles and equipment. We will provide you with a time-frame for addressing vehicle-related safety and appearance issues that we discover. The vehicle and equipment safety and appearance requirements may be more specifically described in the Franchise Agreement and/or in our Manuals. If a repair or other violation is not cured in the prescribed time-frame, we can impose a reasonable liquidated damage on a per-incident, per-day basis until the repair or other violation is cured, as we determine in our sole discretion based on the evidence we have. Liquidated damages will be assessed in accordance with the following procedure, which procedure may be modified if we decide it appropriate to do so:

- If our representative observes a vehicle and/or equipment safety and/or appearance violation, you will be given written notice of the violation, and will be provided a reasonable time period to cure the violation.
- If the violation is not cured as we determine in the required time frame, you will be notified in writing that you have failed to timely cure a violation.
- Liquidated damages will be assessed in accordance with the policy.

The vehicle and equipment safety and appearance requirements must be satisfied before you transfer your franchise. Failing to have all your vehicles and equipment meet safety and appearance standards will generally result in the postponement of a transfer of your franchise.

Initial Training Program

The following tables provide detailed information about the two training classes included in our initial training program—Franchise Essentials and Gearing Up:

TRAINING PROGRAM

FRANCHISE ESSENTIALS			
Subject	**Hours of Classroom Training**	**Hours of On-The-Job Training**	**Location**
Introduction and Overview of Two Men and a Truck	4		Stick Men University, Lansing, Michigan
Finance	1-2		Stick Men University, Lansing, Michigan
Human Resources	2		Stick Men University, Lansing, Michigan
Legal Issues	1		Stick Men University, Lansing, Michigan
Brand Awareness	1		Stick Men University, Lansing, Michigan
Marketing	2-3		Stick Men University, Lansing, Michigan
Sales Philosophy	2		Stick Men University, Lansing, Michigan
Operations Overview	2-3		Stick Men University, Lansing, Michigan
IT Review	1		Stick Men University, Lansing, Michigan
DOT/Fleet Management	2		Stick Men University, Lansing, Michigan
Customer Care	1-2		Stick Men University, Lansing, Michigan
Total Hours of Training	**19-23**	**0**	

GEARING UP			
Subject	**Hours of Classroom Training**	**Hours of On-The-Job Training**	**Location**
Two Men and a Truck Overview	2-3		Stick Men University, Lansing, Michigan
Hiring and Retaining Staff	5-6		Stick Men University, Lansing, Michigan
Operations Best Practices	2-3		Stick Men University, Lansing, Michigan
Marketing	3-4		Stick Men University, Lansing, Michigan

GEARING UP			
Subject	**Hours of Classroom Training**	**Hours of On-The-Job Training**	**Location**
Sales	4		Stick Men University, Lansing, Michigan
DOT/Fleet/Risk Management	4-5		Stick Men University, Lansing, Michigan
Customer Care	4-5		Stick Men University, Lansing, Michigan
Financial and Reporting	3		Stick Men University, Lansing, Michigan
Total Hours of Training	**27-33**	**0**	

All course subjects will be delivered using the resources and facilities of our Training and Development Department located in Lansing, Michigan. Classes are scheduled five times per year or as needed to accommodate new franchisees. The instructional materials consist primarily of instructor-led sessions with a training guidebook and handouts. Hands-on learning takes place with the operations software and moving and packing techniques. Some pre-work is required for the Gearing Up class, using Stick Men University online, our learning management system that is available from any computer with internet access. The experience of our instructors ranges from one to twenty-one years in the industry and one to twenty-one years with Two Men and a Truck. Some portions of training program may be provided by an outside vendor as we deem necessary.

If you acquire a mini-market franchise, you may also be required to complete three to five days of on-site training at a franchise location specified by us.

You or an approved representative of the franchisee must attend and satisfactorily complete our initial training program. Normally, all training must be completed by you or an approved representative, but we may waive the Franchise Essentials class for some existing franchisees. The training program must be completed to our satisfaction. There is no separate charge for the training program, but you must pay all travel and living expenses of the training program enrollees. Subject to our approval, you may be permitted to bring additional attendees to training at your expense. Training must be completed before you begin to operate your franchise unless we approve otherwise.

We can require you or an approved representative of the franchisee to attend additional training courses. We can charge a reasonable fee for this additional training and you must pay all travel and living expenses that you and your employees incur during the additional training. The registration or other fees charged for additional training will be $500 to $1,200 per day plus travel and living expenses of training personnel. We, in our sole discretion, may require you to attend additional training if you are granted a renewal of your franchise. The renewal training must occur at a time that we deem appropriate, but in no case later than one year after renewal. Except in the case where you request and we approve the training of additional employees at the time of renewal, you will not be charged an additional fee for the renewal training. In every instance, however, you must pay all travel and living expenses you and your employees incur in connection with renewal training.

The initial and ongoing training that a franchisee may be required to attend may not be uniformly imposed on all franchisees. Differences in required initial and ongoing training may be based on the franchisee's experience, the demographics of the franchisee's Marketing Area, the density of the population, whether the area is a metro area and other reasonable factors.

Training and Performance Improvement Requirements

If your franchise is performing unsatisfactorily (as determined by us in our sole discretion) in any of the areas listed below, or in another area that we determine to be material, we can require you at your expense, to: (a) attend a training sessions specified by us; (b) visit other franchise locations for Performance Improvement Visits; (c) make Performance Improvement Visits to Home Office; (d) receive Performance Improvement Visits from one of our staff members; (e) participate in an ongoing performance improvement program; or (f) receive visits from a third-party auditor or consultant. The following are examples of matters that are of material concern to us:

- Failing to meet the minimum performance requirements as described in your Franchise Agreement;
- Suffering a below franchise system average growth rate;
- Failing to comply with paperwork procedures;
- Failing to adhere to OSHA Safety and FMCSA Regulatory compliance requirements and other legal requirements relating to the franchise;
- Failing to properly control risk or meet loss, safety, and other risk benchmarks specified by us;
- Failing to meet operations, signage, or truck requirements;
- Failing to meet system benchmarks;
- Failing to maintain financials according to generally accepted accounting principles (GAAP);
- Substandard mystery shop performance;
- Customer satisfaction and referral rates that are below franchise system averages, or other customer service issues;
- Financial health concerns;
- Behavior damaging to the Two Men and a Truck brand;
- Failing to adhere to the Two Men and a Truck core values;
- Failing to maintain accurate and timely operating system data;
- Failing to comply with policies and procedures or to meet benchmarks specified by us relating to National Accounts or National Programs;
- Failing to follow the marketing best practices as outlined in the playbook developed by us;
- Failing to timely report financial information as required in the Manuals;
- Failing to follow sales standard operating procedures as outlined by us;
- Failing to follow the training procedures as outlined by us;
- Failing to follow the customer service procedures as outlined by us; and
- Performance in multiple areas that is below expectations, none of which on its own is unsatisfactory, but the combination of which results in a determination by Home Office that the franchise business is performing unsatisfactorily.

If we require you to attend a training session, you must pay all travel and living expenses, as well as a fee to cover the cost of the training. You must attend the training session within three months of receiving notice from us.

If we require you to undertake one of the Performance Improvement Visit options, you will be responsible for all costs and expenses associated with the visit. You must complete the Performance Improvement Visit requirement in the time frame determined by us. If the Performance Improvement Visit results in an action plan to improve performance in one or more areas, you must diligently implement the action plan by the dates specified in the plan.

Ongoing Training

A representative of franchisee must attend our Annual Meeting at least once every two years unless we approve attendance at an alternative training program or other event. We recommend that you send one or more representatives to the Frontline Annual Meeting (an annual meeting for customer facing personnel) at least once every two years unless we specify other optional training or events. If we determine it is not feasible, we may not require a mini-market franchise to send representatives to the Frontline Annual Meeting every two years. You are responsible for all travel and living expenses incurred in connection with the annual meetings and all other approved meetings, including registration fees, when applicable. The registration fees, when applicable, will be $200 to $1,075.

If you sign an agreement for a second or subsequent franchise, you or a manager representative approved by us must attend and successfully complete our Multi-Unit training program within 12 months of signing the agreement. If you or your manager representative, as applicable, is unable to attend one of the available Multi-Unit training programs within the 12-month period for a valid business reason approved by us, then we may, in our discretion, require you to attend a different training program at your expense, in lieu of the Multi-Unit training program. In addition, if you sign an agreement for a second or subsequent franchise, the individual who will be actively managing the new franchise must attend and successfully complete our Gearing Up training program before the new franchise opens for business, unless that individual has attended and successfully completed the Gearing Up training program within 12 months of the opening of the new franchise.

Area Development Agreement Obligations.

Except as listed below, Two Men and a Truck/International, Inc. is not required to provide you with assistance under the Area Development Agreement:

1. We will review for approval any site proposed by you for development of a franchise in each of the Marketing Areas designated in your Area Development Agreement. We have an obligation to act reasonably when deciding whether to approve a site the Area Developer has selected for one of its franchise locations, although after the first franchise is opened, we can use greater discretion and be more restrictive about approving any site in a Marketing Area that is not contiguous with a Marketing Area of a franchise the Area Developer has already opened (Section 6(B) of Area Development Agreement).

2. We will review for approval any prospective transferees of you rights under the Area Development Agreement (Section 9 of Area Development Agreement).

Except as noted above, we do not have any significant additional obligations under the Area Development Agreement. We will provide the services described in this Item for franchisees with respect to each franchise developed under the Area Development Agreement.

Item 12--TERRITORY

Preliminary Approval Agreement

If we enter into a Preliminary Approval Agreement with you, we will reserve for you the area designated in the agreement. Consequently, during the term of the Preliminary Approval Agreement, we will not locate our own units, or grant to any other person or entity the right to locate any unit, within that area using the System or a similar system as that licensed by the Franchise Agreement. If you enter into a Franchise Agreement with us, the reserved area will become your Marketing Area under the Franchise Agreement.

Franchise Agreement

Purchasing a franchise enables you to have an exclusive Marketing Area to locate your franchise and to perform certain types of direct marketing that other franchisees are not ordinarily permitted to do within your Marketing Area.

Your franchise must be operated from one specific location within your Marketing Area, and we must approve your location. We may approve or require your operation of an additional location or locations in your Marketing Area if we determine that sound business reasons exist. In special circumstances and on a test market basis, we have allowed franchisees to operate in a Marketing Area from a location in another Marketing Area. We will approve relocation of your franchise if your location becomes unusable or unavailable for your business or you request relocation and have other reasonable business reasons to relocate. The new location must be within your Marketing Area. You must obtain our advance approval for a new location. The factors we consider for approving relocations are the same factors we consider for approving initial locations, including population density, general location within the Marketing Area, neighborhood, traffic patterns, parking, size, physical characteristics of the lot and building, neighboring buildings, lease terms, zoning restrictions, population data, and the location of any franchisees that are adjacent to you.

You will be granted a license to operate a franchise at a specific location within a defined Marketing Area. The Marketing Area will be designated in the Franchise Agreement. The Marketing Area licensed to you will be described in terms of zip codes. If any of the zip codes in your Marketing Area are subdivided by the United States Postal Service during the term of your Franchise Agreement, we will have the right to determine whether the new zip codes will become part of your Marketing Area. The size of the Marketing Area will depend on factors including population density and distribution of available advertising mediums. The Marketing Area for a standard franchise will generally include a population of approximately 420,000 to 600,000. However, this may vary significantly in densely populated metropolitan areas (e.g. New York and Los Angeles). The Marketing Area for a mini-market franchise will generally include a population that ranges from 100,000 to 200,000.

If your franchise is renewed or you transfer your franchise, we may change the Marketing Area granted in the new Franchise Agreement signed in connection with the renewal or transfer in order to comply with our then current manner of designating Marketing Areas, to make minor changes in the Marketing Area to correct overlap or other issues, and for other valid business reasons. In addition, if your Marketing Area has or attains a population of 750,000 residents, or more, we reserve the right at the time of renewal or transfer of the franchise to divide the Marketing Area into two or more Marketing Areas in a manner we determine is reasonable in our sole discretion. In that case and provided that you are in compliance with your obligations, you (or the transferee, as applicable) may: (i) without payment of any additional initial franchise fee, operate each of the newly created Marketing Areas under separate Franchise Agreements, or (ii) transfer one or more of the newly created Marketing Areas in accordance with the Franchise Agreement, including but not limited to the obligation to pay us a transfer fee for each Marketing Area transferred. As an alternative to dividing your Marketing Area under these circumstances, we may require you to open and operate at an additional location in the Marketing Area.

You receive exclusivity in your Marketing Area. We will not locate our own units, or grant to any other person or entity the right to locate any unit, within your Marketing Area using the System or a similar system as that licensed by the Franchise Agreement. Nothing in the Franchise Agreement prevents us from operating or granting any other person or entity the right to establish or operate businesses using the same or a similar system anywhere outside of the Marketing Area, or marketing services or products that are not a part of the franchise offered by the Franchise Agreement under the Trademarks within the Marketing Area. We and our affiliates currently do not operate or franchise or have any plans to operate or franchise businesses under a different trademark that will sell similar goods or services to those of our franchisees.

Your Marketing Area rights do not prohibit another franchisee within our franchise system or any other person from originating a move in your Marketing Area, or from moving a customer located outside your Marketing Area into your Marketing Area, or originating a move and completing a move within your Marketing Area. Your rights also do not prohibit us from using or continuing to develop our website or otherwise using the Internet to market to prospective customers the services offered by all our franchisees, even though prospective customers within your Marketing Area could see the website or other Internet marketing and decide to use a Two Men and a Truck franchise other than yours to provide his/her moving services.

We reserve the right to permit another franchisee to park its trucks in your Marketing Area if an appropriate location within the other franchisee's Marketing Area cannot, in our sole discretion, be reasonably obtained. If we permit another franchisee to park its trucks in your Marketing Area, we will not permit the other franchisee to advertise on its trucks any telephone number (other than an "800" telephone number common to all of the franchisees), business location or other information that would distinguish its business from yours unless such information is required by law.

In addition, we reserve the right to contract and/or require you to contract with one or more online marketing companies that offer products and/or services offered by our franchise system if the contract is reasonably likely to generate revenue for you at no cost or reasonable cost to you. For example, we may require you to contract with an online marketing company

that sells boxes displaying our logo that would pay you a commission for boxes sold online to a customer residing within your Marketing Area.

We reserve the right to operate or authorize another person to operate a storage facility in or near your Marketing Area if you decide not to invest in the storage necessary to support a National Account, National Program, or initiative that we determine, in our business judgment, will increase business for Two Men and a Truck franchises in that area.

Except as described in this Item, we reserve the right to use other channels of distribution, such as the Internet, catalog sales, telemarketing, or other direct marketing sales, to make sales within your Marketing Area using our principal Trademark or other trademarks. We are not required to pay you any compensation for soliciting or accepting orders from customers in your Marketing Area.

You are prohibited from marketing outside your Marketing Area as described in our policies. Additional requirements regarding advertising are described in Item 11. As with all other policies, we reserve the right to specify or change procedures and/or policies relating to advertising.

As noted above, you must restrict your advertising to your Marketing Area, to the extent possible, in accordance with our policies. However, if you follow our advertising policies, you are not restricted from accepting orders from customers outside your Marketing Area. You do not have the right to use other channels of distribution, such as Internet, catalog sales, telemarketing, or other direct marketing, to make sales outside your Marketing Area.

If you operate a standard franchise, you must meet the following minimum performance requirements. For the 1st through 4th years of operation of a franchise in your Marketing Area, you must achieve annual Gross Sales of at least the following amounts: (i) $400,000 for the 1st year of operation; (ii) $550,000 for the 2nd year of operation; (iii) $650,000 for the 3rd year of operation; and (iv) $750,000 for the 4th year of operation. After a franchise has been operating in your Marketing Area for four years, for each subsequent year of operation you must: (A) achieve Gross Sales of at least $750,000; and (B) perform in the top 85% of all franchises operating in the United States in the annual growth percentage of Gross Sales as determined by us.

If you operate a mini-market franchise, you must meet the following minimum performance requirements. For the 1st year through 4th years of operation of a franchise in your Marketing Area, you must achieve annual Gross Sales of at least the following amounts: (i) $175,000 for the 1st year of operation; (ii) $250,000 for the 2nd year of operation; (iii) $375,000 for the 3rd year of operation; and (iv) $500,000 for the 4th year of operation. After a franchise has been operating in your Marketing Area for four years, for each subsequent year of operation you must: (A) achieve Gross Sales of at least $500,000; and (B) perform in the top 85% of all franchises operating in the United States in the annual growth percentage of Gross Sales as determined by us.

For purposes of the minimum performance requirements, a year of operation is the 12 month period beginning on the first date of operation of a franchise in your Marketing Area and each anniversary of that date. However, if the first date of operation of a franchise in your Marketing Area is not the first day of the month, a year of operation will be the 12 month period beginning on the first day of the calendar month after the first day of operation and each

anniversary of that date. Except as provided below, the time periods specified in the minimum performance requirements begin on the date that a franchise was first operated in the Marketing Area, whether or not operated by you.

If you acquire a franchise that includes all or a portion of a Marketing Area of an existing or former franchise (i.e. the Marketing Area is "transferred" to you by another franchisee or the Marketing Area granted to you had previously been the marketing area or part of the marketing area of a former franchise), but there was no franchise operating in that Marketing Area for a period of six months or more at the time that you acquired the franchise, then the time periods specified in the minimum performance requirements will begin on the date that you begin operation of the franchise.

If you fail to achieve the minimum performance requirements for a year of operation, we may notify you of the failure. If you fail to achieve the minimum performance requirements again the following year of operation or if you are not in compliance with the minimum performance requirements at the time of renewal, then we may, by written notice to you, elect to: (i) require you to enter into a performance improvement plan; (ii) reduce your Marketing Area (the reduced Marketing Area will include your franchise location but will otherwise be determined by us in our sole discretion); (iii) offer to renew your Franchise Agreement at the end of its term based on a reduced-in-size Marketing Area as determined by us in our sole discretion; and/or (iv) refuse to renew your Franchise Agreement at the end of its term. These remedies are in addition to any other remedies we have under your Franchise Agreement.

Unless you enter into an Area Development Agreement with us, you will not have any options, rights of first refusal, or similar rights to acquire additional franchises within any specified territory or any contiguous territories. We may allow you to acquire additional franchises if you meet our qualifications in place at that time for acquiring a franchise and ownership of multiple franchises. These qualifications may include standards of character, business experience, financial strength, credit standing, health, reputation, business ability, experience, availability of management personnel, etc. If you or your affiliate requests an additional franchise, we may require you to provide a business plan that describes in substantial detail how you will maintain the operation of your existing franchise or franchises, while you or your affiliate will simultaneously operate an additional franchise. In determining whether to grant an additional franchise to you or your affiliate, we will consider all aspects of the operation of the existing franchise or franchises, including those items described as good cause for non-renewal in Article V, Section 1 of the Franchise Agreement.

We may agree to variations in certain requirements of the Franchise Agreement for franchisees that own and operate (or that together with affiliates of franchisee own and operate) multiple franchises. These variations will be agreed to on a case-by-case basis and may include, without limitation, variations relating to: heightened standards, training, and reporting requirements; the requirement of a franchise location in each Marketing Area; use of a centralized call center; modification of minimum performance requirements; staffing standards; and minimum numbers of trucks. We have entered into test market addenda with some franchisees to test these variations.

Area Development Agreement

Area Developers are granted a number of Marketing Areas in which the Area Developer has exclusive rights to develop as Two Men and a Truck franchises. During the term of the Area

Development Agreement, and so long as Area Developer is not in default under the Area Development Agreement, we will not operate or grant a franchise to any other person to operate a moving business using the Trademarks or Systems in the designated Marketing Areas.

All rights not expressly granted in the Area Development Agreement to Area Developer relating to the Marks and System are expressly reserved to us. Nothing in the Area Development Agreement prevents us from establishing or operating or granting any other person the right to establish or operate businesses using the same or a similar system anywhere outside of the designated Marketing Areas, or marketing services or products that are not a part of the franchise offered by the Area Development Agreement under the Marks within the designated Marketing Areas. In addition, even though Area Developer may be licensed to operate within the designated Marketing Areas, that license will not prevent another franchisee, or any other person other than us, from originating a move within those Marketing Areas, or moving a customer located outside those Marketing Areas into those Marketing Areas, or originating a move and completing a move within those Marketing Areas. In addition, that license will not prevent us from using or continuing to develop our website or otherwise using the internet to market to prospective customers the services offered by Two Men and a Truck franchisees, even though prospective customers within those Marketing Areas could see the website advertising and decide to use a franchisee other than Area Developer. Area Developers will not have any options, rights of first refusal, or similar rights to acquire additional area development rights or franchises within any Marketing Areas not included in the Area Developer's Marketing Areas. We may allow an Area Developer to acquire additional area development franchises if the Area Developer meets our qualifications in place at that time for acquiring an area development franchise and ownership of multiple area development franchises. These qualifications may include standards of character, business experience, financial strength, credit standing, health, reputation, business ability, experience, availability of management personnel, etc.

Item 13--TRADEMARKS

All franchises must be operated under the Two Men and a Truck Trademarks. Our principal Trademarks are the "Two Men and a Truck" word mark and our logo, which consists of a portion of the front of a truck with two stick figures in it. We currently own all of the trademarks listed in the table below, all of which are registered with the United States Patent and Trademark Office ("PTO") on the Principal Register (except as noted below). All required affidavits and renewals have been filed for these Trademarks.

Trademark	Application or Registration Number	Application or Registration Date	Comments
A MOVE TO BE PROUD OF	87-641,972	10/11/2017	Pending
ACROSS TOWN OR ACROSS THE COUNTRY	5,159,222	3/14/2017	
Logo (stick men in truck)	2,217,107	1/12/1999	
MINI MOVER MANIA	87-620,655	9/25/2017	Pending

Trademark	Application or Registration Number	Application or Registration Date	Comments
MOVE HERO	87-498,958	6/21/2017	Pending
MOVERS FOR MEALS	87-537,434	7/21/2017	Published
MOVERS FOR MILITARY	87-537,360	7/21/2017	Pending
MOVERS FOR MOMS	3,858,506	10/5/2010	Registered on Supplemental Register
MOVERS FOR MUTTS	87-537,401	7/21/2017	Published
MOVERS WHO CARE	1,915,497	8/29/1995	
MOVING PEOPLE FORWARD	4,357,012	6/25/2013	
STICK MEN UNIVERSITY	2,323,802	2/29/2000	
THE GRANDMA RULE	2,946,487	5/3/2005	
TRUCKLOAD OF WARMTH®	5,366,608	12/26/2017	Registered on Supplemental Register
TWO MEN AND A TRUCK and Logo (stick men in truck)	1,953,964	2/6/1996	
TWO MEN AND A TRUCK and Logo (stick men in truck)	3,006,815	10/18/2005	
TWO MEN AND A TRUCK and Logo (stick men in truck) TWO MEN AND A TRUCK	4,340,843	5/28/2013	
TWO MEN AND A TRUCK INTERNATIONAL and Logo (stick men in truck on globe)	4,400,204	9/10/2013	
TWO MEN AND A TRUCK	2,020,083	12/3/1996	
TWO MEN AND A TRUCK	3,006,814	10/18/2005	
TWO MEN AND A TRUCK	4,340,844	5/28/2013	
VALUE FLEX	5,159,221	3/14/2017	
WE MOVE PEOPLE FORWARD	4,499,329	3/18/2014	

There are no agreements currently in effect that significantly limit our rights to use or license the use of our Trademarks in any manner material to the franchise, except as follows:

Georgia Agreement

Under an agreement dated August 18, 2000, we acquired the right to the names and service marks TWO MEN AND A TRUCK, TWO MEN AND A TRUCK, INC. and the corporate name Two Men and a Truck, Inc. for the State of Georgia, together with the goodwill of the business symbolized by such names and marks. In exchange for our right to operate using these names and service marks, the seller receives 1/3 of the royalties that we collect from franchisees operating in Georgia. The agreement with the seller also provides him or his assigns certain reversionary rights in the names and service marks if we file or are involuntarily and properly placed in liquidation bankruptcy, or cease licensing the operation of, or operating Two Men and a Truck franchises or company-owned businesses within the State of Georgia for a period of one year or more. This reversion, if enforced, will have the effect of assigning, conveying, and transferring to the seller all of our right, title, and interest in and to the names and service marks in the State of Georgia, together with the goodwill of the business symbolized by the names and service marks.

There are presently no determinations of the PTO, the Trademark Trial and Appeal Board, the Trademark Administrator of any State or of any court involving our Trademarks. Except as provided below, there are no pending infringement, opposition, or cancellation proceedings or any pending material litigation involving our Trademarks.

You must use our Trademarks only in accordance with our rules. You must only use our Trademarks in connection with the sale of products and services authorized by us. You must not use our Trademarks in your corporate or partnership name or in any manner not approved by us.

You must promptly notify us, in writing, of any claim involving our Trademarks or of any attempt by any other person to use our Trademarks. We can, in our discretion, take any action necessary to protect our Trademarks. We have the right to control any actions involving the Trademarks although you must cooperate fully in those actions. You do not have the right to defend or prosecute on your own any actions involving our Trademarks. We are not required to defend you or indemnify you for expenses or damages if you are a party to an administrative or judicial proceeding involving our Trademarks or if you incur liability in the proceeding. However, we intend to defend or prosecute actions as necessary to protect our Trademarks.

Your right to use our Trademarks is subject to any existing use of the same or similar mark in the area in which you operate your franchise. As a result, you should check local listings to ensure that no conflicting use exists before you sign the Franchise Agreement. We do not know of any superior prior rights or infringing uses that could materially affect your use of our Trademarks.

We can, in our sole and absolute discretion, change our Trademarks, but only in good faith and on a uniform basis for all similarly situated franchisees in a particular market. The Trademarks are of substantial importance in marketing the franchise system, and for that reason, we retain the sole and absolute right to retain or change our Trademarks. If we change our Trademarks, you must make those changes at your expense.

An Area Developer does not acquire any rights to use any of our Trademarks or Systems by signing an Area Development Agreement. By signing an Area Development Agreement an Area Developer acquires only the right to develop a multiple number of Two Men and a Truck

Marketing Areas pursuant to a certain development schedule. Only after an Area Developer signs a Franchise Agreement for any given Two Men and a Truck Marketing Area does the Area Developer acquire rights to use our Trademarks and Systems, and the rights to use them are defined by the terms of each Franchise Agreement an Area Developer (or its affiliate, if applicable) signs.

Item 14--PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

We do not own any patents that would be material to your Franchise Agreement. We do not have any pending patent applications that are material to your franchise. We have a registered copyright for our Original Core Purpose and Core Values. This copyright was registered with the United States Registrar of Copyrights on August 28, 2013, Registration No, TX-7-730-015. This copyright expires 95 years after its publication date of June 30, 2003. We also claim copyright protection of our Manuals and similar materials, although these materials are not registered with the United States Registrar of Copyrights. The Manuals and other aspects of our Systems are considered proprietary and confidential. You must use the Manuals and other aspects of our Systems only as provided in the Franchise Agreement or otherwise authorized by us. You must adopt and implement reasonable procedures to prevent unauthorized use or disclosure of this information to others. You must have your employees and agents sign confidentiality and/or noncompetition agreements and other documents as we deem necessary to maintain the confidentiality and proprietary nature of our materials and documents before disclosing proprietary or confidential information to them. These agreements must be in a form approved by us and we have the right to be a third-party beneficiary of those agreements with independent enforcement rights. Attached as Exhibit P is a form of Confidentiality and Noncompetition Agreement approved by us for use by our franchisees. We provide this form as an example of the form of agreement acceptable to us; however, we do not represent or suggest that this is the appropriate form for use by you or that the form complies with the applicable laws in your jurisdiction. You should have any employee confidentiality and/or noncompetition agreement forms you intend to use reviewed by your attorney to ensure the form provides you with the protections that you desire and that the form complies with the applicable laws in your jurisdiction.

There are no currently effective material determinations of the copyright office or any court regarding any of our copyrighted or proprietary materials. There are no agreements currently in effect that limit our rights to use or license the copyrighted or proprietary materials or any of our confidential information. We do not know of any superior prior right or infringing uses of our copyrighted materials or our proprietary information that could materially affect your use of those materials or information. We are not required by any agreement to protect or defend our copyrights or proprietary information, although we intend to protect our Systems.

Item 15--OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

You (or a representative approved in writing by us if you are a corporation, limited liability company or another legal entity) must personally supervise the day-to-day operation of the franchise and personally exercise your best efforts to market the products and services of the franchise. We reserve the right to approve any manager to whom you delegate any substantial

portion of this responsibility. We have the right to require the manager to successfully complete our training program as a condition of approval. The on-premises manager is not required to have an equity interest in the franchise. You or your designated representative or approved manager must have a full-time presence at the franchise and must book all services from the franchise. Your designated representative and/or manager must sign a confidentiality and/or noncompetition agreement in a form approved by us (see Item 14 and Exhibit P). If the franchisee is a corporation or other entity, the principals must agree to be personally bound by the terms of the Franchise Agreement and must personally guaranty the franchisee's obligations to us unless we consent otherwise (see the Obligations and Representations of Individual Interested Parties attached to the Franchise Agreement as Exhibit 2 and the Guaranty attached to the Franchise Agreement as Exhibit 3).

If you, one or more of your principals, or an affiliate desires to commence the operation of any additional business after you become a franchisee, you must provide us with a business plan that describes in substantial detail how you will maintain your Two Men and a Truck franchise in accordance with the terms of your Franchise Agreement, while you, your principal, or affiliate simultaneously operates the additional business. Before commencing the operation of the additional business, you must obtain our approval of the business plan, which approval will not be unreasonably withheld. Even if we approve your business plan, we can review it at any time after approval to determine if you are complying with the business plan. We can require you to modify the business plan, and you must modify it. You, your principal's, or your affiliate's failure to comply with the business plan, as we determine in our sole discretion, will constitute a violation of the Franchise Agreement, and will entitle us to impose any remedies authorized under the Franchise Agreement.

Item 16--RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You can only offer and sell local moving services, long distance moving services, and other products and services approved by us in writing by policy or otherwise. You must sell all products and provide all services that we specify for sale for Two Men and a Truck franchises. You must sell all products and provide all services in the manner specified by us and in accordance with our policies and procedures. You must not sell any products, provide any services or engage in any business other than those specified or approved by us. The products and services that we may approve or specify from time to time for Two Men and a Truck franchises are referred to as the "Approved Services." The Approved Services may be designated as "Required Services" or as "Optional Services." You must offer and sell the Required Services. You may, but are not required to, offer and sell any Optional Services. You must receive our written approval before offering or selling any Optional Services. Currently, our Required Services include local and long distance moving services, the sale of boxes and packing supplies, and packing services. Currently, our Optional Services include warehouse and portable storage.

We may add or delete Approved Services to be provided by Two Men and a Truck franchises. If we add any Approved Services, you must be qualified to provide the new Approved Service before we will authorize you to offer that Approved Service. If an Approved Service is deleted, you must cease offering that Approved Service immediately on written notice from us. We may change the designation of an Approved Service from Optional to Required or from Required to Optional. We have the right to vary specifications for Approved Services to be

offered by franchises (including varying whether it is a Required or Optional Service) by geographic area, market, or type or size of location, personnel or other business issues experienced by the franchise, or other relevant distinctions between franchises and to vary the level or participation by franchises in providing an Approved Service based on the need for the Approved Service as part of a program approved or specified by us, or other applicable business reasons. Also, we have the right to authorize one or more franchises to test market products, services, suppliers, or other items on a non-uniform basis. We are not required to disclose or grant to you a like or similar variation in our policies and specifications.

As noted in Item 1, you will sign an Addendum to the Franchise Agreement if you provide storage services (see Exhibits F and G) or if you participate in our Value Flex Program for interstate moving services (see Exhibits H and I). If we authorize you to test-market a service, you will sign an Addendum to the Franchise Agreement authorizing the test-market.

Item 17--RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

Preliminary Approval Agreement

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

Provision	Section in Preliminary Approval Agreement	Summary
a. Length of Term of the Preliminary Approval Agreement	Section 6(a)	Generally four months, but the term may vary depending on the estimated time to acquire a trucking authority in the state in which the franchise will be operated.
b. Renewal or extension of term	None	
c. Requirements for you to renew or extend	None	
d. Termination by you	Section 6(b)	You may withdraw your application and terminate the agreement at any time.
e. Termination by us without cause	None	
f. Termination by us with cause	Section 6(c)	If we deny final approval of your application, applicant or any of its principals die or become disabled, you have made misrepresentations, or your qualifications materially change.
g. "Cause" defined – defaults which can be cured	None	
h. "Cause" defined – defaults which cannot be cured	Section 6(c)	If we deny final approval of your application, applicant or any of its principals die or become disabled, you have made misrepresentations, or your qualifications materially change.

Provision	Section in Preliminary Approval Agreement	Summary
i. Your obligations on termination/non-renewal	Sections 7 and 8	You must maintain the confidentiality of our confidential information and you agree not to compete with us.
j. Assignment of Contract by us	None	There are no restrictions on our right to assign the agreement.
k. "Transfer" by you - definition	Section 11	Your rights under the agreement are not assignable without our consent.
l. Our approval of transfer by you	Section 11	We generally will not approve any transfers of the agreement.
m. Conditions for our approval of transfer	Section 11	We generally will not approve a transfer of the agreement.
n. Our right of first refusal to acquire your business	None	
o. Our option to purchase your business	None	
p. Your death or disability	Section 6(c)	We may terminate the agreement on your death or disability.
q. Non-competition covenants during the term of the franchise	Section 8	No involvement with a competing business within the reserved area or within the Marketing Area of any other franchises.
r. Non-competition covenants after the franchise is terminated or expires	Section 8	No involvement with a competing business for 1 year within the reserved area or within the Marketing Area of any other franchises.
s. Modification of Agreement	Section 13	No modifications unless in writing.
t. Integration/merger clause	Section 13	Only the terms of the agreement are binding (subject to state law). All representations or promises made outside the disclosure document and Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	None	
v. Choice of forum	Section 12	Litigation must be in Michigan Courts, subject to the state law of state where you are located.
w. Choice of law	Section 12	Michigan law applies, except as otherwise dictated by the law in the state in which you are located.

Franchise Agreement

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

Provision	Section in Franchise Agreement	Summary
a. Length of Term of the Franchise Agreement	Article V, Section 1	The term is 5 years

Provision	Section in Franchise Agreement	Summary
b. Renewal or extension of term	Article V, Section 1	Renewal term – one five (5) year term.
c. Requirements for you to renew or extend	Article V, Section 1	You must be in compliance with your existing Franchise Agreement during the term and at the time of renewal, not have received multiple default notices in previous 12 months, give notice of your intent to renew, satisfied all material reporting requirement and all monetary obligations throughout the term of the Franchise Agreement, undertake and complete maintenance, renovation, refurbishing, remodeling, equipment, furniture and equipment updates specified for compliance with current standards, complete any additional training we require, attend a renewal visit at our offices, sign current form of Franchise Agreement, pay a renewal fee, sign a general release of all claims against us, demonstrate the financial ability to continue to invest in and grow the franchise business and the Two Men and a Truck brand in the marketing area, prepare a business plan for the renewal term that is approved by us, satisfy other conditions, and we have approved the renewal. We can refuse renewal for good cause, which includes failing to meet conditions specified by us. Upon renewal, you may be required to sign a contract with materially different terms and conditions than your original contract. You will also be required to sign the Renewal Addendum.
d. Termination by you	Article V, Section 3	If we breach the Franchise Agreement and fail to cure after notice.
e. Termination by us without cause	None	
f. Termination by us with cause	Article V, Sections 4, 5, 6 & 7	If you breach Franchise Agreement or other agreement (which includes an Area Development Agreement, if applicable), including failing to pay royalties or other fees when due, or don't provide information or make misrepresentations about material issues regarding your franchise. A termination of the Franchise Agreement could result in termination of your Area Development Agreement, if applicable.

Provision	Section in Franchise Agreement	Summary
g. "Cause" defined – defaults which can be cured	Article V, Sections 4, 6 and 7	Notice and cure period is 10 days for monetary defaults and 30 days for other defaults; failure to timely open the franchise business, failure to pay us and third parties, negligent acts or omissions that cause material inaccuracies in accounting, any other breach by you or an affiliate of the Franchise Agreement or any other agreement, cancellation of a guaranty, failure to achieve minimum scores or acceptable status on compliance rankings or requirements, lack of commitment to our Core Values, failure to cooperate in the use of our operating systems and tools, failure to regularly attend and participate in meetings and other events, failure to embrace programs developed for the enhancement of the performance of the franchise business, regularly acting in a combative or confrontational manner, or an excessive number of customer complaints or a failure to act reasonably in resolving customer complaints
h. "Cause" defined – defaults which cannot be cured	Article V, Section 5	Willful misrepresentations, unauthorized transfers, abandonment, failure to provide services for 10 or more days; excessive customer complaints continue after notice; conviction of or plea of guilty or no contest to certain crimes, repeated defaults by you or an affiliate, actions that prevent others from obtaining moving authority, dishonest or unethical conduct, intentional conduct to allow use of our confidential information, material adverse conduct, bankruptcy, or entry of a judgment that results in suspension of your license
i. Your obligations on termination/non-renewal	Article VI	Cease using the Trademarks and System, payment of all amounts due, complete de-identification, change telephone numbers and name, return Manuals and promotional items, permit final inspection of financial records, at our option sell us products identified with the Trademarks, and pay holdback amount to us.
j. Assignment of Contract by us	Article VII, Section 1	We can assign if all obligations to you have been performed or are provided for.
k. "Transfer" by you - definition	Article VII, Section 2	Includes transfer of Franchise Agreement, assets or change of any interests in franchise.

Provision	Section in Franchise Agreement	Summary
l. Our approval of transfer by you	Article VII Section 2	We must approve all transfers but will not unreasonably withhold approval.
m. Conditions for our approval of transfer	Article VII, Section 2, 3 and 4	Transferee must sign then current Franchise Agreement and the transferee's owners must guaranty the transferee's obligations, have a satisfactory character, credit rating and business experience, complete our training program, assume website hosting and maintenance, comply with current standards specified by us. If the transferee is an existing franchisee, the transferee must prepare a business plan, have satisfactory performance ratings, and comply with our multi-unit ownership requirements. You must be in compliance with all obligations under the Franchise Agreement, comply with current system standards specified by us, pay a transfer fee, sign a release of all claims against us (see Exhibit U), provide specified information to the new franchisee, pay all amounts owed to us and third parties, comply with other standard transfer procedures, and the proposed transfer must not place unreasonable burdens on the transferee. We may require you to place funds in an escrow account to cover your obligations to us and third parties.
n. Our right of first refusal to acquire your business	Article VII, Section 6	We can match any offer for the purchase of your business. We will not exercise our right to acquire partial ownership in your business.
o. Our option to purchase your business	Article VI, Section 5 Section K of Mini-Market Addendum	We have the option to purchase the assets of your franchise on expiration, termination, or non-renewal of your franchise. The purchase price will be the fair market value as agreed by the parties or as determined by appraisal. We have the option to purchase the assets of your mini-market franchise at any time during the term of the Franchise Agreement. The purchase price will be the fair market value as agreed by the parties or as determined by appraisal.
p. Your death or disability	Article VII, Section 5	Heirs or executor must apply to us within 30 days of death to continue operation. If no acceptable successor is named within 180 days the franchise will terminate.

Provision	Section in Franchise Agreement	Summary
q. Non-competition covenants during the term of the franchise	Article VIII, Section 2	No involvement with a competing business anywhere in the United States. This prohibition applies to you, your affiliates and the owners, employees, and family members of you and your affiliates.
r. Non-competition covenants after the franchise is terminated or expires	Article VIII, Section 2	No involvement with a competing business for 3 years within your Marketing Area or within 20 miles of your Marketing Area or within the Marketing Area or territory of any other franchise or within 20 miles of those Marketing Areas or territories. This prohibition applies to you, your affiliates and the owners, employees, and family members of you and your affiliates.
s. Modification of Agreement	Article XI, Sections 12 and 20	No modifications unless in writing, but our specifications and Manuals are subject to change and all of your and your affiliates' existing franchise agreements are amended if you sign a Franchise Agreement for an additional franchise.
t. Integration/merger clause	Article XI, Section 12	Only the terms of the Franchise Agreement are binding (subject to applicable state law). All representations or promises made outside the disclosure document and Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	None	
v. Choice of forum	Article X, Section 1	Litigation must be in Michigan Courts (subject to applicable state law).
w. Choice of law	Article X, Section 1	Michigan law applies (subject to applicable state law).

Area Development Agreement

The following table lists important provisions of the Area Development Agreement. You should read these provisions in the Area Development Agreement attached to this Franchise Disclosure Document.

Provision	Section in Franchise Agreement	Summary
a. Length of Term of the Area Development Agreement	Section 4	Varies depending on the number of locations to be developed and economic conditions
b. Renewal or extension of term	Section 4,	Area Developer does not have a right to renew the agreement.
c. Requirements for Area Developer to renew or extend	None	Area Developer does not have a right to renew the agreement
d. Termination by Area Developer	Sections 10(A) and (E)	If we breach the Area Development Agreement and fail to cure after notice.

Provision	Section in Franchise Agreement	Summary
e. Termination by us without cause	None	
f. Termination by us with cause	Sections 10(B), (C), (D) and (E)	If Area Developer breaches Area Development Agreement or any Franchise Agreement or other agreement between us and Area Developer, including failing to pay all amounts when due or failing to develop and open franchise locations in accordance with development schedule. A termination of the Area Development Agreement could result in termination of the Area Developer's Franchise Agreements.
g. "Cause" defined – defaults which can be cured	Section 10(D)	Notice and cure period is 10 days for monetary defaults and 30 days for other defaults; defaults include: bankruptcy or insolvency, loss of permit or license necessary to operate, a material breach of the Area Development Agreement or any other agreement between the parties (which includes any Franchise Agreement between the parties).
h. "Cause" defined – defaults which cannot be cured	Section 10(C)	Willful and material misrepresentations relating to the acquisition of the franchise, unauthorized transfers, conviction or plea of guilty or no contest to certain crimes, and any conduct that is material and adverse to the Trademarks and System.
i. Area Developer's obligations upon expiration or termination of Area Development Agreement	Section 10(F)	Area Developer will have no further right to develop additional franchises, and must abide by all obligations relating to our Trademarks and Systems, including the obligation to not infringe upon our Trademarks and abide by all confidentiality and non-competition provisions.
j. Assignment of Area Development Agreement by us	Section 9(G)	We may assign all our rights without notice to the Area Developer.
k. "Transfer" by Area Developer – definition	Sections 9 (A) and (B)	Includes transfer of Area Development Agreement or of any ownership in Area Developer.
l. Our approval of transfer by Area Developer	Section 9(E)	We must approve all transfers, but we will not unreasonably withhold approval.

Provision	Section in Franchise Agreement	Summary
m. Conditions for our approval of transfer	Section 9(E)	Transferee must have a satisfactory character, credit rating and business experience, complete our training program, Area Developer must be in compliance with all obligations under the Area Development Agreement and sign a release of all claims against us (see Exhibit U).
n. Our right of first refusal to acquire your business	Section 9(D)	We can match any offer for the purchase of your business.
o. Our option to purchase your business	None	
p. Area Developer's death or incapacity	Section 9(C)	The representative of Area Developer must assume full time operation of the Area Developer's duties within 90 days of death or incapacity of Area Developer, and must be qualified and acceptable to us.
q. Non-competition covenants during the term of the Area Development Agreement	Section 8(B)	No involvement with a competing business, except for franchises authorized by the Area Development Agreement.
r. Non-competition covenants after the Area Development Agreement terminates or expires	Section 8(B)	No involvement with a competing business for 3 years within the Marketing Areas designated in the Area Development Agreement or within a 20 mile radius of those Marketing Areas or within any Marketing Area of another franchise business or within a 20 mile radius of those marketing areas.
s. Modification of Agreement	Section 12(J)	No modifications unless in writing signed by the parties.
t. Integration/merger clause	Section 12(J)	Only the terms of the Area Development Agreement are binding (subject to state law). All representations or promises made outside the disclosure document and Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	None	
v. Choice of forum	Section 11(B)	Litigation must be in Michigan courts (subject to applicable state law).
w. Choice of law	Section 11(A)	Michigan law applies (subject to applicable state law).

Item 18--PUBLIC FIGURES

We do not use any public figures in our franchise name or symbol, nor do any public figures endorse or recommend our franchise to prospective franchisees.

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 units, if there is a reasonable basis for the information, and if the information is included in the 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 unit 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.

The financial performance information provided in this Item 19 is an historic financial performance representation about all of the franchisees existing in our franchise system for the relevant period based upon financial information those franchisees reported to us.

CHART 1

The chart below reflects the average and median annual gross sales for the years 2013 through 2017 for all franchise operating units operating as of December 31st of each of those years. The number of franchise operating units in the group for each of those years is noted in the chart. A franchise operating unit is one or more franchises under common ownership that work as a single business unit in the same general geographic region and share personnel and trucks. We believe franchise operating units are the best measurement of the total business and represent how franchises actually operate.

Year	Number of Franchises in the Group	Average Annual Gross Sales	Median Annual Gross Sales	Highest Annual Gross Sales of Group	Lowest Annual Gross Sales of Group	% of Franchises That Met or Exceeded the Average
2013	168	$1,844,279	$1,495,489	$7,483,720	$132,255	36%
2014	183	$1,931,942	$1,684,504	$7,829,715	$38,618	37%
2015	196	$2,065,252	$1,722,615	$9,010,357	$116,427	36%
2016	208	$2,123,466	$1,795,748	$9,159,499	$78,093	38%
2017	226	$2,155,910	$1,808,256	$9,735,261	$48,752	37%

CHART 2

The chart below reflects average and median annual sales and expenses for our experienced franchise operating units for the years 2013 through 2017. For purposes of this chart, experienced franchise operating units include every franchise operating unit that was in operation as of December 31, 2017 and, at that time, had been in operation for at least five years, but excludes affiliate-owned units, closed franchises, and mini-market franchises. There are 175

franchise operating units in that group. This information was reported to us by our experienced franchisees and has not been audited.

Sales/Expense Category	Dollar Amount of Sales/ Expenses	Average Expense as % of Sales	Median Expense as % of Sales	% of Franchises That Met or Exceeded the Average
Average Annual Gross Sales	$2,257,451	N/A	N/A	38%
Median Annual Gross Sales	$1,993,838	N/A	N/A	N/A
Highest Annual Gross Sales	$9,964,733	N/A	N/A	N/A
Lowest Annual Gross Sales	$436,499	N/A	N/A	N/A
Average Direct Labor – Mover Wage Expenses	$727,618	32%	32%	59%
Average Moving Truck Expenses	$313,707	14%	14%	46%
Average Other Moving Expenses – Damages and Supplies	$114,233	54%	54%	51%
Average Advertising Expenses	$62,729	3%	3%	47%
Average Facility Expenses	$92,857	4%	4%	55%
Average Franchise Fees	$182,843	8%	8%	58%
Average Support Staff Expenses	$334,097	15%	15%	51%
Average Other Administrative Expenses	$172,295	8%	8%	53%
Total Average Annual Expenses	**$2,000,378**	**89%**	**89%**	**25%**

CHART 3

The chart below reflects average and median annual sales and expenses for each of the first four years new franchise operating units were operated. After each average, the percentage of franchises in the group that met or exceeded the average is stated. For purposes of this chart, new franchise operating units include every franchise that completed its first 12 months of operation during the years 2013 through 2017 and that was in operation as of December 31, 2017, but excludes affiliate-owned units, closed franchises, and mini-market franchises. See Note 2 following the chart. The information was reported to us by our franchisees and has not been audited.

Sales/ Expense Category	Year 1 of Operation	Year 2 of Operation	Year 3 of Operation	Year 4 of Operation	Average Expense as % of Sales During First Four Years	Median Expense as % of Sales During First Four Years
Average Annual Gross Sales	$727,853	$959,839	$1,185,114	$1,365,494	N/A	N/A
Median Annual Gross Sales	$698,423	$938,040	$1,056,941	$1,217,097	N/A	N/A
Highest Annual Gross Sales	$1,305,681	$1,909,992	$2,193,466	$4,053,172	N/A	N/A
Lowest Annual Gross Sales	$191,728	$205,743	$320,683	$496,434	N/A	N/A
Average Direct Labor – Mover Wage Expense	$216,667 50% met or exceeded	$289,886 53% met or exceeded	$368,597 66% met or exceeded	$402,737 45% met or exceeded	30%	N/A
Median Direct Labor – Mover Wage Expense	$222,048	$259,544	$322,913	$356,721	N/A	30%
Average Moving Truck Expenses	$127,883 50% met or exceeded	$166,147 61% met or exceeded	$203,703 66% met or exceeded	$222,902 50% met or exceeded	17%	N/A
Median Moving Truck Expenses	$119,055	$156,812	$174,355	$231,168	N/A	17%
Average Other Moving Expenses	$39,717 58% met or exceeded	$47,794 58% met or exceeded	$57,095 55% met or exceeded	$71,166 55% met or exceeded	5%	N/A
Median Other Moving Expenses	$34,970	$40,357	$51,865	$57,400	N/A	5%
Average Advertising Expenses	$41,080 58% met or exceeded	$38,066 53% met or exceeded	$43,712 59% met or exceeded	$44,308 55% met or exceeded	4%	N/A
Median Advertising Expenses	$34,923	$35,290	$37,444	$41,117	N/A	4%
Average Facility Expenses	$51,853 60% met or exceeded	$49,379 58% met or exceeded	$63,928 59% met or exceeded	$60,958 50% met or exceeded	5%	N/A
Median Facility Expenses	$48,850	$40,904	$45,442	$65,538	N/A	5%
Average Franchise Fees	$62,985 45% met or exceeded	$81,951 47% met or exceeded	$99,191 52% met or exceeded	$112,355 45% met or exceeded	8%	N/A

Sales/ Expense Category	Year 1 of Operation	Year 2 of Operation	Year 3 of Operation	Year 4 of Operation	Average Expense as % of Sales During First Four Years	Median Expense as % of Sales During First Four Years
Median Franchise Fees	$60,045	$80,562	$88,013	$100,832	N/A	8%
Average Support Staff Expenses	$107,601 43% met or exceeded	$128,213 58% met or exceeded	$152,214 45% met or exceeded	$197,290 50% met or exceeded	14%	N/A
Median Support Staff	$89,057	$115,374	$142,645	$162,580	N/A	13%
Average Other Administrative Expenses	$78,438 50% met or exceeded	$91,201 50% met or exceeded	$100,487 50% met or exceeded	$123,078 45% met or exceeded	9%	N/A
Median Other Administrative Expenses	$69,600	$89,607	$97,620	$118,688	N/A	10%
Total Average Annual Expenses	**$726,225 40% met or exceeded**	**$892,638 39% met or exceeded**	**$1,088,928 38% met or exceeded**	**$1,234,795 40% met or exceeded**	**93%**	**N/A**
Total Median Annual Expenses	**$678,548**	**$818,451**	**$960,295**	**$1,134,045**	**N/A**	**92%**

Notes to Chart 3

1. The years of operation in the chart reflect 12 month periods and not calendar years.

2. The number of franchise operating units reflected in the averages and medians for each year of operation in the chart is as follows: year 1—40 franchise operating units; year 2—36 franchise operating units; year 3—29 franchise operating units; and year 4—20 franchise operating units.

3. For purposes of this Chart and the following Charts, "met or exceeded" means that the unit performed the same or better than the average. For sales, this means sales were the same or higher. For expenses, this means expenses were the same or lower. The percentages of met or exceeded are the percentages of the franchises in the applicable group.

The "Franchise Fees" category in the preceding charts includes royalties, national advertising fees, and technology fees.

These charts are based on actual financial information reported to us by our franchisees. This information has not been audited or verified by us. Your volumes will be affected by the condition of the economy, both locally and nationally, the status of the competition, your diligence and experience and many other factors beyond our control. Your individual financial results are likely to differ from the results stated in the charts. Written substantiation for the financial performance representation will be made available to the prospective franchisee on reasonable request.

Gross sales do not reflect the actual potential income of a franchise and should not be relied on in calculating potential profitability. The profitability of individual franchises is dependent on a number of factors, which can vary due to the individual characteristics of the franchises. This includes, for example, economic or market conditions and costs and expenses, such as the cost of obtaining trucking licenses or authorities to perform long distance moves, labor costs incurred to provide moving and related services, the cost of purchasing and/or financing trucks, payment of royalty and advertising fees to us and overhead costs incurred at your business location, including lease, utility and insurance expenses. These and other variable costs should be considered.

Actual results vary from unit to unit and we cannot estimate the results of any particular franchise.

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

Other than the preceding financial performance representation, we do not make any financial performance representations. 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 Pamela Batten, 3400 Belle Chase Way, Lansing, Michigan 48911-4251, 800-345-1070, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20--OUTLETS AND FRANCHISEE INFORMATION

INFORMATION ON FRANCHISE UNITS AS OF THE END OF 2015, 2016, and 2017

Table 1
Systemwide Unit Summary
For years 2015 to 2017

Unit Type	Year	Units at the Start of the Year	Units at the End of the Year	Net Change
Franchised	2015	231	248	+17
	2016	248	263	+15
	2017	263	267	+4
Company-Owned	2015	1	2	+1
	2016	2	2	0
	2017	2	2	0

Unit Type	Year	Units at the Start of the Year	Units at the End of the Year	Net Change
Total Units	**2015**	**232**	**250**	**+18**
	2016	**250**	**265**	**+15**
	2017	**265**	**269**	**+4**

Table 2
Transfers of Franchised Units
For years 2015 to 2017

State	Year	Number of Transfers
Alabama	2015	0
	2016	1
	2017	0
Arizona	2015	1
	2016	0
	2017	0
California	2015	1
	2016	0
	2017	0
Florida	2015	3
	2016	3
	2017	1
Georgia	2015	1
	2016	1
	2017	0
Kentucky	2015	0
	2016	0
	2017	1
Maryland	2015	0
	2016	2
	2017	0
Michigan	2015	1
	2016	1
	2017	1
Nebraska	2015	1
	2016	0
	2017	1

State	Year	Number of Transfers
New Mexico	2015	0
	2016	1
	2017	0
North Carolina	2015	0
	2016	1
	2017	0
Ohio	2015	3
	2016	1
	2017	0
Oklahoma	2015	2
	2016	0
	2017	0
Oregon	2015	0
	2016	0
	2017	1
Texas	2015	0
	2016	4
	2017	4
Total	**2015**	**13**
	2016	**15**
	2017	**9**

Table 3
Status of Franchised Units
For years 2015 to 2017

State	Year	Units at Start of Year	Units Opened	Termina-tions	Non-Renewals	Reacquired by Franchisor	Ceased Operations for Other Reasons	Units at End of Year
Alabama	2015	5	0	0	0	0	0	5
	2016	5	0	0	0	0	0	5
	2017	5	0	0	0	0	0	5
Arizona	2015	6	0	0	0	0	0	6
	2016	6	1	0	0	0	0	7
	2017	7	0	0	0	0	0	7

State	Year	Units at Start of Year	Units Opened	Termina-tions	Non-Renewals	Reacquired by Franchisor	Ceased Operations for Other Reasons	Units at End of Year
Arkansas	2015	2	0	0	0	0	0	2
	2016	2	0	0	0	0	0	2
	2017	2	0	0	0	0	0	2
California	2015	4	4	0	0	0	0(1)	8
	2016	8	7	0	0	0	3	12
	2017	12	1	0	0	0	1	12
Colorado	2015	6	0	0	0	0	0	6
	2016	6	0	0	0	0	0	6
	2017	6	0	0	0	0	0	6
Connecticut	2015	2	0	0	0	0	0	2
	2016	2	0	0	0	0	0	2
	2017	2	1	0	0	0	0	3
Delaware	2015	2	0	0	0	0	0	2
	2016	2	0	0	0	0	0	2
	2017	2	0	0	0	0	0	2
Florida	2015	29	0	0	0	0	0	29
	2016	29	0	0	0	0	0	29
	2017	29	0	0	0	0	1(2)	28
Georgia	2015	14	0	0	0	0	0	14
	2016	14	0	0	0	0	0	14
	2017	14	0	0	0	0	0	14
Idaho	2015	1	0	0	0	0	0	1
	2016	1	0	0	0	0	0	1
	2017	1	0	0	0	0	0	1
Illinois	2015	21	0	0	0	0	0	21
	2016	21	0	0	0	0	0	21
	2017	21	0	0	0	0	2(2)	19
Indiana	2015	9	1	1	0	0	0	9
	2016	9	0	0	0	0	0	9
	2017	9	2	0	0	0	2(2)	9
Iowa	2015	2	0	0	0	0	0	2
	2016	2	0	0	0	0	0	2
	2017	2	0	0	0	0	0	2

State	Year	Units at Start of Year	Units Opened	Termina-tions	Non-Renewals	Reacquired by Franchisor	Ceased Operations for Other Reasons	Units at End of Year
Kansas	2015	2	0	0	0	0	0	2
	2016	2	0	0	0	0	0	2
	2017	2	0	0	0	0	0	2
Kentucky	2015	4	0	0	0	0	0	4
	2016	4	0	0	0	0	0	4
	2017	4	0	0	0	0	0	4
Louisiana	2015	4	0	0	0	0	0	4
	2016	4	0	0	0	0	0	4
	2017	4	1	0	0	0	0	5
Maine	2015	0	0	0	0	0	0	0
	2016	0	1	0	0	0	0	1
	2017	1	0	0	0	0	0	1
Maryland	2015	4	1	0	0	0	0	5
	2016	5	1	0	0	0	0	6
	2017	6	0	0	0	0	0	6
Massachusetts	2015	1	5	0	0	0	0	6
	2016	6	0	0	0	0	0	6
	2017	6	0	0	0	0	0	6
Michigan	2015	17	0	0	0	0	0	17
	2016	17	0	0	0	0	0	17
	2017	17	0	0	0	0	0	17
Minnesota	2015	6	0	0	0	0	0	6
	2016	6	0	0	0	0	0	6
	2017	6	0	0	0	0	0	6
Mississippi	2015	2	0	0	0	0	0	2
	2016	2	1	0	0	0	0	3
	2017	3	0	0	0	0	0	3
Missouri	2015	4	0	0	0	0	0	4
	2016	4	0	0	0	0	0	4
	2017	4	0	0	0	0	0	4
Montana	2015	0	0	0	0	0	0	0
	2016	0	0	0	0	0	0	0
	2017	0	2	0	0	0	0	2(3)

State	Year	Units at Start of Year	Units Opened	Termina-tions	Non-Renewals	Reacquired by Franchisor	Ceased Operations for Other Reasons	Units at End of Year
Nebraska	2015	2	0	0	0	0	0	2
	2016	2	0	0	0	0	0	2
	2017	2	0	0	0	0	0	2
Nevada	2015	1	1	0	0	0	0	2
	2016	2	0	0	0	0	0	2
	2017	2	0	0	0	0	0	2
New Jersey	2015	0	0	0	0	0	0	0
	2016	0	1	0	0	0	0	1
	2017	1	1	0	0	0	0	2
New Mexico	2015	1	0	0	0	0	0	1
	2016	1	0	0	0	0	0	1
	2017	1	0	0	0	0	0	1
New York	2015	1	1	0	0	0	0	2
	2016	2	2	0	0	0	0	4
	2017	4	2	0	0	0	0	6
North Carolina	2015	10	0	0	0	0	0	10
	2016	10	0	0	0	0	0	10
	2017	10	0	0	0	0	0	10
Ohio	2015	13	0	0	0	0	0	13
	2016	13	1	0	0	0	0	14
	2017	14	0	0	0	0	0	14
Oklahoma	2015	3	0	0	0	0	0	3
	2016	3	0	0	0	0	0	3
	2017	3	0	0	0	0	0	3
Oregon	2015	1	0	0	0	0	0	1
	2016	1	1	0	0	0	0	2
	2017	2	0	0	0	0	0	2
Pennsylvania	2015	4	2	0	0	0	0	6
	2016	6	1	0	0	0	0	7
	2017	7	0	0	0	0	2(2)	5
South Carolina	2015	5	0	0	0	0	0	5
	2016	5	0	0	0	0	0	5
	2017	5	1	0	0	0	0	6

State	Year	Units at Start of Year	Units Opened	Termina-tions	Non-Renewals	Reacquired by Franchisor	Ceased Operations for Other Reasons	Units at End of Year
South Dakota	2015	0	1	0	0	0	0	1
	2016	1	0	0	0	0	0	1
	2017	1	0	0	0	0	0	1
Tennessee	2015	5	0	0	0	0	0	5
	2016	5	0	0	0	0	0	5
	2017	5	0	0	0	0	0	5
Texas	2015	21	1	0	0	0	1	21
	2016	21	2	0	0	0	1	22
	2017	22	0	0	0	0	0	22
Utah	2015	3	0	0	0	0	0	3
	2016	3	0	0	0	0	0	3
	2017	3	0	0	0	0	0	3
Virginia	2015	5	2	0	0	0	0	7
	2016	7	2	0	0	0	0	9
	2017	9	1	0	0	0	0	10
Washington	2015	4	0	0	0	0	0	4
	2016	4	0	0	0	0	2	2
	2017	2	0	0	0	0	0	2
Wisconsin	2015	5	0	0	0	0	0	5
	2016	5	0	0	0	0	0	5
	2017	5	0	0	0	0	0	5
Totals	**2015**	**231**	**19**	**1**	**0**	**0**	**1**[(1)]	**248**
	2016	**248**	**21**	**0**	**0**	**0**	**6**	**263**
	2017	**263**	**12**	**0**	**0**	**0**	**8**	**267**

(1) Two Franchise Agreements for franchises in California were terminated by a franchisee during 2015. Those terminations are not reflected in Table 3 because the outlets were never opened.

(2) These seven franchises were consolidated into other existing franchises based on our re-mapping of the metro areas in which the franchises were located. One additional franchise in Pennsylvania was consolidated into other existing franchises but is not included in the table because the franchise had not yet opened.

(3) These two franchises are mini-market franchises.

Table 4
Status of Company Owned Units
For the years 2015 to 2017

State	Year	Units at Start of Year	Units Opened	Units Reacquired from Franchisee	Units Closed	Units Sold to Franchisee	Units at End of Year
California	2015	0	1	0	0	0	1
	2016	1	0	0	0	0	1
	2017	1	0	0	0	0	1
Michigan	2015	1	0	0	0	0	1
	2016	1	0	0	0	0	1
	2017	1	0	0	0	0	1
Totals	**2015**	**1**	**1**	**0**	**0**	**0**	**2**
	2016	**2**	**0**	**0**	**0**	**0**	**2**
	2017	**2**	**0**	**0**	**0**	**0**	**2**

Table 5
Projected Openings As Of December 31, 2017

State	Franchise Agreements Signed but Unit Not Opened	Projected New Franchised Units in the Next Fiscal Year	Projected New Company-Owned Units in the Next Fiscal Year
California	0	0	0
Maryland	0	2	0
New Jersey	0	3	0
New York	0	2	0
Oregon	1	2	0
Pennsylvania	0	2	0
Rhode Island	0	1	0
South Carolina	1	0	0
Texas	0	2	0
Vermont	0	1	0
Virginia	0	2	0
Washington	1	2	0
Wyoming	1	1	0
Total	**4**	**20**	**0**

Exhibit Q lists the names of all current U.S. franchisees and the addresses and telephone numbers of their franchises as of March 12, 2018. Exhibit R lists the name, city and state and the current business telephone number (or if unknown, the last known home telephone number of every U.S. franchisee who has had a unit terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under a Franchise Agreement during 2017, or who has not communicated with us within 10 weeks of the disclosure document issuance date.

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

During the last three fiscal years, no current or former franchisees have signed confidentiality clauses that restrict them from discussing with you their experiences as a franchisee in our franchise system.

We have created and endorsed a franchisee organization known as the TEAM Franchisee Advisory Council or TEAM. We may consult with TEAM on various aspects of our relationship with our franchisees. For information on TEAM, you can contact Jon Nobis at (800) 345-1070. Other than TEAM, there are no trademark-specific franchisee organizations associated with our franchise system that have been created, sponsored or endorsed by us or that have asked to be included in our Franchise Disclosure Document.

Item 21--FINANCIAL STATEMENTS

Our financial statements listed below are attached as Exhibit S.

- Two Men and a Truck/International, Inc. and Affiliate audited Balance Sheets as of December 31, 2017 and 2016 and the related Statements of Operations, Stockholders' Equity and Cash Flows for the years ended December 31, 2017 and 2016.
- Two Men and a Truck/International, Inc. and Affiliate audited Balance Sheets as of December 31, 2016 and 2015 and the related Statements of Income, Stockholders' Equity and Cash Flows for the years ended December 31, 2016 and 2015.

Item 22--CONTRACTS

The following contracts are attached to this Franchise Disclosure Document:

- Franchise Agreement - Exhibit C
    - Specifics - Exhibit 1, attached to the Franchise Agreement
    - Obligations and Representations of Individual Interested Parties – Exhibit 2, attached to the Franchise Agreement
    - Guaranty - Exhibit 3, attached to the Franchise Agreement
    - Assignment of Telephone Numbers and Internet Tools - Exhibit 4, attached to the Franchise Agreement
    - Software License Addendum - Exhibit 5, attached to the Franchise Agreement

- Automation Systems User Agreement Terms of Use - Exhibit 6, attached to the Franchise Agreement

- Preliminary Approval Agreement – Exhibit D
- Addendum to Franchise Agreement-Renewal – Exhibit E
- Addendum to Franchise Agreement—Warehouse Storage Services – Exhibit F
- Addendum to Franchise Agreement-Portable Storage Services – Exhibit G
- Value Flex Program Hub Addendum – Exhibit H
- Value Flex Program Feeder Addendum – Exhibit I
- Addendum to Franchise Agreement-Mini-Market – Exhibit J
- Area Development Agreement – Exhibit K
- Addendum to Franchise Agreement—Participation in Captive Insurance Program – Exhibit L
- Records and Bookkeeping Franchise Addendum – Exhibit M
- Risk Management and Safety Services Addendum – Exhibit N
- Non-Disclosure and Confidentiality Agreement—Prospective Franchisees – Exhibit O
- Confidentiality and Noncompetition Agreement – Exhibit P
- State Specific Addenda to Agreements – Exhibit T
- Franchise Termination and Release Agreement—Exhibit U (This is a sample of a document that is signed by franchisees transferring their franchises. It contains a sample of the general release you are required to sign if you transfer your franchise.)

Item 23--RECEIPTS

Two copies of a Receipt that acknowledges your receipt of this Franchise Disclosure Document, including all Exhibits, are attached as Exhibit V. You must date and sign one copy of the Receipt and deliver it to us.

Exhibit A

LIST OF ADMINISTRATORS

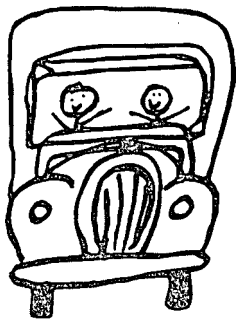

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EXHIBIT A

LIST OF STATE ADMINISTRATORS

CALIFORNIA
Department of Business Oversight
320 West 4th St., Suite 750
Los Angeles, California 90013-2344
(213) 576-7500

HAWAII
Dept of Commerce & Consumer Affairs
Business Registration Division
Commissioner of Securities
P.O. Box 40
Honolulu, Hawaii 96810
(808) 586-2744

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

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

MARYLAND
Maryland Division of Securities
200 St. Paul Place
Baltimore, Maryland 21202-2020
(410) 576-7042

MICHIGAN
Michigan Attorney General's Office
Consumer Protection Division
Attn: Franchise Section
525 W. Ottawa St.
Williams Building, 6th Floor
Lansing, Michigan 48933
(517) 373-7117

MINNESOTA
Minnesota Department of Commerce
85 7th Place East, Suite 280
St. Paul, Minnesota 55101-2198
(612) 296-6328

NEW YORK
New York Office of Attorney General
Bureau of Investor Protection and Securities
120 Broadway, 23rd Floor
New York, New York 10271
(212) 416-8211

NORTH DAKOTA
North Dakota Securities Department
600 East Boulevard Avenue State
Capital Fifth Floor Dept 414
Bismarck, North Dakota 58505-0510
(701) 328-4712

OREGON
Department of Consumer and Business Services
Division of Finance and Corporate Securities
Labor and Industries Building
Salem, Oregon 97310
(503) 378-4140

RHODE ISLAND
Division of Securities
1511 Pontiac Ave.
John O. Pastore Complex-69-1
Cranston,, Rhode Island 02900-4407
(401) 462-9527

SOUTH DAKOTA
Department of Labor and Regulation
Division of Securities
124 S. Euclid, Suite 104
Pierre, South Dakota 57501
(605) 773-4823

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

WASHINGTON
Department of Financial Institutions
Securities Division
P.O. Box 9033
Olympia, Washington 98507-9033
(360) 902-8760

WISCONSIN
Franchise Administrator
Division of Securities
Dept. of Financial Institutions
P.O. Box 1768
Madison, Wisconsin 53701
(608) 266-3432

Exhibit B

LIST OF AGENTS FOR SERVICE OF PROCESS

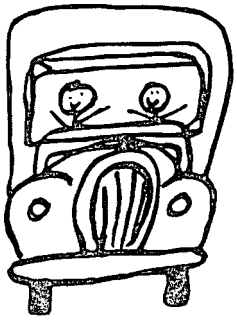

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EXHIBIT B

LIST OF REGISTERED AGENTS FOR SERVICE OF PROCESS

CALIFORNIA

Department of Business Oversight:
Toll Free Number: 1-866-275-2677

Los Angeles

Department of Corporations
320 West 4th St., Suite 750
Los Angeles, California 90013-2344
(213) 576-7500

Sacramento

1515 K Street, Suite 200
Sacramento, California, 95814
(916) 445-7205

San Diego

1350 Front Street, Rm 2034
San Diego, California 92101-3697
(619) 525-4233

San Francisco

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

HAWAII
The Director of Commerce
and Consumer Affairs
Business Registration Division
1010 Richards St.
Honolulu, Hawaii 96813
(808) 586-2722

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

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

MARYLAND
Maryland Securities Commissioner
at the Office of Attorney General
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202
(410) 576-7042

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

MINNESOTA
Minnesota Department of Commerce
133 East Seventh Street
St. Paul, Minnesota 55101
(612) 296-6328

NEW YORK
Secretary of the State of New York
99 Washington Avenue
Albany, New York 12231
(518) 474-4750

NORTH DAKOTA
Securities Commissioner
North Dakota Securities Department
600 East Boulevard Avenue State
Capital Fifth Floor Dept 414
Bismarck, North Dakota 58505-0510
(701) 328-4712

OREGON
Department of Consumer and Business Services
Division of Finance and Corporate Securities
Labor and Industries Building
Salem, Oregon 97310
(503) 378-4140

RHODE ISLAND
Division of Securities
233 Richmond Street, Suite 232
Providence, Rhode Island 02903
(401) 222-3048

SOUTH DAKOTA
Department of Labor and Regulation
Division of Securities
124 S. Euclid, Suite 104
Pierre, South Dakota 57501
(605) 773-4823

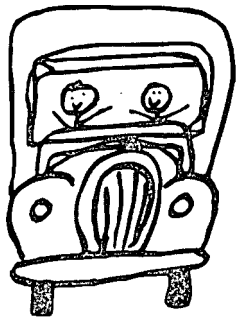
VIRGINIA
Clerk of State Corporation Commission
1300 E. Main Street, 1st Floor
Richmond, Virginia 23219
(804) 371-9051

WASHINGTON
Washington Director of Department of Financial Institutions
Securities Division
150 Israel Road SW
Tumwater, Washington 98501

WISCONSIN
Wisconsin Department of Financial Institutions
Division of Securities
P.O. Box 1768
Madison, Wisconsin 53701
(608) 266-8559

Exhibit C

FRANCHISE AGREEMENT



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FRANCHISE AGREEMENT

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TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
FRANCHISE AGREEMENT

THIS AGREEMENT, hereinafter referred to as this "Agreement" is entered into between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, located at 3400 Belle Chase Way, Lansing, Michigan 48911-4251, hereinafter referred to as "Home Office," and the person signing this Agreement as Franchisee, who is hereinafter referred to as "Franchisee".

INTRODUCTION

Home Office has developed and franchises a system for the development and operation of a business offering moving services and related products and services to the public. The distinguishing characteristics of the system include tradenames, trademarks, training, operational procedures, promotional techniques and materials, signs, layouts, methods of operation, and manuals covering business practices and policies. The system may be updated and revised by Home Office from time to time. The system that Home Office specifies and authorizes Franchisee to use from time to time will be referred to in this Agreement as the "System." A business operated under the System, whether operated by Home Office, an affiliate of Home Office or a person authorized by Home Office, will be referred to in this Agreement as a "Unit." The Unit that Franchisee is authorized to operate under this Agreement will be referred to in this Agreement as the "Franchise Business." In this Agreement, sometimes all Units and Home Office will together be referred to as the "franchise system."

Home Office uses and has rights to certain logos, names, trademarks, and service marks, including the trademark "**TWO MEN AND A TRUCK®**," which are used to identify the System and Units. Home Office may, in the future, license or develop and register additional or different logos, names, trademarks and service marks that it may make available for use by Franchisee. The logos, names, trademarks, and service marks that Home Office may authorize Franchisee to use from time to time are referred to in this Agreement as the "Marks."

Franchisee recognizes the advantages of operating under the System and Marks and desires to obtain the right to operate a business using the System and Marks.

Based upon their mutual promises and adequate consideration as acknowledged by each of them, the parties hereto agree as follows:

ARTICLE I--BENEFITS FRANCHISEE ACQUIRES

1. Marketing Area.

(a) Right to Operate One Unit Within Marketing Area: Rights of Others to Offer and/or Perform Services Within the Marketing Area. Home Office grants to Franchisee the right to establish and operate one Unit within the Marketing Area specifically described in Section A of Exhibit 1 ("Marketing Area"). Home Office will not locate or grant to any other person or entity the right to locate any Unit using the System or a similar system as that licensed by this Agreement within the Marketing Area. Nothing in this Agreement will

prevent Home Office from establishing or operating or granting any other person the right to establish or operate businesses using the same or a similar system anywhere outside of the Marketing Area, or marketing services or products that are not a part of the franchise offered by this Agreement under the Marks within the Marketing Area. In addition, even though Franchisee is licensed to operate within the Marketing Area, such license does not prevent another **TWO MEN AND A TRUCK®** franchisee, or any other person other than Home Office, from originating a move within the Marketing Area, or moving a customer located outside the Marketing Area into the Marketing Area, or originating a move and completing a move within the Marketing Area. In addition, this license does not prevent Home Office from using or continuing to develop its website or otherwise using the Internet to market to prospective customers the services offered by **TWO MEN AND A TRUCK®** franchisees, even though prospective customers within the Marketing Area could see the website or other Internet marketing and decide to use a **TWO MEN AND A TRUCK®** franchisee other than Franchisee licensed under this Agreement.

(b) Selection of Site for Franchise Business. Unless otherwise agreed by Home Office, Franchisee must conduct the Franchise Business from a single location within the Marketing Area that has been approved in advance by Home Office ("Franchise Location"). Once the Franchise Location has been approved, Franchisee must obtain advance approval from Home Office before moving the Franchise Business to a different location. Among the factors Home Office considers before approving franchise locations are population density, general location within the Marketing Area, neighborhood, traffic patterns, parking, size, physical characteristics of the lot and building, neighboring buildings, lease terms, zoning restrictions, the population data for the Marketing Area (determined by using a valid source specified by Home Office), and the location of other Units in marketing areas adjacent to Franchisee's Marketing Area. The essence of Home Office's core values, care, and integrity, requires that each franchisee in the franchise system respect all other franchisees. When Franchisee selects a location for its Franchise Business, Franchisee must consider each of the factors described in this paragraph, while honoring Home Office's core values.

(c) Adding Franchise Locations. If Home Office determines, in its sole discretion, that sound business reasons exist to authorize or require Franchisee to operate additional Franchise Locations within the Marketing Area, Home Office may approve or require one or more additional Franchise Locations. If Home Office requires Franchisee to operate additional Franchise Locations within the Marketing Area, Franchisee must develop and begin to operate at the Additional Franchise Location or Locations within a reasonable time, which will be specified in a written notice from Home Office.

(d) Performance Requirements Necessary to Maintain Exclusivity in Marketing Area. Franchisee's exclusive rights in the Marketing Area under subsection (a) may be terminated if Franchisee fails to meet the Minimum Performance Requirements described in Section 21 of Article II. See Article II, Section 21(c).

(e) Right of Online Marketing Companies to Offer Products and/or Services. Home Office reserves the right to contract and/or require Franchisee to contract with one or more online marketing companies to offer products and/or services offered by the franchise system if such contracts are reasonably likely to generate revenue for Franchisee at no cost or reasonable cost to Franchisee.

(f) Right to Change Marketing Area on Renewal or Transfer of Franchise. If Franchisee's franchise is renewed under Article V, Section 1 or Franchisee transfers its franchise under Article VII of this Agreement, Home Office may change the Marketing Area granted in the new franchise agreement signed in connection with the renewal or transfer in order to comply with Home Office's then current manner of designating Marketing Areas, to make minor changes in the Marketing Area to correct overlap or other issues, and for other valid business reasons. In addition, if the Marketing Area has or attains a population of Seven Hundred Fifty Thousand (750,000) or more residents (as measured using a valid source specified by Home Office), Home Office reserves the right at the time of renewal or transfer of the franchise to divide the Marketing Area into two or more marketing areas in a manner Home Office determines is reasonable in its sole discretion. In that case and provided that Franchisee is in compliance with this Agreement, Franchisee (or the transferee, as applicable) may: (i) without payment of any additional initial franchise fee, operate each of the newly created marketing areas under separate franchise agreements, or (ii) transfer one or more of the newly created marketing areas in accordance with Section 2 of Article VII, including but not limited to the obligation to pay Home Office a transfer fee for each marketing area transferred. As an alternative to dividing the Marketing Area under these circumstances, Home Office may require Franchisee to open and operate at an additional Franchise Location in the Marketing Area.

(g) Variations for Franchisees with Multiple Units. Home Office may, in its sole discretion, agree to variations in certain requirements of the Franchise Agreement for franchisees that own and operate (or that together with affiliates of the franchisee own and operate) multiple Units. These variations will be agreed to on a case-by-case basis and may include, without limitation, variations relating to: heightened standards, training and reporting requirements; the requirement of a franchise location in each marketing area; use of a centralized call center; modification of Minimum Performance Requirements; staffing standards; and minimum numbers of trucks.

(h) Storage Facilities. Notwithstanding anything to the contrary in this Agreement, Home Office may operate or authorize another person to operate a storage facility in or near the Marketing Area if Franchisee decides not to invest in the storage necessary to support a National Account, National Program, or initiative that Home Office determines, in its business judgment, will increase business for Units in that area.

2. License to Use System.

Home Office grants to Franchisee a license to use the System for establishing and operating a business that provides moving services and related products and services. The System includes specific operational methods, techniques, procedures, formats and forms for establishing and operating such a business, which constitute confidential and proprietary information owned by Home Office. This license is only for Franchisee's use of the System. Except as this Agreement allows, Franchisee has no authority to license, train, or otherwise assist or authorize others to use the System in any way.

3. License to Use Marks.

Home Office grants to Franchisee a license to use the service mark **TWO MEN AND A TRUCK®**, and all other Marks Home Office specifies for use in the Franchise Business. Home Office expressly licenses Franchisee to use the following Marks only in conjunction with and in accordance with the System, and this license exists only for the duration of this Agreement:

Trademark	Application or Registration Number	Application or Registration Date	Comments
A MOVE TO BE PROUD OF	87-641,972	10/11/2017	Pending
ACROSS TOWN OR ACROSS THE COUNTRY	5,159,222	3/14/2017	
Logo (stick men in truck)	2,217,107	1/12/1999	
MINI MOVER MANIA	87-620,655	9/25/2017	Pending
MOVE HERO	87-498,958	6/21/2017	Pending
MOVERS FOR MEALS	87-537,434	7/21/2017	Published
MOVERS FOR MILITARY	87-537,360	7/21/2017	Pending
MOVERS FOR MOMS	3,858,506	10/5/2010	Registered on Supplemental Register
MOVERS FOR MUTTS	87-537,401	7/21/2017	Published
MOVERS WHO CARE	1,915,497	8/29/1995	
MOVING PEOPLE FORWARD	4,357,012	6/25/2013	
STICK MEN UNIVERSITY	2,323,802	2/29/2000	
THE GRANDMA RULE	2,946,487	5/3/2005	
TRUCKLOAD OF WARMTH®	5,366,608	12/26/2017	Registered on Supplemental Register
TWO MEN AND A TRUCK and Logo (stick men in truck)	1,953,964	2/6/1996	
TWO MEN AND A TRUCK and Logo (stick men in truck)	3,006,815	10/18/2005	
TWO MEN AND A TRUCK and Logo (stick men in truck) TWO MEN AND A TRUCK	4,340,843	5/28/2013	

Trademark	Application or Registration Number	Application or Registration Date	Comments
TWO MEN AND A TRUCK INTERNATIONAL and Logo (stick men in truck on globe)	4,400,204	9/10/2013	
TWO MEN AND A TRUCK	2,020,083	12/3/1996	
TWO MEN AND A TRUCK	3,006,814	10/18/2005	
TWO MEN AND A TRUCK	4,340,844	5/28/2013	
VALUE FLEX	5,159,221	3/14/2017	
WE MOVE PEOPLE FORWARD	4,499,329	3/18/2014	

The Marks are further defined in Section 1 of Article III. Franchisee's license to use the Marks is defined by and limited to the terms of this Agreement.

4. Limits on License.

(a) Limits on Use of Marks. Franchisee agrees to use the Marks as its sole identification for the Franchise Business, except that Franchisee agrees to identify itself as an independent owner in the manner Home Office approves. Except as otherwise explicitly authorized by this license or as Home Office's President or Chief Executive Officer may otherwise authorize in writing, Franchisee may not use any Mark: (i) as part of any corporate or legal business name, (ii) with any prefix, suffix, or other modifying words, terms, designs or symbols, (iii) in selling any unauthorized services or products, (iv) as a part of or in connection with any Internet domain names, email addresses, websites, social media (such as Facebook, LinkedIn, Twitter, YouTube), blogs, vlogs (social videos), online social networks, wikis, forums, content sharing communities, or other Internet tools, or (e) in any other manner that Home Office has not expressly authorized in writing. Franchisee may not use any Mark in advertising the transfer, sale, or other disposition of the Franchise Business or an ownership interest in the Franchisee without Home Office's prior written consent, which Home Office will not unreasonably withhold. Franchisee agrees to display the Marks prominently as Home Office prescribes at its Franchise Location and on trucks, vans, forms, advertising, supplies, and other materials Home Office designates. Franchisee agrees to give the notices of trade and service mark registrations that Home Office specifies and to obtain any fictitious or assumed name registrations required under applicable law.

(b) Services Offered Must Comply With Law and Agreement. Franchisee will offer moving and related products and services only as permitted by applicable law and only as authorized by this Agreement. Franchisee must market the Franchise Business within the Marketing Area and at all times in accordance with the requirements of Section 12 of Article II and in line with policies established by Home Office.

(c) Limitations Within Certain Geographical Areas of the United States. With respect to certain locations in the United States, there are restrictions and/or conditions that may affect Franchisee's right to operate or provide services in its Franchise Business:

(i) Under an agreement dated August 18, 2000, Home Office acquired the right to the names and service marks TWO MEN AND A TRUCK, TWO MEN AND A TRUCK, INC. and the corporate name Two Men and a Truck, Inc. for the State of Georgia, together with the goodwill of the business symbolized by such names and marks. Among other things, the agreement provides the seller or his assigns certain reversionary rights in the acquired names and service marks if Home Office or its assigns file or are involuntarily and properly placed in liquidation bankruptcy, or cease licensing the operation of, or operating a **TWO MEN AND A TRUCK®** franchise or company-owned business within the State of Georgia for a period of one year or more. This reversion, if enforced, would have the effect of assigning, conveying, and transferring to seller all of Home Office's right, title, and interest in the State of Georgia to the names and service marks, together with the goodwill of the business symbolized by the names and service marks.

(d) Parking **TWO MEN AND A TRUCK®** Trucks in the Marketing Area. Home Office reserves the right to permit another **TWO MEN AND A TRUCK®** franchisee to park its trucks in the Marketing Area on a regular basis if an appropriate location for parking trucks within the other franchisee's marketing area cannot, in Home Office's sole discretion, reasonably be obtained. If Home Office permits another franchisee to park its trucks in the Marketing Area, Home Office will not permit the other franchisee to advertise on its trucks any telephone number (other than an "800" telephone number common to each of the franchisees), business location, or other information that would distinguish its franchise from Franchisee's, unless otherwise required by law.

5. Initial and Ongoing Training.

Home Office will provide a minimum of eight (8) days of initial training for Franchisee. Franchisee or an approved representative of Franchisee is required to attend and successfully complete the initial training course provided by Home Office. Franchisee or an approved representative of Franchisee must also attend any additional training, sales programs or meetings specified by Home Office at such locations and at such times as Home Office may specify.

If Franchisee signs an agreement for a second or subsequent Unit, an owner of Franchisee or a manager representative approved by Home Office must attend and successfully complete Home Office's Multi-Unit training program within 12 months of signing the agreement. If an owner of Franchisee or a manager representative approved by Home Office, as applicable, is unable to attend one of Home Office's available Multi-Unit training programs within the 12-month period for a valid business reason approved by Home Office, then Home Office may, in its discretion, require that individual to attend a different training program, at Franchisee's expense, in lieu of the Multi-Unit training program. In addition, if Franchisee signs an agreement for a second or subsequent Unit, the individual who will be actively managing the new franchise must attend and successfully complete Home Office's Gearing Up training program before the new franchise opens for business,

unless that individual has attended and successfully completed the Gearing Up training program within 12 months of the opening of the new franchise.

Franchisee acknowledges and agrees that the initial and ongoing training that Franchisee may be required to attend may not be uniformly imposed on all franchisees. Differences in required initial and ongoing training may be based on the Franchisee's experience, the demographics of the Marketing Area, the density of the population, whether the area is a metro area and other reasonable factors.

Franchisee is responsible for all expenses incurred for attending and having its employees attend the initial training program or any additional training programs, including travel and living expenses, wages, etc. Home Office may charge Franchisee a reasonable per diem fee for additional training plus travel and living expenses of staff members or third-party vendors providing the training. Subject to Home Office's express approval, Franchisee may be permitted to bring additional attendees to training at Franchisee's expense.

6. Training and Performance Improvement Requirements.

If the Franchise Business is performing unsatisfactorily (as determined by Home Office in its sole discretion) in any of the areas listed below, or in another area that Home Office determines to be material, Home Office may require Franchisee, at Franchisee's expense, to: (a) attend training sessions specified by Home Office; (b) visit other franchise locations for a Performance Improvement Visit; (c) make Performance Improvement Visits to Home Office; (d) receive Performance Improvement Visits from a Home Office staff member; (e) participate in ongoing performance improvement programs; or (f) receive Performance Improvement Visits from a third-party auditor or consultant. The following are examples of matters that are of material concern to Home Office:

- Failing to meet the Minimum Performance Requirements;
- Suffering a below franchise system average growth rate;
- Failing to comply with paperwork procedures;
- Failing to adhere to OSHA Safety and FMCSA Regulatory compliance requirements and other legal requirements relating to the Franchise Business;
- Failing to properly control risk or meet loss, safety, and other risk benchmarks specified by Home Office;
- Failing to meet operations, signage, or truck requirements;
- Failing to meet systems benchmarks;
- Failing to maintain financials according to generally accepted accounting principles (GAAP);
- Substandard mystery shop performance;
- Customer satisfaction and referral rates that are below the franchise system averages, or other customer service issues;
- Financial health concerns;
- Behavior damaging to the **TWO MEN AND A TRUCK®** brand;
- Failing to adhere to the **TWO MEN AND A TRUCK®** core values;
- Failing to maintain accurate and timely operating system data;

- Failing to comply with policies and procedures or to meet benchmarks specified by Home Office relating to National Accounts or National Programs;
- Failing to follow the marketing best practices as outlined in the playbook developed by Home Office;
- Failing to timely report financial information as required in the Manuals;
- Failing to follow sales standard operating procedures as outlined by Home Office;
- Failing to follow the training procedures as outlined by Home Office;
- Failing to follow customer service procedures as outlined by Home Office; and
- Performance in multiple areas that is below expectations, none of which on its own is unsatisfactory, but the combination of which results in a determination by Home Office that the Franchise Business is performing unsatisfactorily.

If Home Office requires Franchisee to attend a Home Office approved training session, Franchisee must pay all travel and living expenses, as well as a fee to cover the cost of the training session. Franchisee must attend the training session within three months of receiving notice that Home Office requires Franchisee to attend the training session. If Home Office requires Franchisee to undertake one of the Performance Improvement Visit options, Franchisee will be responsible for all costs and expenses associated with the visit. Franchisee must complete the Performance Improvement Visit requirement in the time period determined by Home Office. If the Performance Improvement Visit results in an action plan to improve performance in one or more areas, Franchisee must diligently implement the action plan by the dates specified in the plan.

7. On-Going Support; Annual Meeting.

At Franchisee's request, Home Office will provide the services of appropriate Home Office staff to assist and counsel Franchisee during the operation of the Franchise Business. A representative of Franchisee must attend the Annual Meeting at least once every two years unless Home Office approves attendance at an alternative training program or other event. Home Office recommends that Franchisee send one or more representatives to the Front Line Annual Meeting at least once every two years unless Home Office specifies other optional training or events. Franchisee is responsible for all expenses incurred for attending and having its employees attend the annual meetings and all other approved meetings, including registration fees, when applicable.

8. Assistance.

Home Office will provide reasonable assistance and advice to Franchisee as Home Office determines in its sole discretion for the commencement and operation of the Franchise Business. Home Office may charge Franchisee a reasonable per diem fee for the assistance plus travel and living expenses of staff members or third-party vendors providing the assistance.

9. Additional Franchises.

Unless Franchisee enters into an Area Development Agreement with Home Office, Franchisee and its affiliates will not have any option, right of first refusal, or any other right to acquire additional franchises from Home Office. Home Office may, in its sole discretion,

allow Franchisee or its affiliate to acquire an additional franchise if Franchisee and its affiliates meet Home Office's qualifications in place at that time for acquiring a franchise and ownership of multiple franchises. If Franchisee or its affiliate requests an additional franchise, Home Office may require Franchisee and its affiliates to provide a business plan that describes in substantial detail how Franchisee will maintain the operation of its existing franchise or franchises, while Franchisee or its affiliate will simultaneously operate an additional franchise. In determining whether to grant an additional franchise to Franchisee or its affiliate, Home Office will consider all aspects of the operation of the existing franchise or franchises, including those items described as good cause for non-renewal in Article V, Section 1.

ARTICLE II--FRANCHISEE'S AGREEMENTS

1. Compliance with Applicable Law.

Franchisee must obtain and keep in force every registration, charter, permits, certificates, and licenses required for operation of the Franchise Business. Franchisee must comply with all federal, state, county, municipal or other statutes, laws, ordinances, regulations, rules or orders applicable to the Franchise Business, including but not limited to state and federal labor and employment laws, such as the Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Occupational Safety and Health Act (OSHA), Employee Retirement Income Security Act (ERISA), Title VII, the Age Discrimination in Employment Act, and the Affordable Care Act. Franchisee must promptly pay all payroll and business taxes, fees and expenses, and any and all other amounts required by law. Home Office may, but has no obligation to, advise Franchisee on legislative or other legal developments that may affect the Franchise Business. Any information Home Office provides to Franchisee does not relieve Franchisee of its responsibility to consult with its own legal advisor regarding laws applicable to the Franchise Business. Franchisee acknowledges that it is solely responsible for complying with all laws applicable to the Franchise Business.

2. Books and Records, Performing Audits, Inspections and Other Investigations and Obtaining Credit Reports.

(a) Obligation to Keep Complete and Accurate Records. Franchisee agrees to keep complete and accurate books of accounts, business records, records of Gross Sales, and records of its operations and business in accordance with Home Office's specifications and in accordance with generally accepted accounting principles. Franchisee must keep all of its business records for the greater of: (a) seven (7) years; or (b) the time period specified by any applicable federal, state, or local law or regulation.

(b) Performing Audits, Inspections and Other Investigations. Franchisee agrees that Home Office or its representatives or third-party agents may perform audits, inspections, and other investigations of all aspects of Franchisee's business, including Franchisee's operations, internal controls and processes, training records and logs, business locations, vehicles, employees, books, records, tax returns, DOT driver log records, CSA pin or login numbers, call recordings, loss ratios, compliance safety and accountability records and assessments, motor vehicle records, other safety records, and any other records. These audits, inspections and other investigations may take place from time to time during normal business

hours and may include examining and making copies of Franchisee's records, requesting Franchisee to provide data electronically, accessing data directly from the Automation Systems (defined in Article II, Section 10), and interviewing Franchisee's employees and customers. Home Office's requests for information may be made on a random basis or on a regular basis, in Home Office's sole discretion, and Franchisee agrees to cooperate with all requests in a timely manner. If Franchisee and its affiliates have franchises for more than one marketing area, Home Office may audit Franchisee's and its affiliates' business records for any of the marketing areas to determine if moves have been shifted from one franchise to another to meet performance requirements, win awards, or to otherwise gain improper advantage, and for any other business reason that Home Office deems appropriate.

(c) Audit, Inspection or Investigation Deficiencies: Obligation to Pay for Expenses. Home Office reserves the right to require Franchisee to pay Home Office or its representatives or third-party agents for the reasonable expenses of the audit, inspection, and investigation. Franchisee's obligation to pay the expenses will not affect any other right Home Office has arising out of any underreporting, or other violations of the terms of this Agreement. If any audit, inspection, or investigation reveals an item of non-compliance with this Agreement, Home Office's policies, or applicable law, or reveals that Franchisee has failed to meet a benchmark specified by Home Office, Franchisee must take prompt action to resolve the items of noncompliance in the manner specified by Home Office. This may include, without limitation, requiring Franchisee to submit a written action plan for resolving the items of noncompliance. If actions are not taken in the manner specified by Home Office or noncompliance continues, Home Office may perform a follow-up audit, inspection and/or investigation at Franchisee's expense or take other steps specified in Home Office's policies, which may include imposing liquidated damages and/or requiring Franchisee to engage a consultant, at Franchisee's cost.

(d) Right to Obtain Franchisee's Credit Report/Background Checks. Franchisee consents to permitting Home Office to obtain Franchisee's credit report and/or to perform background checks at any time to confirm that Franchisee is paying third-party creditors and otherwise meeting the standards of Home Office, and Franchisee agrees to cooperate and to sign any authorizations necessary to enable Home Office to acquire Franchisee's credit report and/or to perform background checks.

3. Development, Opening, and Operation of the Franchise Business; Business Plan.

Franchisee must fully develop the Franchise Business in accordance with Home Office's policies and specifications. Franchisee must construct and/or improve the Franchise Location in compliance with Home Office's specifications, including but not limited to specifications for exterior design, materials, interior layout, equipment, fixtures, furniture, signs and decorating. Franchisee must have prepared and submit to Home Office for approval a site and building plans. Franchisor must approve all drawings, plans and specifications relating to the design, construction and/or improvement of the Franchise Location before construction and/or remodeling of the approved location begins. Franchisee must purchase or lease, prior to opening the Franchise Business, and maintain and/or acquire at all times thereafter, all equipment, phones, computer hardware and software, fixtures, signs, inventory, supplies, and other goods or services Home Office specifies for use in the Franchise Business,

including at least two or three moving trucks that display Home Office's **TWO MEN AND A TRUCK®** Mark and other Marks. Franchisee must also perform the other pre–opening obligations specified in the **TWO MEN AND A TRUCK®** Manuals (defined in Article II, Section 8). Home Office will have the right to inspect and approve the Franchise Location before Franchisee opens the Franchise Business to make sure Home Office's specifications have been followed. If Home Office determines that its specifications have not been followed, Franchisee must resolve any issues to the satisfaction of Home Office before opening the Franchise Business. Franchisee must not open the Franchise Business until Franchisor has inspected and approved the development of the Franchise Location. Franchisee may be required to agree to obtain additional moving trucks within a specified time period after opening. This obligation will be agreed to by the parties at the time of the signing of this Agreement. Franchisee acknowledges and agrees that the equipment that Franchisee may be required to obtain may not be uniformly imposed on all franchisees. Differences in required equipment may be based on the Franchisee's experience, the demographics of the Marketing Area, the density of the population, whether the area is a metro area, and other reasonable factors.

Franchisee must prepare a business plan for the Franchise Business. This business plan must be submitted to and approved by Home Office before beginning operation of the Franchise Business. The business plan must contain the information specified and in the format as required by Home Office, which may include, without limitation, an initial sales and marketing plan (see Article II, Section 12(a)), staffing plan, organizational chart, and budget for the Franchise Business.

Franchisee must complete its pre-opening obligations and commence operation of the Franchise Business no later than four months from the date of this Agreement. After opening, Franchisee must continually operate the Franchise Business and must use its best efforts to market the Franchise Business, expand the customer base and income of the franchise, and maximize customer satisfaction. Franchisee must always maintain sufficient inventory, equipment, and supplies to operate the Franchise Business at optimal capacity and efficiency.

4. Products and Services; Credit Card Payment.

(a) Products and Services Offered by the Franchise Business. Franchisee must only offer and sell local moving services, long distance moving services, and other related products and services as Home Office previously approves in writing in the Manuals or otherwise. Franchisee must sell all products and provide all services that Home Office specifies for sale for the Franchise Business. Franchisee must sell all products and provide all services in the manner specified by Home Office and in accordance with the policies and procedures specified by Home Office. Franchisee must not sell any products, provide any services or engage in any business at the Franchise Business or Franchise Location other than those specified or approved by Home Office without written authorization from Home Office. The products and services that Home Office may approve or specify from time to time for the Franchise Business are referred to in this Agreement as the "Approved Services." The Approved Services may be designated as "Required Services" or as "Optional Services." Franchisee must offer and sell the Required Services. Franchisee may, but is not required to, offer and sell any Optional Services. Franchisee must receive Home Office's written

approval before offering or selling any Optional Services. The provisions of this Agreement will apply to all Approved Services, whether Required Services or Optional Services.

Home Office may add or delete Approved Services to be provided by the Franchise Business. If any Approved Services are added, Franchisee must be qualified to provide the new Approved Service before Home Office will authorize Franchisee to offer that Approved Service. If an Approved Service is deleted, Franchisee must cease offering that Approved Service immediately on written notice from Home Office. Home Office may change the designation of an Approved Service from Optional to Required or from Required to Optional. Home Office has the right in its sole discretion to vary specifications for Approved Services to be offered by Units (including varying whether it is a Required or Optional Service) by geographic area, market, or type or size of location, personnel or other business issues experienced by the Unit, or other relevant distinctions between Units and to vary the level or participation by Units in providing an Approved Service based on the need for the Approved Service as part of a Home Office approved or specified program, or other applicable business reasons. Also, Home Office has the right in its sole discretion to authorize one or more Units to test market products, services, suppliers, or other items on a non-uniform basis. Franchisee will not be entitled to require Home Office to disclose or grant to Franchisee a like or similar variation in Home Office's policies and specifications. Additional Approved Services Home Office specifies or approves will be subject to the royalty and advertising fees specified in Article IV of this Agreement.

(b) Credit Card Payment; PCI Compliance. Franchisee must make available at its Franchise Location credit card services that enable all customers to pay for Approved Services with a valid credit card, so long as the credit card has sufficient credit to cover payment of the Approved Services. Franchisee must not charge an additional fee or a different price for Approved Services if the customer pays with a valid credit card. Franchisee must comply with the Payment Card Industry ("PCI") Data Security Standard ("DSS") Requirements and Security Assessment Procedures and other applicable PCI requirements ("PCI Requirements") in connection with the Franchise Business. It is Franchisee's responsibility to research and understand the PCI Requirements and to ensure that its business policies and practices comply with the PCI Requirements. Although Home Office may provide advice and/or specify or provide POS Systems or business software, Home Office does not represent or warrant that those systems or software comply with the PCI Requirements and it will be the sole responsibility of Franchisee to ensure that its business practices comply with the PCI Requirements. As an aide in fulfilling its responsibility regarding PCI compliance, Franchisee must use the services of a PCI Compliance vendor designated by Home Office. Franchisee must register with the PCI Compliance vendor within 30 days of signing this Agreement.

5. Source of Supply.

Franchisee must purchase all equipment, parts, inventory, supplies, components of the Automation Systems, insurance, insurance agency and broker services, consulting services, and all other goods and services used in the development and operation of the Franchise Business in accordance with Home Office specifications and only from a Designated or Approved Supplier (as defined below).

Home Office may designate certain products and services used in the development and operation of the Franchise Business ("Designated Supplier Products") that must be purchased only from a supplier designated by Home Office (which may be Home Office or an affiliate) (a "Designated Supplier"). Franchisee will have no right to request approval of alternative suppliers for Designated Supplier Products.

Unless otherwise specified by Home Office, all products and services used in the development and operation of the Franchise Business, other than Designated Supplier Products, must be obtained only from a supplier that has been approved by Home Office (an "Approved Supplier"). An Approved Supplier will be any supplier that has met Home Office's standards relating to quality, performance, uniformity, reporting of shipments, and other relevant standards established by Home Office and that has been specified by Home Office in writing as an Approved Supplier. Franchisee may request to have a supplier for products or services other than Designated Supplier Products approved by submitting to Home Office the information, samples, or agreements necessary for Home Office's determination pursuant to the procedures specified by Home Office. Home Office has the right to charge Franchisee a reasonable fee to cover the cost of testing, if it is necessary to test the supplier's product.

If Home Office has not specified a Designated or Approved Supplier for a product or service, Franchisee may obtain that product or service from any supplier, as long as the product or service meets Home Office's specifications. If Home Office later specifies a Designated or Approved Supplier for the product or service, Franchisee must thereafter purchase any additional products or services from the Designated or Approved Supplier.

Home Office reserves the right for Home Office and/or its affiliates to receive rebates or other fees from Designated and Approved Suppliers based on sales of products or services to Franchisee. Franchisee agrees that Home Office and its affiliates will have the right to collect all such rebates or fees and to use those rebates and fees for any purpose in Home Office's discretion.

The designation by Home Office of a Designated Supplier or Approved Supplier or other provider of products or services does not create any express or implied promise, guaranty or warranty by Home Office as to the products or services of the Designated Supplier or Approved Supplier or other provider of products or services and Home Office disclaims any such promises, guaranties or warranties. Franchisee agrees that Home Office will not have any liability to Franchisee for any claims, damages or losses suffered by Franchisee as a result of or arising from the products or services provided by or the acts or omissions of any Designated Supplier or Approved Supplier or other provider of products or services designated or approved by Franchisor.

6. Maintenance; Refurbishing; Alterations.

Franchisee must maintain the Franchise Location and the vehicles, containers, equipment, fixtures, and signs for the Franchise Business in an attractive, clean, and safe condition and in good maintenance and repair and in compliance with the standards specified by Home Office in the Manuals or otherwise. If at any time, in Home Office's sole discretion, the general state of repair, appearance, or cleanliness of the Franchise Location or the vehicles, equipment, fixtures, or signs of the Franchise Business does not meet Home Office's standards,

Home Office may notify Franchisee in writing, specifying the action to be taken by Franchisee to correct the deficiency. Franchisee must initiate the specified action within 30 days after receipt of the notice and diligently proceed to complete the specified action. If Franchisee fails to do so, then Home Office will have the right, in addition to its other rights under this Agreement, to enter the Franchise Location and cause the specified action to be taken on behalf of Franchisee and Franchisee must pay the entire cost to Home Office.

In addition to regular maintenance obligations, within six months of Home Office's request, Franchisee must refurbish the Franchise Location to maintain or improve the appearance and efficient operation of the Franchise Business, to increase its sales potential, and to comply with Home Office's then current standards and identity.

Franchisee must make no material alterations to the construction or appearance of the Franchise Location and must not make any material alterations to the equipment, fixtures or signs of the Franchise Business without prior written approval of Home Office. Home Office will not unreasonably withhold such approval provided that the alterations are not inconsistent with the standards and identity of the franchise system and are not prohibited by the Franchisee's lease or by law.

7. Insurance; Obligation to Maintain Minimum Amounts and Coverage; Risk Management System.

(a) Insurance Coverages. Franchisee must at all times during the entire term of this Agreement and at its own expense keep in force, by advance payment or payments, policies of insurance in the amounts and with the coverage (at a minimum), as specified by Home Office.

At a minimum, such policies must include the following:

(i) Commercial general liability insurance coverage in the amount of $1,000,000, per person/per occurrence for bodily injury and property damage combined with a per location general aggregate of $2,000,000; this insurance must also have products/completed operations coverage with an aggregate limit of $1,000,000, personal and advertising insurance with a limit of $1,000,000, fire damage coverage with a limit for any one fire of $50,000, medical expense coverage with a limit for any one person of $5,000;

(ii) Motor vehicle liability coverage, which must include bodily injury and property damage, on all leased, owned, rented, hired, or borrowed motor vehicles having a combined single limit of at least $1,000,000 resulting from each occurrence; additionally, if renting vehicles, the business auto policy must include hired and non-owned liability coverage in the amount of $1,000,000 and hired car physical damage coverage in an amount of at least $80,000 or equal to the value stipulated in a truck/automobile rental agreement;

(iii) Cargo insurance coverage - in addition to insurance coverage for damage or loss to the cargo while it is being moved, there must be coverage while items are being loaded and unloaded or otherwise in the possession of Franchisee.

The minimum cargo insurance coverage must be the greater of $50,000 per truck or container or the value stated in the bill of lading, regardless of the size of the truck or container;

(iv) Umbrella policy (covering general liability, auto, and employer's liability) with a limit of $2,000,000;

(v) Business personal property insurance in the amount of at least $10,000 per location;

(vi) Employee dishonesty insurance in the amount of at least $100,000, and third-party dishonesty bond insurance of $25,000;

(vii) Worker's Compensation coverage that at least meets the minimum coverage available in Franchisee's state. Worker's Compensation coverage must be provided as a benefit to Franchisee's employees whether or not it is required by law and must include employer's liability insurance in the amount of $500,000;

(viii) Employment practices liability insurance and third party discrimination liability coverage (including sexual harassment, wrongful termination and discrimination coverage) in the amount of at least $500,000 for each incident. We recommend coverage for wage and hour defense costs of at least $100,000;

(ix) If Franchisee stores customers' goods for a fee or on premises: warehouseman's legal liability coverage (to include the peril of "Flood" if located in a flood plain) for 100% of the value of the goods stored for customers on premises or the aggregate amounts listed on the applicable bills of lading; and

(x) All other insurance coverage required by the law where Franchisee is located or that Home Office otherwise requires.

Home Office may adjust the amounts of coverage required under such policies at any time and require different or additional kinds of insurance based upon its business judgment. Also, Home Office may create a policy that requires franchisees that exceed a specified revenue threshold to maintain additional insurance policies.

Franchisee must not satisfy its insurance obligations under this Agreement through the use of self insurance, retroactive insurance, high deductible insurance, insurance through a captive insurance program, or other non-traditional insurance without the prior written approval of Home Office. Home Office may further define what is considered non-traditional insurance coverage in the Manuals.

Home Office strongly recommends that Franchisee meet with its insurance agent at least annually to review the coverages required under the Franchise Agreement and also to consider additional optional coverage that protects Franchisee. Optional coverage includes: (1) Cyber liability, (2) Directors and Officers liability coverage, and (3) Fiduciary liability coverage, including plan purchaser protection.

If Franchisee obtains some or all of its insurance coverages through a captive insurance program, Franchisee must participate in the captive insurance program specified or otherwise approved by Home Office. Home Office may also specify the broker or any other providers Franchisee must use in connection with the captive insurance program. Franchisee's ability to participate in the captive insurance program will be subject to the qualifications specified by the captive insurance program provider and Home Office. Franchisee's participation in the captive insurance program will also be subject to any requirements specified by Home Office, which may include, but are not limited to, accident reporting deadlines, cooperation in claims reviews, participation in risk control meetings and training programs, and allowing Home Office access to information reported to or provided by the captive insurance provider (such as claims made, premiums paid, and risk analysis and control information). Home Office may also require Franchisee to sign a separate agreement or addendum with Home Office and the payment of fees and/or the reimbursement of expenses to Home Office as a condition of participating in the captive insurance program.

(b) Parties Required to Be Covered, Maintenance of Coverage and Notice of Cancellation to Home Office. Each required policy must properly name **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** as an additional insured. Each insurance policy must be endorsed to provide **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** with a minimum of 30 days advance written Notice of Cancellation or Nonrenewal for any statutorily permitted reason other than nonpayment of premium, in which case the notice must be at least 10 days. Original or duplicated copies of all required insurance policies, certificates of insurance, or other proof of insurance Home Office accepts must be promptly furnished to Home Office prior to opening the Franchise Business and at least fourteen days after the renewal date of the current policy. Franchisee must ensure that the required insurance does not lapse during any renewal period. If Franchisee fails to obtain or maintain any of the required insurances, Home Office may obtain that insurance on behalf of Franchisee and Franchisee must pay Home Office on demand the premium cost of that insurance and/or Franchisee may be assessed liquidated damages. Franchisee's failure to obtain or maintain any required insurance is a material breach of this Agreement entitling Home Office to terminate this Agreement.

(c) Home Office's Right to Reports of Losses and EMOD. Home Office may require Franchisee to provide or require Franchisee to authorize the Franchisee's insurance carriers to provide to Home Office monthly, quarterly, and/or annual reports of losses paid by the Franchisee's insurance carriers on behalf of the Franchisee for losses suffered under the Franchisee's insurance policies. These policies may include Worker's Compensation, Cargo, Automobile Liability, General Liability, Excess Liability policies and others specified by Home Office. In addition, Home Office may require Franchisee to provide or to authorize Franchisee's insurance carrier to provide proof of Franchisee's Worker's Compensation experience modification (EMOD). Franchisee hereby grants Home Office a power-of attorney, authorizing Home Office to obtain whatever loss reports or EMOD reports Home Office determines, in its sole discretion, are necessary to protect the integrity of the Marks and System or for any other reasonable business purpose. Franchisee agrees to cooperate with Home Office and Franchisee's insurance carriers to enable Home Office to obtain the Insurance Loss Reports and EMOD reports as promptly and efficiently as possible, which cooperation may include providing written authorization to permit Home Office to obtain the reports, in addition to the power of attorney granted in this paragraph.

(d) Risk Management System: Risk Management and Safety Services. Franchisee must implement a risk management and safety system designated or approved by Home Office. As part of that system, Home Office may require Franchisee to obtain risk management and safety services from Home Office or a Designated Supplier. These services will assist Franchisee in developing, implementing, and operating an authorized risk management and safety system, proactive best practices, and a safety-centric workplace culture in alignment with the franchise system.

8. Operating Standards/Manuals.

(a) Definition of Manuals. For purposes of this Agreement, the **TWO MEN AND A TRUCK®** Manuals ("Manuals") include, but are not limited to, the manuals entitled All About Policies, All About Accounting, All about Movers Who Care, All About Forms, All About Trucks and Equipment, All About Risk Management, All About Sales, All About Marketing, All About Reports, All About People, All About Operations, and all other written, electronic, video, and audio recorded policies, procedures, techniques, memos, bulletins, newsletter, forms, guidelines, and other materials prepared by Home Office in connection with the System or to assist Franchisee in the operation of the Franchise Business.

(b) Obligation to be Governed by Highest Ethical Standards and to Comply with All Laws and Regulations. Franchisee acknowledges that every component of the System is important to Home Office and to the operation of the Franchise Business. Franchisee must at all times operate the Franchise Business in a competent manner and in full compliance with all aspects of the System specified by Home Office. In all business dealings with the public and with Home Office, Franchisee will be governed by the highest standards of honesty, integrity, fair dealing, and ethical conduct and act at all times to support and grow the System. Franchisee must not engage in any activity or practice that results in or may reasonably be anticipated to result in damage to Home Office's business reputation, or result in or reasonably be anticipated to result in any public criticism of the System or Marks. Franchisee will not use or engage any federal, state, or local law, regulation, court or tribunal to retard or prevent another franchisee or prospective franchisee of the System from obtaining a license or authority to operate as a household goods mover or in any other capacity authorized by this Agreement. Franchisee acknowledges that such violations will be good cause for immediate termination of this Agreement.

(c) Obligation to Comply with All Company Policies and Procedures; Confidentiality of Manuals. To preserve and enhance the reputation and the goodwill associated with the System and Marks and to maintain uniform standards of operations throughout the entire franchise system, Franchisee must comply with all lawful policies and procedures Home Office specifies from time to time in connection with the operation of the Franchise Business, even if Franchisee believes the policies and/or procedures as originally issued or subsequently modified, are not in the best interests of the System. These policies and procedures are contained in the Manuals. Franchisee will be given access to the currently existing Manuals after execution of this Agreement via Home Office's Automation Systems (see Article II, Section 10) and/or in another manner specified by Home Office. Franchisee will be given access to applicable modifications or additions to the Manuals as they become available via the Automation Systems and/or in another manner specified by Home Office.

The Manuals remain Home Office's confidential property, must not be duplicated by Franchisee, and must be returned to Home Office upon termination or expiration of this Agreement, or the transfer of Franchisee's Unit. Franchisee must at all times ensure that its copies of the Manuals are kept current and up–to–date. If any dispute arises as to the contents of the Manuals, the contents of the master copies of the Manuals maintained by Home Office will control.

(d) Changes to System and Manuals: Changes Intended to Financially Benefit Franchise System, But No Assurances. Due to the nature of operation of Units and the fact that the standards of operation must and do change, Home Office reserves the right to change the System from time to time, and to change the terms of the Manuals from time to time to reflect those changes. These changes, when they occur, will occur with the intent of improving the System. Home Office will use its reasonable business judgment when making changes. Franchisee understands and acknowledges that although such changes, when they do occur, are intended to financially benefit the franchise system, there are no assurances that a change will financially benefit the franchise system. The terms of the Manuals cannot change the terms of the Franchise Agreement, but will be an addition to the terms of this Agreement, and will have the same effect as if set forth in this Agreement. Where the Manuals are inconsistent with the Franchise Agreement, the Franchise Agreement will control.

9. Personal Supervision and Management of Franchise Business.

(a) Obligation to Personally Supervise and Manage Day-to-Day Operations. Franchisee, or a representative approved in writing by Home Office if Franchisee is a corporation, limited liability company or other legal entity, must personally supervise the day–to–day operation of the Franchise Business at all times and personally exercise his or her best efforts to market the Approved Services offered by the Franchise Business. Home Office reserves the right to approve any manager to whom Franchisee delegates any substantial portion of this responsibility. Home Office has the right to require the manager to successfully complete Home Office's training program as a condition to approval of the manager. Franchisee or the designated representative or approved manager must have a full-time presence at the Franchise Location, and must book all services from the Franchise Location. The Franchise Business must be staffed for at least nine (9) consecutive hours per day on weekdays (Monday through Friday) and at least four (4) consecutive hours on Saturday and must be staffed with sufficient personnel to provide optimum services. For moves scheduled for Saturdays or Sundays, there must be a contact telephone number for Franchisee's manager, which contact telephone number must be provided to movers and customers involved in the scheduled moves, permitting them to contact the manager, if necessary. If Franchisee and its affiliates own multiple units, Franchisee may not use a centralized booking system for moves or other services to operate the Franchise Business without the written consent of Home Office.

Home Office reserves the right to create a policy that requires franchisees that exceed a specified revenue threshold to submit a succession plan for review and approval by Home Office.

(b) Only Franchisee Has the Right to Control Employees. Home Office does not control, and does not have the right to control, Franchisee's decisions regarding hiring, disciplining, or terminating Franchisee's employees or agents. Home Office does not control or have the right to control Franchisees other day-to-day business activities. Even so, Home Office may take any legal action necessary to enforce its rights under this Agreement and to protect and preserve the System and Home Office's policies and procedures. Because of the nature of the Franchise Business, Home Office's policies may include hiring standards for Franchisee's employees that may require performing background checks and drug testing as allowed by law. Also, Home Office may provide Franchisee with employee leads or applicant lead resources and behavioral assessments. These policies and services will not constitute Home Office's representation or approval or disapproval of any prospective employees and Home Office will not have any liability to Franchisee or others in connection with those prospective employees. Except as described above, Home Office's policies do not include any employee policies and procedures for Franchisee. Home Office will not control and will not be responsible for Franchisee's payroll or other employment related matters regardless of any information that Home Office may provide in the Manuals or otherwise. In all cases Franchisee will remain solely responsible for employment related decisions and obligations, including decisions regarding hiring and maintaining employees and determinations of whether prospective employees meets hiring and performance standards or are suitable for the employment position. Franchisee must prominently post signs at the Franchise Location (including in the area in which all official employment relating notices are posted) and at Franchisee's offices informing employees that their relationship is solely with Franchisee and that they are not an employee of Home Office or any of its affiliates. Similar language must be included in all employment contracts, offer letters, and employee handbooks. Home Office may specify the language for the required postings and notices. Franchisee must not use Home Office's name or the Marks on any employee or employee materials unless there is a clear indication that they are employed by the Franchisee and not by Home Office. Franchisee must indemnify and hold harmless Home Office from and against any liability relating to or arising from employment related decisions and obligations, including but not limited to labor and employment law violations by Franchisee and Franchisee's employees.

(c) Obligation of Franchisee to Provide Business Plan for Other Businesses Franchisee Desires to Establish. If Franchisee, a principal of Franchisee, and/or an affiliate of Franchisee wishes to commence the operation of any additional business other than the business operated under the terms of this Agreement, Franchisee must provide Home Office with a business plan that describes in substantial detail how Franchisee will maintain the operation of the business authorized under this Agreement in accordance with its terms, while Franchisee, its principals, or its affiliates are simultaneously operating the additional business. Before commencing the operation of the additional business, Franchisee must obtain Home Office's approval of the business plan, which approval will not be unreasonably withheld. Franchisee must also give annual updates to the business plan as specified by Home Office. Home Office may review the business plan at any time after approval of the business plan to determine if Franchisee, its principals, and/or its affiliates are complying with the business plan. Home Office may require Franchisee to modify the business plan at any time. Franchisee's, it principals', and/or its affiliates' failure to comply with the business plan, as determined by Home Office in its sole discretion, will constitute a violation of this

Agreement, entitling Home Office to any and all remedies authorized under this Agreement, up to and including termination.

10. Automation Systems; Computer Systems; Centralized Email; Prohibition of Certain Telephone Technology.

(a) Automation Systems. Franchisee must use the Automation Systems specified by Home Office in the operation of the Franchise Business (the "Automation Systems"). The Automation Systems may include Home Office's proprietary operating system (currently the web-based **Movers Who Care®** Operating System), computer systems (including specified hardware and software), accounting applications, credit card systems, payroll systems, scheduling systems, global positioning systems (GPS), applicant tracking systems (ATS), learning management system (LMS), the Extranet, reply card processors, marketing automation system, mobile technology solutions, unified communications system, estimate requests developed by the website, online training programs, telephone systems, call center systems, email, Internet access and other communication methods, secure websites, networks, and other or different components that may be designated by Home Office. As a condition to using the Automation Systems, Franchisee must agree to comply with the terms of use specified by Home Office. Franchisee must keep accurate Automation Systems user accounts for its employees and must either notify Home Office or make any necessary updates in the Automation Systems of any user account changes or employee status changes within five business days. If Franchisee fails to notify Home Office or make the necessary updates within the five business day period, Franchisee may be assessed liquidated damages as specified by Home Office. Franchisee must employ other adequate measures to secure the Automation Systems and the information contained in the Automation Systems, as specified by Home Office or any applicable Designated or Approved Supplier.

Home Office may modify, update, upgrade, add, or delete components of the Automation Systems in the future. Franchisee must comply with those changes promptly after written notice from Home Office.

If Home Office has not yet specified a particular system and/or Designated or Approved Supplier of a system as part of the required Automation Systems, Franchisee must obtain approval from Home Office before obtaining the system or transitioning to a new system or Designated or Approved Supplier of the system. Current examples of systems in this category are payroll systems, telephone systems, and call center systems. If Home Office specifies these or other systems as part of the Automation Systems in the future, Franchisee must use the systems and/or Designated or Approved Suppliers specified by Home Office.

THE AUTOMATION SYSTEMS AND ITS CONTENT ARE PROVIDED "AS-IS'. HOME OFFICE AND ITS AGENTS AND LICENSORS DISCLAIM ANY AND ALL WARRANTIES RELATING TO THE AUTOMATION SYSTEMS, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION, THE IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE AND NON-INFRINGEMENT, REGARDING ANY SUCH CONTENT AND FRANCHISEE'S ABILITY OR INABILITY TO USE THE AUTOMATION SYSTEMS AND THEIR CONTENT. HOME OFFICE DOES NOT WARRANT THAT THE USE OF THE AUTOMATION SYSTEMS WILL SATISFY OF ENSURE FRANCHISEE'S

COMPLIANCE WITH ANY LEGAL OBLIGATION, LAWS, OR REGULATIONS, INCLUDING INCOME, PAYROLL, SALES TAX, AND OTHER LAWS. FRANCHISEE ACKNOWLEDGES THAT IT IS RESPONSIBLE FOR AND IS NOT RELAYING ON HOME OFFICE OR THE AUTOMATION SYSTEMS FOR COMPLIANCE WITH APPLICABLE LAW.

USE OF THE AUTOMATION SYSTEMS IS AT FRANCHISEE'S SOLE RISK. HOME OFFICE WILL IN NO EVENT BE LIABLE TO FRANCHISEE OR ANY PERSON CLAIMING THROUGH FRANCHISEE FOR ANY DIRECT, INDIRECT, CONSEQUENTIAL, INCIDENTAL OR OTHER DAMAGES UNDER ANY THEORY OR LAW FOR ANY ERRORS IN OR THE USE OF OR INABILITY TO USE THE AUTOMATION SYSTEMS AND THEIR CONTENT INCLUDING WITHOUT LIMITATION, DAMAGES FOR LOST PROFITS, BUSINESS, DATA, OR DAMAGE TO ANY COMPUTER SYSTEMS.

(b) Use of Automation Systems. Franchisee acknowledges that the full and proper use of the Automation Systems is an integral part of the System and important for maintaining, monitoring, and ensuring quality and uniformity of services and high levels of customer satisfaction with the Two Men and a Truck franchise system. In order to help Home Office achieve these goals, Franchisee agrees to use the Automation Systems in the manner specified by Home Office and in accordance with all policies and procedures specified by Home Office, which may include, but are not limited to, requirements related to full use of the Automation Systems, using Approved or Designated Vendors for components of the Automation Systems, full integration of the Automation Systems in the Franchise Business, and responsibilities for providing accurate and complete data specified by Home Office at the times and in the manner specified by Home Office.

(c) Computer Systems. Franchisee must acquire and use the computer systems Home Office specifies for the operation of the Franchise Business. In addition, Home Office may develop computer systems and specifications for certain components of the computer systems in the future and may modify such specifications and the components of the computer systems. As part of the computer systems, Home Office may require Franchisee to obtain, update, and use specified computer hardware and/or software including, without limitation, a license to use proprietary software developed by Home Office or others. Modification of the specifications for the components of the computer systems may require Franchisee to incur costs to purchase, lease, and/or license new or modified computer hardware and/or software and to obtain service and support for the computer systems during the term of this Agreement. All such computer systems must be compatible with Home Office's computer systems as modified from time to time, must be connected to Home Office's facilities by high speed Internet with minimum performance requirements specified by Home Office, and must be updated, maintained, and used in compliance with Home Office's specifications. Home Office may require Franchisee to electronically upload or transmit information on a periodic basis (including daily).

(d) Home Office Access to and Use of Information. Home Office will have the right to independently access sales information and other data produced by the Automation Systems and there are no contractual limitations on Home Office's right to access and use that information and data, even if the data is maintained by a third party. Franchisee must provide

Home Office access to the information on the Automation Systems in the manner specified by Home Office and must supply Home Office with any and all security codes necessary to obtain such access. Franchisee agrees that Home Office will not be liable to Franchisee for any claims, losses, or damages arising from or related to Home Office's access to or use of the information and other data produced by the Automation Systems, including but not limited to any errors or omissions in the information and other data obtained by Home Office or in the information and other data shared by Home Office with third parties (including other franchisees or prospective franchisees). Franchisee waives and releases Home Office from any such liability.

(e) Centralized Email. If specified by Home Office, Franchisee must use a centralized email system maintained by Home Office. Franchisee may be charged fees for use of the email system in accordance with policies specified by Home Office.

(f) Certain Telephone Technology Prohibited. Franchisee is not permitted to use "roll over" or "hunt" telephone line system technology where Franchisee and/or its affiliates operate multiple franchise locations without the written consent of Home Office.

(g) Reply Card Processing. Franchisee must comply with all operational policies and procedures relating to the reply card processor system specified by Home Office. Franchisee must keep complete and accurate reply card processor data as specified by Home Office. Franchisee must not intentionally or negligently store inaccurate, false, or misleading data in the system. Franchisee must never influence or offer any type of incentive to influence the outcome of the reply card score. Franchisee must immediately contact Home Office if Franchisee becomes aware of any inaccurate, false, or misleading data in the reply card processor system and Franchisee must disclose that data to Home Office.

(h) Learning Management System. The learning management system (LMS) provides an automated means for training employees of the Franchise Business. Home Office may require that certain learning programs in the LMS be completed by employees of the Franchise Business for specific job responsibilities that Home Office determines are necessary for brand uniformity.

11. Franchisee Councils.

Home Office may establish councils, cooperatives, and other organizations for franchisees. If one or more of such organizations is established for a geographic area that includes the Franchise Business, Franchisee must join and participate in the organization(s), and must comply with the rules and procedures of the organization(s), provided that such rules and procedures will not modify Franchisee's rights or obligations under this Agreement. Any action of such an organization at a meeting attended by a majority of the members, including assessments for promotion and advertising purposes, will be binding upon Franchisee if approved by a majority of members present, with each member having one vote. Franchisee will not be required to pay more than one percent (1%) of its annual Gross Sales (or $1,500/month for a "new franchise" as described in Article II, Section 12(b)) toward any assessment for advertising by any such organization unless all members agree to a higher rate. This advertising assessment, if it is assessed, is included as a portion of the percentage of Gross Sales Franchisee must expend for advertising within the Marketing Area under Article II, Section 12(b). If Home Office operates any Unit within the geographic area of the council,

cooperative, or other organization, such Units of Home Office will be required to pay any assessments for promotion or advertising purposes approved by such an organization for its membership as any other member would be required to pay.

12. Sales and Advertising Requirements and Limitations.

(a) Sales and Marketing Plan and Budget. Franchisee's business plan (see Article II, Section 3) must include an initial sales and marketing plan and corresponding budget for the Franchise Business. The initial sales and marketing plan must contain the information specified by Home Office, which may include, without limitation, initial and ongoing marketing, webpage, the type and number of employees, use of the "Truckie" mascot, cooperative advertising arrangements, participation in Home Office programs, media buys, use of Home Office endorsed referral programs, grass roots marketing, and other sales and marketing efforts. The initial sales and marketing plan must be approved by Home Office. Franchisee must implement the initial sales and marketing plan and a failure to do so is a material default under this Agreement.

(b) Local Advertising Expenditures Franchisee Must Make to Promote Its Franchise.

(i) If specified by Home Office, Franchisee must execute a public relations launch for the opening of the Franchise Business.

(ii) Each calendar year Franchisee must spend an amount equal to or greater than 2% of its Gross Sales of the previous calendar year for advertising and promoting the Franchise Business in the Marketing Area. If Franchisee is operating a new franchise (Franchisee did not acquire an existing franchise) and has not been in operation for all 12 months of the previous calendar year, there is an exception to the percentage requirement. In that case, Franchisee must average a minimum expenditure during the calendar year of $1,500 per month on local advertising until it has been in business for one full calendar year. For example, a new franchise that completed its first move in March must invest $15,000 ($1,500 x 10 months) on local advertising during the first calendar year of business. In this example, the new franchise would be required to spend a minimum of $18,000 ($1,500 x 12 months) during the second calendar year, because at the beginning of the second calendar, the new franchise would still not have been in operation for 12 months during the previous calendar year. Beginning with the third calendar year, the new franchise in this example would be required to spend a minimum of the applicable percentage of the previous calendar year's (i.e. second calendar year's) Gross Sales on local advertising.

(iii) If Franchisee has acquired an existing franchise, Franchisee's minimum local advertising expenditures will be based on the Gross Sales of the acquired franchise for the previous calendar year. In that case, Franchisee must spend at minimum, an annualized portion of the 2% of Gross Sales of the prior year on local advertising during the first calendar year Franchisee operates. For example, if a franchise generated $1,000,000 in Gross Sales in the year 2010 and it was transferred on July 1, 2011, the new franchisee would be required to spend a minimum of $10,000 ($1,000,000 x 2% x 6/12 months) on local advertising from July through December in

the year 2011. In this example, if the transfer occurred on January 1, 2011, the new franchisee would be required to spend a minimum of $20,000 ($1,000,000 x 2% x 12/12 months) during the calendar year 2011.

(iv) If Franchisee has negative growth for a calendar year or is in the bottom 15% of average growth for the franchise system for a calendar year, Home Office may increase Franchisee's required minimum local advertising expenditures applicable during the following calendar year to 3% of Gross Sales of the prior year.

(v) Franchisee must provide Home Office proof of making required expenditures for local advertising as requested. These expenditures are in addition to the advertising fees Franchisee must pay to Home Office under Article IV, Section 3. If Franchisee fails to spend the required amounts for local advertising, Home Office may require Franchisee to pay the difference to Home Office and to take such other actions as may be specified by Home Office in its advertising/marketing policies. Home Office may designate in its advertising/marketing policies those advertising expenditures that qualify and that do not qualify toward meeting the required local advertising expenditures.

(c) Use of Designated Suppliers. Franchisee must use a Designated Supplier (which may be Home Office or an affiliate) for local website hosting, URL licensing, pay per click services, online directory management and other related aspects of Internet search marketing, paid search management, online reputation management, and other advertising or marketing related services specified by Home Office.

(d) Advertising Materials Must be Approved by Home Office. Any advertising, marketing, or promotional materials Franchisee desires to acquire or use in any manner or media in conjunction with the operation of the Franchise Business must be approved by Home Office in writing prior to use, unless otherwise approved in accordance with this Agreement or the Manuals. Proposed advertising or promotional materials must be submitted to Home Office's Marketing Department for approval as specified in Home Office's policies.

(e) Use of Websites, Social Media and other Internet Tools. Franchisee acknowledges that use of the websites, social media, such as Facebook, LinkedIn, Twitter, YouTube, blogs, vlogs (social videos), online social networks, wikis, forums, content sharing communities, etc., and other Internet tools in connection with the operation, advertising, and marketing of the Franchise Business are subject to the trademark, advertising, marketing, and other requirements of this Agreement and the Manuals. Franchisee must comply with any policies of Home Office relating to use of websites, social media, social media advertising, and other Internet tools.

(f) Advertising Not Authorized by Franchisee or its Agent. Advertising for the Franchise Business that appears in publications for distribution outside the Marketing Area that are not purchased by or on behalf of Franchisee or otherwise authorized by Franchisee or its agent are not considered unauthorized advertising for purposes of this Agreement.

(g) Information Required in Advertising. Except for advertising displayed on Franchisee's moving vehicles, Franchisee must describe its Franchise Location in all

advertising by indicating, at a minimum, the city, township, or other municipal unit in which the Franchise Location is located. Franchisee must also include the state, if necessary to avoid confusion, to identify the Franchise Location. For example, if Franchisee is located near a state border, then the state in which the Franchise Location is located must ordinarily be included in the advertising.

(h) Required Advertising on Moving Trucks and Other Business Vehicles. Each moving truck and other business vehicle must display the **TWO MEN AND A TRUCK®** Mark and any other of the Marks as Home Office determines in accordance with marketing policy. Except as Home Office explicitly permits in writing, Franchisee may not display the Franchise Location, a telephone number, an Internet website address, or other website information on Franchisee's moving trucks or other business vehicles.

(i) Cooperative Advertising. Home Office may require Franchisee to participate in joint or cooperative advertising with other franchisees in accordance with Home Office's advertising/marketing policies. Also, Home Office will have the power to require advertising cooperatives to be formed, changed, dissolved, and merged. Home Office may require Franchisee to join, maintain a membership in and abide by the governing instrument or rules of an advertising cooperative if one is formed for an area that includes the Franchise Business. The structure of the cooperative as well as the original governing instrument of the cooperative and any changes to that instrument, must be approved by Home Office. The cooperative cannot modify the terms of this Agreement, but may require Franchisee to make contributions to the cooperative in addition to any advertising fund contributions the Franchisee is required to make to Home Office. These fees will not exceed 1% of Gross Sales (or the amount specified for a "new franchise" as described in Article II, Section 12(b)) unless all of the members of the cooperative agree to a higher rate. Amounts spent for cooperative advertising will count toward a Franchisee's required local advertising/marketing expenditures. Home Office may, in its sole discretion, agree to assist in accounting or administration of cooperative advertising, but Home Office will have the right to charge a fee for those services. Advertising placed through a cooperative advertising group that includes advertising of all cooperative members' businesses may be placed anywhere within any cooperative member's marketing area, provided such arrangement is approved by the cooperative and does not violate the terms of a cooperative member's Franchise Agreement who does not approve the advertising. Neither Franchisee, nor any cooperative advertising group that Franchisee may join, has authority to place telephone directory or Internet directory advertising.

(j) General Limitations on Advertising and Marketing. Franchisee may not authorize advertising or advertise outside the Marketing Area as described in Home Office's policies.

(k) Present and Future Advertising Policy May Limit Franchisee's Right to Advertise. Franchisee acknowledges that Home Office has developed and will continue to develop advertising/marketing policies regarding the methods and manner of advertising in various media and that Franchisee is obligated to comply with all advertising policies. Franchisee understands that existing and/or future advertising policies may limit or eliminate Franchisee's right to use telephone numbers and/or Internet website addresses in advertising placed on Franchisee's moving vehicles and/or elsewhere. Franchisee also understands that

existing and/or future policies may otherwise limit Franchisee's ability to advertise in a particular manner. Such limitations, when established, are established for the benefit of all the franchise system's customers and/or to establish reasonable rules to govern the actions between franchisees.

(l) Compliance With Home Office Advertising Policies. Franchisee must comply fully with all advertising and marketing policies specified by Home Office. Home Office's advertising and marketing policies may include, but are not limited to, requirements for Franchisee to use specified advertising and marketing methods, requirements to participate in marketing programs specified by Franchisor and policies and requirements relating to use of the "Truckie" mascot.

(m) Agreement to Comply With Modifications and Changes to Home Office Policy. Home Office, in its sole discretion, reserves the right to modify or change its marketing and advertising policies, and Franchisee is obligated to comply with them (and all other policies), whether or not Franchisee believes such policies will benefit it.

(n) No False Advertising. Franchisee will make no misrepresentations or material omissions in any of its advertisements.

(o) Franchisee Responsible for Content of Advertisements. Home Office does not, by virtue of its approval of any proposed advertisement or promotional material, assume any responsibility for the contents of the advertisement. Franchisee agrees to indemnify and save harmless Home Office from any claims, demands, liability, costs and expenses that Home Office suffers arising from the use of any such advertisement or promotional material.

(p) Liquidated Damages for Displaying Unapproved or Unauthorized Advertising. Except in the case of a minor violation that can be immediately cured (as determined in Home Office's sole discretion), Franchisee must pay liquidated damages to the Advertising Fund as assessed for displaying unapproved or unauthorized advertising. Imposition of such damages does not bar Home Office from seeking other remedies, including injunctive relief barring Franchisee from its ongoing advertising violations, assignment of Franchisee's telephone numbers to Home Office, or other relief, up to and including termination of the Franchise Agreement.

(q) Incentives to Advertise. To promote use of certain forms of advertising that Home Office determines will best grow the franchise system, Home Office may offer incentives, including cash incentives, to encourage franchisees to choose alternative methods of advertising. Cash incentives will generally be paid from the Advertising Fund. Franchisee understands that these cash incentives will benefit franchisees that choose to use the type of advertising that Home Office is promoting, and will not benefit franchisees that choose not to use such form of advertising. Franchisee agrees that Home Office may, in its sole discretion, determine the best use of cash incentives drawn from the Advertising Fund to promote advertising activities, and that Franchisee will have no claim against Home Office regarding such activities whether or not Franchisee chooses to participate in the incentive program.

(r) Advertising the Availability of Franchises. If specified by Home Office, Franchisee's advertising must contain notices of: (a) Home Office's website domain name,

social media, or other internet tools specified by Home Office; (b) Home Office's toll-free telephone number; and/or (c) a statement regarding the availability of Two Men and a Truck franchises. Also, if specified by Home Office, Franchisee must display signs or literature regarding the availability of Two Men and a Truck franchises at the Franchise Location.

13. Persons with Ownership or Other Beneficial Interests in Franchisee.

The name, entity classification, state of organization, and all persons with a beneficial interest in Franchisee (including holders of debt interests that have rights beyond the simple right to payment under a promissory note) and percentages of ownership of those persons in Franchisee are set forth on the Obligations and Representations of Individual Interested Parties attached as Exhibit 2. If Franchisee is an entity owned by one or more other entities, this form must be completed for all entities directly or indirectly owning an interest in Franchisee. Franchisee represents that the information stated in Exhibit 2 is accurate and complete. Franchisee agrees that it will immediately notify Home Office (and comply with the provisions of Article 7 of this Agreement, if applicable) if there is any change in the ownership of Franchisee or other information set forth in Exhibit 2, including if Franchisee awards some ownership interest to an employee as an incentive or other compensation. In addition, Franchisee must provide to Home Office an update of the information in Exhibit 2 or confirm that is remains unchanged on an annual basis (or as otherwise specified by Home Office in the Manuals). Each of the persons named in Exhibit 2 must guaranty the obligations of Franchisee to Home Office, unless Home Office consents otherwise. Failure to comply with these requirements will be a material default under this Agreement and, in addition to other remedies available to Home Office, could result in the imposition of liquidated damages.

If Franchisee is a corporation or another entity with some form of certificate of ownership or this Agreement is transferred to an entity under Section 3 of Article VII, in whole or in part, Franchisee's board of directors, members or other governing body must pass a resolution requiring, and the corporation or other entity must otherwise require, the prominent placement of the following notation regarding transfer restrictions on each certificate representing ownership in the entity:

> "The transfer of the shares or other ownership represented by this certificate is subject to the terms and conditions of a certain written franchise agreement entered into with **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**"

Franchisee must provide Home Office with proof of complying with this provision within fifteen (15) days following the date on which any entity obtains rights under this Agreement, in whole or in part.

14. Employee Agreements.

Franchisee must require its employees and agents to sign confidentiality and/or noncompetition agreements and other documents as Home Office in its sole discretion deems necessary to maintain the confidentiality and proprietary nature of Home Office's materials and documents. These agreements must be in a form approved by Home Office; however, Home Office does not represent or suggest that any form approved by Home Office is the appropriate form for use by Franchisee or that the form complies with the applicable laws in Franchisee's jurisdiction. Franchisee should have any such forms reviewed by its attorney to

ensure the form provides Franchisee with the protections that Franchisee desires and that the form complies with the applicable laws in Franchisee's jurisdiction.

15. Information to Home Office; Reports and Records.

(a) Providing Business Information to Home Office; Customer Lists. Franchisee will supply Home Office with such records, reports, financial information, documents, and other information about Franchisee and the Franchise Business (in addition to that otherwise provided for in this Agreement) as Home Office may require. It is hereby agreed and understood that the customer lists of the Franchise Business are and will remain Home Office's property. Franchisee acknowledges and agrees that the records and reports that Franchisee may be required to provide to Home Office may not be uniformly imposed on all franchisees. Differences in required records and reports may be based on the Franchisee's experience, the demographics of the Marketing Area, the density of the population, whether the area is a metro area, the size of the Marketing Area, sales numbers, Franchisee's involvement in multiple franchises, and other reasonable factors.

(b) Daily Data and Reports. Franchisee must provide to Home Office daily reports of financial, marketing, and other information requested by Home Office at the end of the day on which the financial, marketing, and other information data is generated. These reports must be provided in the manner specified by Home Office (which may include Home Office directly accessing the information on the Automation Systems).

(c) Monthly Reports. Franchisee must provide to Home Office monthly reports pertaining to Franchisee's Gross Sales and such other additional information specified by Home Office in monthly report forms or formats specified by Home Office in the Manuals ("Monthly Royalty Reports"). Monthly Royalty Reports for each calendar month must be provided on or before the 5th day following the end of that calendar month. Franchisee must provide additional monthly reports specified by Home Office in the Manuals (e.g. routine month-end close financial entries in line with generally accepted accounting principles) on or before the 20th day following the end of that calendar month. These reports must be provided in the manner specified by Home Office (which may include Home Office directly accessing the information on the Automation Systems).Home Office can share information in these reports with other franchisees in the ordinary course of Home Office's business as a tool to improve the franchise system's volume of business.

(d) Financial Documents Submitted Annually to Home Office. Franchisee must submit the following financial documents to Home Office annually: a profit and loss statement for the accounting year; a balance sheet as of the end of the accounting year; a copy of the tax returns prepared for the Franchise Business; and any other documents specified by Home Office. These financial documents must be submitted in the manner, at the times and in the formats specified by Home Office. Franchisee must warrant such financial statements and tax returns to be true and correct. If specified by Home Office, Franchisee must have the annual financial documents along with supplemental information reviewed by an independent certified public accountant or other financial analyst, at Franchisee's expense.

(e) Operational Information. Franchisee agrees to provide to Home Office, as and when requested, operational information relating to the Franchise Business, whether of a

financial nature or otherwise, including but not limited to: business organizational charts; corporate or company organizational charts; information on all management employees; federal and state operating authorities, and all changes and additions to the operating authorities.

(f) Chart of Accounts; Central Accounting Office. Franchisee must use the standard "chart of accounts" as specified by Home Office and must have its chart of accounts approved by Home Office before Franchisee begins operation of the Franchise Business. If Franchisee and its affiliates operate multiple Units and have a central accounting office for those Units, Home Office may require Franchisee and its affiliates to store all business records at the central accounting office.

(g) Separate Reporting for each Unit. If Franchisee operates more than one Unit, Franchisee must, if specified by Home Office, provide separate accounting reports for each Unit. This includes balance sheets and income (profit and loss) statements as well as any other accounting reports specified in Article II, Sections 15 and 16 and elsewhere in this Agreement.

(h) Reporting from Franchisees Affiliates. Home Office may require that Franchisee provide financial documents, accounting reports, tax returns, and other books and records as requested by Home Office for affiliates of Franchisee that are involved in the Franchise Business or that provide assets or services (whether sold, leased, loaned, etc.) to the Franchise Business. If Franchisee is part of a group of entities, Home Office may require consolidated reporting from Franchisee and its affiliated entities.

16. Manner and Format for Reporting; Consequences of Failure to Timely Report.

(a) Manner and Format for Reporting to Home Office. The reports, records, and other information that Franchisee is required to provide to Home Office, including but not limited to reports described in Article II, Section 15, must be reported in the manner, at the times, and in the formats specified by Home Office in the Manuals. The manner of reporting may include electronic transmission or uploading information to the Automation Systems that can be accessed by Home Office or that automatically transmit information to Home Office. Franchisee must ensure that it has the type of Internet connection, computer hardware, and software specified by Home Office as necessary for transmission of reports, records, and other information to Home Office.

(b) Consequences of Failure to Timely and Accurately Report. If Franchisee fails to transmit reports, records, or other information to Home Office in the manner, at the times, and in the formats specified by Home Office, or fails to timely close jobs and process open jobs or fails to provide accurate information, Franchisee will incur a liquidated damages charge of $100 for each day that data is not transmitted. This liquidated damages charge will cover expenses Home Office incurs to collect this data. If a documented technology failure prevents electronic transmittal of the data, or some other bona fide emergency occurs preventing electronic transmittal of the data (as Home Office determines in its sole discretion), the liquidated damages charge will not be imposed.

17. Notices of Lawsuits and Other Matters.

Franchisee must notify Home Office in writing, within five (5) days of the event, of any of the following events: (1) the commencement of any civil or criminal action, suit, or proceeding by Franchisee or by any person or government agency against Franchisee; (2) Franchisee receives a notice of noncompliance with any law, rule, or regulation; (3) the issuance of any order, suit, or proceeding of any court, agency, or other governmental body that may adversely affect the operation or financial condition of the Franchise Business; (4) any complaints, inspections, reports, warnings, certificates, or ratings of Franchisee or the Franchise Business, communicated, issued, performed, or scheduled by any governmental agency; (5) the scheduling or conducting of an audit of Franchisee by the Internal Revenue Service, Department of Transportation, or any other federal, state, or local governmental authority; and (6) any unionization effort, collective bargaining agreement, labor strike, dispute, slowdown, work stoppage, or lockout. Franchisee must notify Home Office within one hour of the incident, using the emergency contact procedure specified by Home Office, of any emergency situation relating to the Franchise Business, including but not limited to: (a) a fatality; (b) an accident; (c) an injury requiring medical attention; (d) media attention; (e) significant property damage; or (f) any incident involving a law enforcement agency. Franchisee must provide Home Office with any additional information Home Office requests, within five days of request, about the status, progress, or outcome of any of the events listed in this Section. See Section 3 of Article III regarding litigation involving any of the Marks.

18. Disputes Arising With Third-Parties.

If Home Office becomes aware of a bona fide dispute between Franchisee and one or more customers and/or other third parties regarding the Franchise Business, Home Office may, in its sole discretion, undertake one or more of the following options:

(a) take no action, except to direct the Franchisee to resolve the dispute in a manner that will not cause injury to the reputation of the Marks and the **TWO MEN AND A TRUCK®** franchise system;

(b) assist the parties in the resolution of the dispute, if Home Office in its sole discretion, determines that it can constructively do so; and/or

(c) if Home Office determines in its sole discretion that Franchisee cannot or will not resolve the dispute, and that such failure to resolve it has or is reasonably likely to cause damage to the Marks and/or the **TWO MEN AND A TRUCK®** franchise system's business reputation, then upon notice to Franchisee, Home Office may resolve the dispute directly with the third-party by payment of damages alleged and supported by documentary evidence by the third-party, including attorney's fees, and Franchisee agrees to indemnify Home Office for all such payments. If Home Office pays such damages to a third-party, Home Office will invoice Franchisee for the damages paid, and payment from Franchisee will be due to Home Office within fourteen (14) days from the date of invoice. In Home Office's sole discretion, it may consult a designated franchisee group to provide it with an advisory opinion regarding resolution of the dispute, although Home Office will not be obligated to comply with the advice of the designated franchisee group. If Home Office consults with a designated franchisee group, it will provide the designated group with the facts and circumstances of the

dispute, but Home Office will not provide it with the identity of any of the parties to the dispute.

19. Supplemental Exhibits and Agreements.

Franchisee is required to sign supplemental agreements simultaneous with the execution of this Agreement, including the following:

(a) Exhibit 1, Specifics. This document describes the Marketing Area and provides other information.

(b) Exhibit 2, Obligations and Representation of Individual Interested Parties. The owners of Franchisee and other persons beneficially interested in Franchisee sign this document to agree to be personally bound by the provisions of this Agreement and to provide information about Franchisee and its owners.

(c) Exhibit 3, Guaranty. The shareholders, members, officers, directors, and representatives of Franchisee if Franchisee is a corporation, partnership or other limited liability entity and the affiliates of Franchisee involved with or that provide assets or services to the Franchise Business must sign this document to agree to be liable to Home Office for the obligations of Franchisee.

(d) Exhibit 4, Assignment of Telephone Numbers and Internet Tools. Simultaneously with the signing of this Agreement and any time thereafter, as Home Office requests, Franchisee will sign an assignment of the telephone numbers, Internet domain names, e-mail addresses, websites, social media (such as Facebook, LinkedIn, Twitter, YouTube), blogs, vlogs (social videos), online social networks, wikis, forums, content sharing communities, and other internet tools ("Telephone Numbers and Internet Tools") used by Franchisee in the Franchise Business in the form of Exhibit 4 attached to this Agreement. The assignment provides that Franchisee will have a limited license to use the Telephone Numbers and Internet Tools during the term of this Agreement and as long as Franchisee complies with the policies and procedures specified by Home Office.

(e) Exhibit 5, Software License Addendum. Franchisee will sign a Software License Addendum in the form of Exhibit 5 attached to this Agreement, which, among other things, will provide Franchisee with the right and obligation to use Home Office's software products in accordance with the terms and conditions of the Software License Addendum.

(f) Exhibit 6, Automation Systems User Agreement. Franchisee will sign an Automation Systems User Agreement in the form of Exhibit 6 attached to this Agreement, which, among other things, will provide Franchisee with the right and obligation to use Home Office's Automation Systems in accordance with the terms and conditions of the Automation Systems User Agreement.

20. Name Change or Discontinuance.

At the time of the signing of this Agreement, and at any time thereafter as Home Office requests, Franchisee will sign any form or document Home Office provides to Franchisee to cancel any assumed or fictitious name Franchisee has used or had the right to

use in conjunction with this Agreement, including but not limited to the right to use the Marks. Franchisee hereby consents and authorizes Home Office to complete any such form and file it with the appropriate agency to give it effect upon the termination or expiration without renewal or transfer of this Agreement.

21. Minimum Performance Requirements.

The Franchise Business must achieve the minimum performance requirements specified in this Section ("Minimum Performance Requirements").

(a) Minimum Performance Requirements. For the 1st through 4th years of operation of a Unit in the Marketing Area, Franchisee must achieve annual Gross Sales (defined in Article IV, Section 2) of at least the following amounts: (i) $400,000 for the 1st year of operation; (ii) $550,000 for the 2nd year of operation; (iii) $650,000 for the 3rd year of operation; and (iv) $750,000 for the 4th year of operation. After a Unit has been operating in the Marketing Area for four years, for each subsequent year of operation Franchisee must: (A) achieve Gross Sales of at least $750,000; and (B) perform in the top 85% of all Units operating in the United States in the annual growth percentage of Gross Sales as determined by Home Office. For purposes of this Section, a year of operation is the 12 month period beginning on the first date of operation of a Unit in the Marketing Area and each anniversary of that date. However, if the first date of operation of a Unit in the Marketing Area is not the first day of the month, a year of operation will be the 12 month period beginning on the first day of the calendar month after the first day of operation and each anniversary of that date. Except as provided in subsection (b), the time periods specified in this subsection begin on the date that a Unit was first operated in the Marketing Area, whether or not operated by Franchisee.

(b) Exception. Notwithstanding subsection (a), if Franchisee acquires a Franchise Business that includes a marketing area (and/or portion thereof) of an existing or former Unit (i.e. the Marketing Area is "transferred" to Franchisee by another franchisee or the Marketing Area granted to Franchisee had previously been the marketing area or part of the marketing area of a former Unit), but there was no Unit operating in that marketing area for a period of six months or more at the time that Franchisee acquired the Franchise Business, then the time periods specified in subsection (a) will begin on the date that Franchisee begins operation of the Franchise Business.

(c) Home Office's Remedies Relating to Minimum Performance Requirements. If Franchisee fails to achieve the Minimum Performance Requirements for a year of operation, Home Office may notify Franchisee of the failure. If Franchisee fails to achieve the Minimum Performance Requirements again the following year of operation or if Franchisee is not in compliance with the Minimum Performance Requirements at the time of renewal, then Home Office may, by written notice to Franchisee, elect to:

(i) Require Franchisee to enter into a performance improvement plan;

(ii) Reduce the Marketing Area (the reduced Marketing Area will include the Franchise Location but will otherwise be determined by Home Office in its sole discretion);

(iii) Offer to renew this Agreement at the end of its term based on a reduced-in-size Marketing Area as determined by Home Office in its sole discretion; and/or

(iv) Refuse to renew this Agreement at the end of its term.

The remedies in this Section are in addition to any other remedies of Home Office under this Agreement.

22. Maintaining Confidentiality of All Franchisees' Financial Information.

Home Office may disseminate to Franchisee financial information relating to other franchisees (for example, revenue figures for all franchises). Franchisee agrees to keep this information confidential, and to not disclose this information to any other person, including prospective franchisees, without Home Office's prior written consent.

23. Affiliates of Franchisee Involved in the Franchise Business.

Franchisee acknowledges that Franchisee's use of affiliated entities in connection with the Franchise Business may interfere with reporting systems and Home Office's analysis of the Franchise Business. Accordingly, Franchisee must not use affiliated entities in connection with the Franchise Business (including, but not limited to, use of affiliated entities to sell, lease, or loan personal property or services to the Franchise Business) without the prior written consent of Home Office. For example, Franchisee must not have an affiliated entity own the vehicles used in the Franchise Business without the prior written consent of Home Office. Home Office may withhold its consent to use affiliated entities in its sole discretion. As a condition to obtaining consent to use of an affiliated entity, Home Office may require any such affiliates of Franchisee to guaranty Franchisee's obligations to Home Office, by signing a Guaranty in the form attached to this Agreement as Exhibit 3. Also as a condition to obtaining consent to use of an affiliated entity, Home Office may require: (a) the preparation of a business plan and periodic reporting of financial and other information by the affiliated entity to Home Office; and (b) the use by the affiliated entity of accounting application software specified by Home Office.

24. Participation in Call Center.

Home Office may provide or have a third-party provide call center services for Two Men and a Truck franchisees, which may include responding to afterhours phone calls and emails and/or responding to calls and emails during business hours in certain circumstances or other similar services. Home Office may require Franchisee to participate in these services and to pay a proportionate share of the costs of these services or a reasonable charge for these services. Franchisee must comply with Home Office's policies and procedures relating to participation in the call center services. Home Office currently requires Two Men and a Truck franchisees to participate in call center services provided by Home Office through its customer relationship center (CRC).

25. National Accounts and National Programs.

For purposes of this Agreement, a "National Account" is a manufacturer, supplier, transport company, or other customer or prospective customer that desires to obtain services provided by the Two Men and a Truck franchise system that may require services from more than one Two Men and a Truck franchisee. For purposes of this Agreement, a "National Program" is a program specified by Home Office that involves services to customers that may require services from more than one Two Men and a Truck franchisee and possibly a third party. Home Office will have the right to coordinate and administer services provided to National Accounts and in connection with National Programs. If Franchisee is approached by a prospective National Account or National Program, Franchisee must promptly notify Home Office and allow Home Office to coordinate activities relating to the prospective National Account or National Program. Home Office may enter into arrangements with National Accounts or in connection with National Programs to have the Two Men and a Truck franchise system provide delivery services on a national or regional basis. These arrangements may include set pricing, customer delivery and service standards, and other rules of participation. Home Office may offer Franchisee participation or may require Franchisee to participate in an arrangement with a National Account or in a National Program. If Franchisee is eligible and elects to participate or Home Office requires Franchisee to participate in an arrangement with a National Account or in a National Program, Franchisee must agree to abide by the terms of Home Office's arrangement with the National Account as well as Home Office's policies and procedures relating to the National Account or the National Program. Home Office may charge fees for administering National Accounts and National Programs. Also, Home Office may provide centralized dispatch, billing and collection services, and insurance in connection with National Accounts and National Programs and may charge administrative fees for those services.

ARTICLE III--PROTECTION OF THE FRANCHISE SYSTEM

1. Description and Ownership of Marks.

(a) Marks Subject of this Agreement: Ownership. The Marks include the name and service mark **TWO MEN AND A TRUCK®** and other names, service marks, trademarks, and logos that become a part of the System, including Marks described in Article I, and such other marks, names, logos, and copyrights as may presently exist or be established or acquired by Home Office in the future and licensed for use to Franchisee, along with all ancillary signs, symbols, or other indicia used in connection with the foregoing. Franchisee acknowledges that as between Franchisee and Home Office, the Marks are valid trade names and/or trademarks and service marks solely owned by Home Office and that only Home Office and its designated franchisees have the right to use the Marks.

(b) Home Office's Right to Change, Add or Delete Marks. Home Office will have the right at any time, upon notice to Franchisee, to make additions to, deletions from, and changes to any and/or all of the Marks. Home Office will make such additions, deletions, and/or changes in its sole discretion, because the Marks are of substantial importance in marketing the System. Franchisee must utilize and abide by any such additions, deletions, or changes to the Marks. Home Office will make all such additions, deletions, or changes in the

Marks in good faith and on a uniform basis for all similarly-situated franchisees in a particular market.

2. Promise Not to Contest Validity or Ownership of Marks.

Franchisee expressly promises that during the term of this Agreement and after the termination, expiration without renewal, or transfer of this Agreement, Franchisee will not, directly or indirectly, contest or aid in contesting the validity or ownership of the Marks. Immediately upon termination, expiration without renewal, or transfer of this Agreement, Franchisee will cease and desist from using the Marks and will return or destroy all documents, instructions, displays, paper products, and other materials and advertising items and the like bearing any of the Marks. Franchisee agrees not to interfere with, in any manner, or attempt to prohibit the use of the Marks by any other existing or future franchisee or other licensee of Home Office. Whenever Home Office requests, Franchisee agrees to sign any and all other papers, documents, and/or assurances to effectuate this purpose and agrees to fully cooperate with Home Office and/or any other franchisee to secure the necessary and required consents of any governmental agency or legal authority to enable the franchisee to use the Marks.

3. Litigation Involving Marks.

If Franchisee receives notice, or is informed, of any claim, demand, or suit against Franchisee on account of any alleged infringement, unfair competition, or similar matter relating to Franchisee's use of the Marks, Franchisee agrees to promptly notify Home Office in writing of any such claim, demand, or suit. Home Office will then take such action as Home Office deems necessary and appropriate to protect and defend Franchisee against such claim by any third party. If Franchisee receives notice or is informed or learns that any third party, who Franchisee believes is not authorized to use the Marks, is using the Marks or any name or mark confusingly similar to the Marks, Franchisee must promptly notify Home Office of the facts relating to such alleged infringing use. Home Office will, in its sole discretion, determine whether or not it wishes to take any action against such third party on account of such alleged infringement of the Marks. If Home Office undertakes the defense or prosecution of any litigation pertaining to any of the Marks, Franchisee agrees to sign any and all documents and do such acts and things as may, in the opinion of Home Office's counsel, be necessary to carry out such defense or prosecution. Franchisee does not have any right to, and must not itself, defend or prosecute the Marks.

4. Manner of Using Marks.

Franchisee must operate the Franchise Business under the Marks and under no other name or mark. Franchisee and Franchisee's employees must use the Marks only in the manner authorized by Home Office in the Manuals or otherwise in writing. The Marks must only be used with the letters "SM" or "TM" or ®, as appropriate, wherever the Marks are used. Franchisee will not use its name or any other name that Home Office has not previously approved in writing in connection with any of the Marks. This means, among other things, that Franchisee will not operate, be employed by, or otherwise be affiliated with another business at or adjacent to the Franchise Location, unless Home Office, in its sole discretion, authorizes such operation, employment, or affiliation in writing. Franchisee

understands that commingling the Marks with the names or Marks of others will injure the Marks and System and is grounds for termination of this Agreement.

5. Goodwill.

Franchisee acknowledges that valuable goodwill is attached to the Marks and that Franchisee will use the goodwill solely as Home Office authorizes. Franchisee agrees to operate the Franchise Business using the Marks in accordance with the terms of this Agreement and the Manuals, as amended from time to time. Franchisee expressly acknowledges that any and all goodwill associated with the Marks, including any goodwill that might be deemed to have accrued through Franchisee's activities, inures directly and exclusively to Home Office's benefit, except as otherwise provided in this Agreement or by law. Franchisee acknowledges and agrees that its use of the Marks and any goodwill established by that use does not confer any goodwill or other interests in the Marks upon Franchisee (other than the rights expressly conferred by this Agreement). All provisions of this Agreement relating to the Marks apply to any additional Marks Home Office authorizes Franchisee to use.

6. Subject to Existing Use.

In addition to the rights of other franchisees licensed to operate as described in Article I of this Agreement, Franchisee acknowledges and agrees its right and license to use the Marks is subject to any other person's use of a name or mark that existed prior to Franchisee's use of the Marks.

7. Permitted Business Name.

Franchisee and its affiliates must not use any part of any of the Marks or any words similar to any of the Marks in any trade name, corporate name, limited liability company name, partnership name, or any other name without Home Office's prior written approval. Where required or permitted by applicable law, Franchisee may register as carrying on a business under the terms of this Agreement using as an assumed or fictitious name the name described in Section C of Exhibit 1. Franchisee and its affiliates must not use any part of the Marks or words similar to the Marks as a business name, except as Home Office authorizes by written agreement.

ARTICLE IV--FEES AND CHARGES

1. Franchise Fee.

In consideration of the rights and license granted by Home Office, Franchisee agrees to pay, at the time of signing of this Agreement, a franchise fee equal to the amount specified in Section D of Exhibit 1. The franchise fee is non–refundable.

2. Royalty Fee.

In consideration of the franchise granted by Home Office, Franchisee agrees to pay to Home Office a royalty of six percent (6%) of "Gross Sales," as defined below.

"Gross Sales," as used in this Agreement means the total gross revenues from whatever source (whether in the form of cash, credit, agreements to pay, barter, trade credits, good will, or other consideration) that arise, directly or indirectly, from or in connection with the operation of the Franchise Business, including but not limited to:

(a) the sale of goods and/or services offered by or through the Franchise Business;

(b) the sale of goods and/or services by Franchisee or a third-party selling products and/or services on Franchisee's behalf that are sold or that are required to be sold under the terms of this Agreement, no matter from what location or business the sales are generated;

(c) the proceeds from any business interruption insurance and/or damages or settlement amounts received to compensate Franchisee for lost revenue of the Franchise Business;

(d) any revenue generated from commissions, rebates, or affiliated programs;

(e) except as provided below for charity moves, the value of any goods and/or services provided without compensation to Franchisee; and

(f) if Franchisee has missing or incomplete sales orders, Gross Sales will include missing sales order sheet income in an amount reasonably determined in accordance with the methods specified in the Manuals.

Gross Sales may be further defined in the Manuals. Gross Sales are subject to audit by Home Office or a third-party designated by Home Office at any time.

Except as may otherwise be provided in the Manuals, the following rules will apply in the calculation of Gross Sales: (i) Gross Sales will be based on Franchisee's normal rate at the time the products or services are provided, whether or not payment is received at the time of sale or any amounts prove uncollectible; (ii) Gross Sales will not be reduced by any invoice adjustment or set off made by Franchisee unless approved in writing by Home Office; (iii) discounts given by Franchisee will not reduce Gross Sales unless the discount is based on a standard program approved by Home Office; and (iv) Gross Sales are deemed received by the Franchisee at the time the goods or services from which they derive are delivered or rendered or at the time the relevant sale takes place, whichever occurs first.

Franchisee is not required to pay royalty on the value of any portion of goods and/or services provided by Franchisee without compensation if the goods and/or services are provided for a charitable organization approved by Home Office ("charity moves"). Currently, all charitable organizations listed by the Internal Revenue Service ("IRS") as exempt under Internal Revenue Code §501(c)(3) ("501(c)(3) organizations") are automatically approved by Home Office. Go to irs.gov to search for a list of 501(c)(3) organizations. If Franchisee provides goods and/or services without compensation that are not for an organization that is listed by the IRS as a 501(c)(3) organization or a charitable organization otherwise approved by Home Office, the value of those goods and/or services must be included in Franchisee's Gross Sales for purposes of paying royalty to Home Office.

The value of the goods and/or services provided without compensation will be equal to the amount that Franchisee would normally charge for the goods and/or services.

3. Advertising Fees.

Recognizing the value of consistent advertising for the financial growth of the franchise system, Franchisee will pay Home Office an advertising fee of one percent (1%) of Gross Sales. The advertising fees will be placed in an advertising fund ("Advertising Fund") that Home Office will administer and control at its sole discretion. Home Office may use the Advertising Fund to achieve or contribute to the following: maximize public recognition of the Marks; solicit the granting of franchises to expand the franchise system; produce advertising and sales support materials for use by franchisees; provide certain phone services for Units, such as purchasing call tracking lines and producing on-hold marketing messages; make promotional goods available for our franchisees to purchase; develop websites for us and our franchises; develop and place online display and retargeting advertising; develop dashboards for interactive marketing, planning, customer service analysis and sales/marketing decision-making; obtain public relations services; pay the expenses of the Advertising Fund; and other uses Home Office designates. Home Office reserves the right to engage the services of outside agencies to formulate, develop, produce, or conduct advertising for the Advertising Fund and the cost of these services can be paid from the Advertising Fund. Home Office is not required to spend Franchisees' advertising fees to place advertising in the Marketing Area.

4. Technology and Support Fee.

In consideration of the continued development, use, maintenance, and support that Home Office will provide for the Automation Systems, computer systems, software, after hours sales support, and/or other technology and support used or being developed for future use in the System, Franchisee agrees to pay Home Office a fee in the amount determined by Home Office ("Technology and Support Fee"). The amount of the fee will be based on Home Office's costs of providing these services. Under the current policies of Home Office, the Technology and Support Fee is 1% of Gross Sales with a minimum payment of $1,200 per month. Franchisee acknowledges and understands that Home Office may retain a portion of the Technology and Support Fees and any payments Franchisee makes for licensing software or other technology from Home Office.

5. Miscellaneous Fees or Charges.

In consideration of the license granted and the services Home Office will perform under this Agreement, Franchisee agrees to pay Home Office all miscellaneous fees and charges that Home Office invoices Franchisee for any goods and/or services provided to Franchisee and/or on behalf of Franchisee or for liquidated damages authorized by this Agreement or Home Office's policies. The miscellaneous charges that Franchisee may be obligated to pay include the following:

(a) Liquidated Damages. Liquidated damage amounts Franchisee will be charged for failing to comply with specific contract obligations and/or policies Home Office establishes. The liquidated damage amounts will be specified in this Agreement or in the policies issued by Home Office, as may be amended at any time. The liquidated damages

amounts Franchisee will be obligated to pay will cover Home Office's damages suffered as a result of Franchisee's breach. Such damages include Home Office's additional administrative expenses and damages arising from loss of the franchise system's reputation resulting from the breach. The liquidated damages amounts are payable as provided in this Agreement or Home Office's policies. If Home Office determines, in its sole discretion, that the liquidated damages charged exceed Home Office's expenses, Home Office's damage to its reputation and/or other damages, then Home Office will place the excess liquidated damages in its Advertising Fund to support advertising for the franchise system. Franchisee agrees that these liquidated damage amounts are reasonable. Franchisee also agrees that whether or not Home Office invokes its right to recover liquidated damages, Home Office does not waive, and is not barred, from any remedy, monetary or non-monetary, in law or in equity, authorized under any federal, state, or local law or otherwise permitted by this Agreement. Home Office may post on its Automation Systems Franchisee's name or the name of any other franchisee against whom liquidated damages are assessed, including in the posting the reason the liquidated damages are being assessed and the amount of the liquidated damages assessment.

(b) Amounts Paid on Franchisee's Behalf to Third Parties. Amounts payable to Home Office under Article II, Section 18 for costs incurred by Home Office in resolving disputes with customers and/or other third parties.

(c) Multiple Franchisee Advertising. If Franchisee advertises in a directory with other franchisees covering multiple marketing areas and the franchisees advertising in the directory cannot coordinate or do not coordinate their advertising in a reasonable manner, as determined solely in Home Office's discretion, then Home Office may mandate the advertisement as Home Office in its sole discretion deems reasonable. In that case Franchisee will be responsible for its proportionate cost of the advertising and Home Office may require Franchisee to pay that amount to Home Office.

6. Tax Reimbursement Fees.

Franchisee must pay Home Office, or its affiliate or designee, promptly when due, all sales taxes, use taxes, personal property taxes, and other taxes imposed upon Home Office or collected from Home Office on account of goods and services Home Office furnishes to Franchisee through sale, lease, or otherwise, or on account of Home Office's collection of the initial franchise fee or other fees, royalties, or other payments required under this Agreement.

7. Payment of Fees.

Franchisee must pay the full amount of the royalties, advertising, Technology and Support Fees, and miscellaneous fees and charges as provided above and no offset or claim may be made against those fees unless otherwise stated in this Agreement. All payments for fees and charges must be made to Home Office in the manner and at the times specified by Home Office. Currently Home Office specifies that: (a) royalties, advertising, and Technology and Support Fees must be paid to Home Office on the 15th day of the month following the end of the calendar month in which the revenue was generated (royalties and advertising fees) and/or the fees were charged (Technology and Support Fees); (b) miscellaneous fees and charges, including but not limited to fees for goods or services, fees for technical support services, and behavioral assessments, must be paid to Home Office on the last business day of the calendar month in which they are incurred, except as noted below

for liquidated damages; and (c) liquidated damages assessed against Franchisee must be paid on the 5th business day following the date the liquidated damages are invoiced. All Payments must be paid via Automated Clearing House ("ACH") transfers or other form of payment transfer as Home Office specifies. In some circumstances it may be necessary for Home Office to ACH transfer funds for miscellaneous fees before the last day of the month. In that case, the amount and date of deduction will be communicated to Franchisee in advance.

8. NSF Fees and Interest.

Franchisee must pay on demand a fee equal to any charges Home Office may incur as a result of ACH or other transfers returned to Home Office for non-sufficient funds or other reasons, but not less than $100.00 for each item returned ("NSF fees"). Also, Franchisee must pay to Home Office, on demand, interest on all overdue payments from the date the payment was due until paid equal to the lesser of (i) 2% per month or (ii) the maximum rate of interest permitted by law. The assessment of NSF fees and interest will not be the sole remedies of Home Office in such circumstances. All amounts paid will be first applied to NSF fees and interest and the balance to principal.

ARTICLE V--TERM AND RENEWAL; TERMINATION

1. Term and Renewal.

This Agreement is binding upon the parties for a period of five (5) years beginning on the date this Agreement is signed. Before the expiration of the initial term of this Agreement, Franchisee can renew its franchise for one additional five-year term if all the following conditions are fulfilled:

(a) Franchisee and its affiliates, if any, are in compliance with this Agreement and any other franchise agreements between the parties or their affiliates at the time Franchisee requests renewal and through the ending date of the initial term.

(b) Franchisee, during the twelve-month period before the expiration of the term, has not received from Home Office two or more notices of default of the terms of this Agreement or any specification, standard, or operating procedure of Home Office (whether or not such notices related to the same or different violations and whether or not those violations have been remedied by Franchisee).

(c) Franchisee provides written notice of its intent to renew its franchise not more than six months and not less than 90 days before the expiration of the term.

(d) Franchisee, throughout the term of this Agreement, has satisfied all material reporting requirements and all monetary obligations to Home Office and any affiliates of Home Office, suppliers and creditors (excepting reasonable disputes that Franchisee is attempting in good faith to resolve) within the amount of time specified for satisfaction or cure of default with respect to such obligation.

(e) Franchisee undertakes and completes, not less than 30 days before expiration of the term, such maintenance, renovation, refurbishing, remodeling and/or addition or

substitution of equipment, furniture and fixtures as specified by Home Office for compliance with the standards of Home Office in place at that time.

(f) Franchisee satisfactorily completes all additional training Home Office requires at that time; and in accordance with Article I, Section 5, pays the cost and expenses of training any additional employees of Franchisee at renewal.

(g) Franchisee visits Home Office for a "renewal visit" as specified by Home Office.

(h) Franchisee signs the then-current form of franchise agreement for the renewal term, which agreement may contain terms materially different than terms of this Agreement, including different or increased fees, a different Marketing Area, etc.

(i) Franchisee pays Home Office a renewal fee equal to ten percent (10%) of the franchise fee charged to new franchisees at the time of renewal.

(j) Franchisee signs a general release, in a form specified by Home Office, of any and all claims against Home Office, its subsidiaries and affiliates, and their respective officers, directors, agents, members, and employees.

(k) Franchisee demonstrates that it is has the financial ability to continue to invest in and grow the Franchise Business and the **TWO MEN AND A TRUCK®** brand in the Marketing Area.

(l) Franchisee must prepare a business plan for the Franchise Business for the renewal term. This business plan must be submitted to and approved by Home Office. The business plan must contain the information specified and in the format required by Home Office.

(m) Franchisee meets any additional conditions specified by Home Office.

(n) Home Office has approved the renewal of the franchise.

Unless otherwise noted, all conditions to renewal must be met before the expiration of the initial term of this Agreement.

If all of the other applicable conditions to renewal have been met, Home Office will not withhold approval of renewal without good cause. Good cause for withholding approval of renewal may include, but is not limited to: Franchisee has failed to achieve minimum scores in Home Office's Achievements in Excellence rankings or a similar Home Office ranking system (the Achievements in Excellence rankings is a balanced scorecard approach used by Home Office to measure customer service, operational excellence, learning and growth, community involvement, and system citizenship); Franchisee has failed to achieve minimum reply card scores; Franchisee has failed to achieve acceptable status on other compliance requirements; Franchisee's lack of commitment to Home Office's Core Values; Franchisee has failed to use and cooperate in the use of operating systems and tools provided by Home Office to improve the Franchise Business and/or the franchise system as a whole;

Franchisee has failed to regularly attend and actively participate in conference calls, meetings, conventions, and other events sponsored or suggested by Home Office to increase the chance of success and/or maximize the performance of the Franchise Business and/or the franchise system as a whole; Franchisee has failed to embrace new programs and business building initiatives developed for the enhancement of the performance of the Franchise Business; Franchisee has regularly acted in a combative or confrontational manner with Home Office, vendors, customers, or other franchisees; Franchisee has had an excessive number of customer complaints and/or has not acted reasonably and in the best interests of the franchise system in resolving customer complaints; or Home Office has reasonable concerns about the financial condition or creditworthiness of Franchisee..

If Franchisee is otherwise eligible for renewal, but does not sign the new franchise agreement and pay the renewal fee prior to the expiration of the initial term of this Agreement, Franchisee must, if Home Office allows Franchisee to renew, pay a renewal fee equal to twenty percent (20%) of the franchise fee charged to new franchisees at the time of renewal. This provision for an increased renewal fee does not limit or bar any of Home Office's other rights or remedies arising from Franchisee's failure to comply with the requirements of renewal, including Home Office's right to refuse renewal. If local law requires Home Office to give notice to Franchisee prior to the expiration of the term, this Agreement will remain in effect on a month–to–month basis until Home Office gives such notice.

2. Conditional Renewals.

If Franchisee does not meet all of the conditions for renewal as described in Section 1 of Article V, Home Office may, in its sole discretion, allow Franchisee to conditionally renew its franchise. If Home Office consents to a conditional renewal of the franchise, Franchisee must meet all of the procedural conditions for renewal described in Section 1 of Article V (i.e. completing additional training, signing a new franchise agreement, updating equipment and operations, and payment of the renewal fee); however, the franchise agreement signed by Franchisee for the renewal term will only be for a limited probationary period (generally six months) and will specify performance criteria that Franchisee must meet during the probationary period. If Franchisee meets the specified performance criteria on the completion of the probationary period and is otherwise in compliance with the Franchise Agreement, Home Office will agree in writing to permit Franchisee to sign a then-current form of franchise agreement for a full five-year renewal term commencing from the date the conditional renewal was granted. If Franchisee does not meet the specified performance criteria during the initial probationary period, Home Office may, in its sole discretion, extend the probationary period for one additional probationary period (generally six to twelve months) to enable Franchisee a final opportunity to meet the specified performance criteria. If Franchisee meets the specified performance criteria on the completion of the second probationary period and is otherwise in compliance with the Franchise Agreement, Home Office will permit Franchisee to sign a then-current form of franchise agreement for a full five-year renewal term commencing from the date the first conditional renewal was granted.

3. Termination by Franchisee.

Franchisee has the right to terminate this Agreement prior to its expiration only for good cause and only in accordance with the requirements set forth in Section 7 of Article V.

Good cause under this paragraph means any material breach of this Agreement by Home Office.

4. Termination by Home Office.

Home Office has the right to terminate this Agreement prior to its expiration only for good cause and only in accordance with the requirements of Sections 5 or 7 of Article V. Good cause means any breach of this Agreement by Franchisee or the occurrence of any of the events listed in Sections 5 and 6 of Article V.

5. Immediate Termination.

Any of the following events will: (i) constitute a material default under this Agreement, (ii) be good cause for termination of this Agreement, and (iii) entitle Home Office to terminate this Agreement upon five (5) days written notice to Franchisee, without affording Franchisee an opportunity to cure:

(a) Franchisee's or its affiliate's willful and material misrepresentation or acts or omissions relating to the acquisition of the franchise granted by this Agreement or the on-going operation of the Franchise Business;

(b) Franchisee's assignment or transfer of the rights and/or obligations under this Agreement or the transfer of the Franchise Business without complying with the provisions of this Agreement;

(c) Franchisee's abandonment of any of its obligations under this Agreement;

(d) Franchisee's failure to provide services for a period of 10 or more consecutive days without the prior written approval of Home Office, unless caused by acts of God or other circumstances beyond Franchisee's control;

(e) Franchisee continues to receive an excessive number of customer complaints and/or continues to not act reasonably and in the best interests of the franchise system in resolving customer complaints after Franchisee has been notified in writing by Home Office that Franchisee was receiving an excessive number of customer complaints and/or not acting reasonably and in the best interests of the franchise system in resolving customer complaints;

(f) Franchisee or an affiliate or any owner of Franchisee is convicted of, or pleads guilty or no contest to or if Home Office has reasonable proof that Franchisee or an affiliate or any owner of Franchisee has committed: (i) a crime, offense or misconduct for which the minimum penalty includes imprisonment for more than one year; or (ii) any felony; or (iii) any crime, offense or misconduct for which the minimum penalty includes imprisonment for one-year or less that involves fraud or dishonesty or is in any other way relevant to the operation of the Franchise Business or to the System or Marks or the goodwill associated with the System or Marks; or (iv) multiple crimes, offenses, misconduct, or misdemeanors that are not otherwise covered in subsections (i), (ii), and (iii) of this Section;

(g) Franchisee's breach of the same or a similar provision of this Agreement, or other agreement, including any supplemental agreement as referenced in Article II, Section

17, or the Manuals, where there have been three or more separate breaches in any 18-month period or five or more separate breaches over the term of this Agreement, so long as Home Office made it known in writing to Franchisee that such an act was a breach prior to the second breach upon which Home Office is relying;

(h) Franchisee's breach of any provision (whether or not the same or a similar provision) of this Agreement, or other agreement, including any supplemental agreement as referenced in Article II, Section 17, or the Manuals, where there have been four or more separate breaches in any 18-month period or six or more separate breaches over the term of this Agreement, so long as Home Office made it known in writing to Franchisee that such an act was a breach prior to the second breach upon which Home Office is relying;

(i) Franchisee's and/or its affiliate's breach of the same or similar provision of any other **TWO MEN AND A TRUCK®** franchise agreement to which Franchisee or its affiliate is a party, including related agreements, and the Manuals, where there have been three or more separate breaches (including but not limited to Franchisee's failure to pay royalties, ad fees, or any other amounts when due) during any 18 month period so long as Home Office made it known in writing to Franchisee that such an act was a breach prior to the second breach upon which Home Office is relying;

(j) Franchisee's and/or its affiliate's breach of any provision (whether or not the same or a similar provision) of any other **TWO MEN AND A TRUCK®** franchise agreement to which Franchisee or its affiliate is a party, including related agreements, and the Manuals, where there have been four or more separate breaches (including but not limited to Franchisee's failure to pay royalties, ad fees, or any other amounts when due) during any 18 month period so long as Home Office made it known in writing to Franchisee that such an act was a breach prior to the second breach upon which Home Office is relying;

(k) Franchisee's and/or any of its affiliate's acts or omissions that discourage, prevent, or otherwise retard or stop a prospective or existing franchisee of the franchise system from obtaining a household goods moving authority or other license or authority generally possessed by persons in the household moving industry, including but not limited to, the filing of protests or petitions with any governmental authority objecting to a prospective or existing franchisee from obtaining such authority, cooperating or assisting another to undertake any acts or omissions to discourage, prevent or otherwise retard or stop a prospective or existing franchisee from obtaining a household moving authority;

(l) Franchisee's or its affiliate's dishonest or unethical conduct;

(m) Franchisee's or its affiliate's intentional conduct to cause or allow any unauthorized use or disclosure of any part of the Manuals, or any other of Home Office's confidential and/or proprietary information;

(n) Franchisee's or its affiliate's conduct of any kind that reflects materially and adversely on Home Office's operation, Marks, or System;

(o) Adjudication of bankruptcy of Franchisee, the insolvency of the Franchise Business, appointment of a receiver or trustee to take charge of the Franchise Business by a

Court of competent jurisdiction, or the general assignment for the benefit of creditors of Franchisee; or

(p) Entry of a final judgment or the unappealed decision of a regulatory officer or agency which results in a temporary or permanent suspension of any permit or license, possession of which is a prerequisite to operation of the Franchise Business.

Franchisee acknowledges and agrees that the defaults listed in this Section constitute good cause for termination of this Agreement, even though Franchisee is not afforded an opportunity to cure the defaults, because the defaults are not curable or are so egregious, damaging, or pervasive that they destroy the franchise relationship.

6. Termination After Notice.

Any of the following events will: (i) constitute a material default under this Agreement, (ii) be good cause for the termination of this Agreement, and (iii) entitle Home Office to terminate this Agreement in accordance with the requirements set forth in Section 7 of Article V:

(a) Franchisee's failure to have its Franchise Business open to the public and operational within four months following the month in which this Agreement is signed;

(b) Franchisee's failure to promptly pay its obligations to Home Office when due, whether or not the obligations accrue under the terms of this Agreement;

(c) Franchisee's failure to promptly pay its obligations to third parties, including but not limited to suppliers, landlords, and financial institutions whether or not such obligations accrue in connection with the Franchise Business;

(d) Franchisee's negligent acts or omissions giving rise to any material inaccuracy or inaccuracies in the accounting of Franchisee's Gross Sales or financial statements;

(e) Franchisee's breach of any other term of this Agreement or other agreement between Franchisee and Home Office, including the supplemental agreements referenced in Article II, Section 19, the Manuals, or any other obligation specified by Home Office, including but not limited to training and performance requirements described in the Agreement or other agreements;

(f) Franchisee's or its affiliate's breach of any term of any other **TWO MEN AND A TRUCK®** franchise agreement to which Franchisee or its affiliate is a party, including related agreements, or the Manuals, or any other obligation owed to Home Office, including but not limited to training and performance requirements described in the other franchise agreement;

(g) Any person's cancellation of or the existence of circumstances that create the unenforceability of any guaranty of the obligations of this Agreement;

(h) Franchisee's failure to achieve minimum scores in Home Office's Achievements in Excellence rankings or a similar Home Office ranking system (the Achievements in Excellence rankings is a balanced scorecard approach used by Home Office to measure customer service, operational excellence, learning and growth, community involvement, and system citizenship);

(i) Franchisee's failure to achieve minimum reply card scores;

(j) Franchisee's failure to achieve acceptable status on other compliance requirements;

(k) Franchisee's lack of commitment to Home Office's Core Values;

(l) Franchisee's failure to use and cooperate in the use of operating systems and tools provided by Home Office to improve the Franchise Business and/or the franchise system as a whole;

(m) Franchisee's failure to regularly attend and actively participate in conference calls, meetings, conventions, and other events sponsored or suggested by Home Office to increase the chance of success and/or maximize the performance of the Franchise Business and/or the franchise system as a whole;

(n) Franchisee's failure to embrace new programs and business building initiatives developed for the enhancement of the performance of the Franchise Business;

(o) Franchisee has regularly acted in a combative or confrontational manner with Home Office, vendors, customers, or other franchisees; or

(p) Franchisee has had an excessive number of customer complaints and/or has not acted reasonably and in the best interests of the franchise system in resolving customer complaints.

7. Notice Required for Termination; Cure; Notice of Defenses and Claims.

The following procedures must be used when providing for notice of termination "for good cause" (other than termination under Section 5 of Article V):

(a) A party terminating for good cause ("terminating party") must give a written notice of termination to the party in default ("defaulting party") specifying any reasons for such termination and the date the termination will be effective. The effective date of termination must be at least ten (10) days from the date of the notice for the non–payment of any amounts due and at least thirty (30) days from the date of the notice in all other instances. Except as provided in Subsection 7(b), termination will be automatically effective without further action by the terminating party upon the expiration of the notice period.

(b) The defaulting party can prevent termination only by completely curing, prior to the expiration of the notice period, all the defaults specified by the terminating party in the notice.

(c) The defaulting party must give written notice to the terminating party of all objections, defenses or disputes to termination, claims against the terminating party, setoffs, breaches of this Agreement or other agreements by the terminating party, or other actions, claims or defenses, if any, that the defaulting party claims against the terminating party. Such notice must be given within thirty (30) days of the date of the notice of termination. If the defaulting party fails to give the notice required in this subsection, the defaulting party is barred from seeking any relief, whether by way of action or defense, in any Court, or otherwise, with respect to any matter or issue that was subject to such notice.

(d) If the laws of the state in which the Franchise Business is located require a different notice period, opportunity to cure, or imposes other obligations for termination of this Agreement or other agreements relating to it, the requirements of those laws will apply in place of the provisions of this Agreement, to the extent the provisions in this Agreement conflict with those laws.

ARTICLE VI--OBLIGATIONS AND RIGHTS ON TERMINATION OR EXPIRATION

1. Franchisee's Obligations.

Upon termination, expiration without renewal, or transfer of this Agreement for any reason, Franchisee's rights to use the Marks and System and all other rights associated with being a licensed franchisee of Home Office will cease and the following, as well as any other provisions of this Agreement relating to termination or expiration, will apply:

(a) Cease Using Marks and System. Franchisee must immediately and permanently discontinue the use of the Marks, the System or any marks or names or logos confusingly similar to the Marks, and any other materials that may, in any way, indicate that Franchisee is or was a franchisee of Home Office, or in any way associated with Home Office or the Two Men and a Truck franchise system.

(b) Pay All Debt. Franchisee must immediately pay Home Office any and all amounts owing to it for whatever reason.

(c) Cease Operating Business. Franchisee must cease operating the Franchise Business and must stop using all Manuals, processes, materials, methods, or promotional materials Home Office provided or licensed to Franchisee. Franchisee must immediately discontinue all advertising placed or ordered for the Franchise Business. Franchisee must take all necessary steps to disassociate itself from Home Office and the System, including, but not limited to, the removal of signs, destruction of materials containing the Marks, and assignment or changing of Telephone Numbers and Internet Tools and the like, unless the same are transferred to another franchisee or Home Office. Franchisee must take such action as necessary to amend or cancel any assumed name, business name, or equivalent registration that contains any Marks and Franchisee must furnish Home Office with satisfactory evidence of compliance with this obligation within ten (10) calendar days after the termination, expiration, or transfer of this Agreement. If Franchisee fails to remove and/or destroy all

signs and other materials containing the Marks as of the effective date of termination or expiration of this Agreement, Home Office or its agent may, and are authorized by this Agreement, to enter the Franchise Location and remove or paint over any and all such signs, and material and Franchisee waives and releases Home Office from any and all claims for damages resulting from those actions

(d) Return Confidential Information and Other Assets. Franchisee must promptly return to Home Office all Manuals, all of Home Office's policies and procedures, forms, any documentation or software relating to the Automation Systems and other software, all training and promotional aids and all other confidential and proprietary information, unless it is transferred to a new franchisee.

(e) Assignment of Telephone Numbers, Email Addresses, Etc. Franchisee must immediately and permanently cease to use all Telephone Numbers and Internet Tools that have been used in the Franchise Business and, if requested by Home Office, must assign all such Telephone Numbers and Internet Tools to Home Office. Franchisee must provide to Home Office all information necessary to allow Home Office to access Franchisee's accounts for Telephone Numbers and Internet Tools, including usernames, passwords, and security codes. Franchisee acknowledges that as between Home Office and Franchisee, Home Office has the sole rights to all Telephone Numbers and Internet Tools used in the Franchise Business and all written and online directory listings associated with the Franchise Business and Franchisee authorizes Home Office, and appoints Home Office and any officer of Home Office as its attorney-in-fact, to direct the applicable service providers and all listing agencies to transfer those items to Home Office or its agent or assignee if Franchisee fails or refuses to do so. The applicable service providers and all listing agencies may accept the direction in this Agreement as conclusive evidence of the exclusive rights of Home Office in such Telephone Numbers and Internet Tools and directory listings and as its authority to direct their transfer.

(f) Permit Inspection. Franchisee must permit Home Office to make final inspection of Franchisee's financial records, books, tax returns, and other accounting records within three (3) years after the effective date of termination, expiration, or transfer.

(g) Sale of Products to Home Office. Franchisee must sell to Home Office all or part of Franchisee's inventory or products on hand as of the date of termination or expiration that are uniquely identified with Home Office or the Marks, if any, as Home Office may request in writing before or within 30 days after the date of termination or expiration. The sales price will be the current published prices then being charged by the manufacturer or supplier to authorized franchisees of Home Office, not including any costs of storage or transportation paid by Franchisee to bring the goods initially to the Franchise Business, minus all costs incurred or to be incurred by Home Office to restore the goods or the packaging of the goods to a saleable condition and minus a reasonable allowance for physical deterioration, obsolescence or damage to the extent not restored.

(h) Holdback for Customer Damages. If the Franchise Agreement is terminated (except a termination in connection with a transfer of the Franchise Business under Article VII) or expires without renewal, Franchisee must pay to Home Office an amount to be held by Home Office to cover potential customer damages (the "Holdback Amount"). The Holdback

Amount will be determined by Home Office based on Franchisee's customer damage history for the two years preceding the date of termination or expiration without renewal and any current damage issues known to Home Office. Home Office will have the right to ACH transfer the Holdback Amount from Franchisee's account five days before the date of termination or expiration without renewal. Home Office will hold the Holdback Amount for a period of six months and may use the Holdback Amount during that period to pay damages in connection with the resolution of disputes with Franchisee's customers under Article II, Section 18(c) of this Agreement. Any portion of the Holdback Amount remaining at the end of the six month period will be paid over to Franchisee within 14 days of the end of the six month period.

2. Other Obligations.

Termination, expiration, or transfer of this Agreement will not lessen the liability or further obligation of Franchisee pursuant to this Agreement relating to Home Office's option to purchase Franchisee's assets, restrictions on disclosure and use of Confidential Information, restrictions on competition, or other such obligations that by their terms or intent survive termination, expiration, or transfer of this Agreement. Such Franchisee obligations will survive termination, expiration, or transfer of this Agreement.

3. Cumulative Remedies.

This Agreement's termination, expiration, or transfer of this Agreement and/or enforcement of the provisions of this Article VI will not affect or prejudice any of Home Office's other rights or remedies for Franchisee's breach of this Agreement, whether such rights and remedies are contained in this Agreement or otherwise provided by law or equity.

4. Damages for Loss of Bargain.

In addition to any other remedies available to Home Office, if this Agreement is terminated prior to its expiration (other than termination by Franchisee for cause), Home Office will be entitled to recover from Franchisee damages attributable to the loss of bargain resulting from such termination. The parties hereby stipulate and agree that the damages for such loss of bargain will be the present value of the royalty that would have been payable to Home Office for the balance of the term of this Agreement. The aggregate amount of royalty that would have been payable will be calculated utilizing annual Gross Sales equal to the average annual Gross Sales of the Franchise Business for the two-year period (or such lesser period if the Franchisee was not in operation for a full two-year period) immediately preceding the date of termination. For purposes of this paragraph, Gross Sales will be calculated based on Gross Sales reported by Franchisee or as actually determined by an audit of the Franchise Business, in Home Office's sole discretion. If Franchisee has failed or refused to report any Gross Sales prior to termination, Home Office may reasonably estimate such Gross Sales.

5. Option to Purchase Assets of Franchise Business.

(a) Option. If this Agreement expires, terminates, or is not renewed for any reason, Home Office will have the option, but not the obligation, to purchase the assets of the Franchise Business. For purposes of this Section, the assets of the Franchise Business means the vehicles, equipment, inventory, leasehold interest (at Home Office's option), fixtures,

furnishings, and other assets of the Franchise Business other than real estate owned by Franchisee. If the option is triggered by termination, Home Office must exercise the option granted in this Section by written notice within 30 days after the date of termination of the Franchise Agreement. If Franchisee does not timely exercise its option to renew the franchise under Article V, Section 1 or Home Office notifies the Franchisee that Home Office does not consent to the renewal of the franchise, then Home Office may exercise the option granted in this Section by written notice at any time thereafter, but no later than 30 days after the expiration date of the Franchise Agreement.

(b) Purchase Price. The purchase price will be the fair market value of the assets as agreed by the parties. If the parties are not able to agree on the fair market value within seven days of Home Office exercising its option, the value will be determined by appraisal using the method described in Article XI, Section 12. The purchase price will be reduced by: (i) the total current and long-term liabilities of the Franchise Business that Home Office agrees to assume; and (ii) any amounts due from Franchisee to Home Office.

(c) Leasehold Interest. If Franchisee leases the Franchise Location, Home Office will have the option to include an assignment of Franchisee's lease for the Franchise Location in the purchase of the assets. If Home Office exercises that option, Franchisee must cooperate fully and use its best efforts to acquire the landlord's approval of the assignment of the lease for the Franchise Location to Home Office, if necessary. If Franchisee or an affiliate of Franchisee owns the Franchise Location, Home Office or its designee will have the option to enter into a lease for a term of not less than five years with an option by lessee to extend the term of the lease for an additional term of five years. The lease will contain the standard terms and conditions contained in leases for the same or similar properties. The rental under the lease for the initial five year term will be the fair rental value of the property as of the date of exercise of the option. If the parties cannot agree on the fair rental value within seven days of Home Office exercising its option, the value will be determined by appraisal using the method described in Article XI, Section 12. The rental during the second five year option term will be the fair rental value of the property as of the date that is 30 days before the end of the initial term of the lease. If the parties cannot agree on the fair rental value within seven days, the value will be determined by appraisal using the method described in Article XI, Section 12.

(d) Closing. The closing of the purchase will occur within 60 days after Home Office exercises its option to purchase the assets or such later date as may be necessary to determine fair market value, fair rental value and/or to comply with applicable bulk sales or similar laws. At closing, Home Office and Franchisee agree to execute and deliver all documents necessary to vest title in the assets purchased by Home Office free and clear of all liens and encumbrances, except those assumed by Home Office, and to effectuate the assignment of the lease for the Franchise Location, if applicable. Home Office will be entitled to customary warranties, closing documents and post-closing indemnifications. Home Office reserves the right to assign its option to purchase the Franchise Business or to designate a substitute purchaser for the Franchise Business if Home Office remains responsible for and guarantees compliance with the provisions of this Section.

(e) Operation During Option Period. Home Office will have the right, on written notice to Franchisee, to manage the Franchise Business during the period in which Home

Office has an option to purchase the Franchise Business and for the period following the exercise of the option by Home Office and before closing. Home Office will be responsible for the debts of the Franchise Business during this period of management and may charge a reasonable fee to manage the Franchise Business, not to exceed five (5%) percent of gross sales of the Franchise Business. This management fee is in addition to any royalty or advertising fund payments due to Home Office.

ARTICLE VII--SALE OR TRANSFER OF THE FRANCHISE; ADDING A FRANCHISEE OR PRINCIPAL TO FRANCHISE AGREEMENT

1. Transfer by Home Office.

This Agreement and all of Home Office's rights and obligations under it may be assigned and transferred by Home Office so long as the performance of all of the obligations owing the Franchisee have been performed or provided for, and if so assigned or transferred, will be binding upon and inure to the benefit of Home Office's successors and assigns.

2. Transfer by Franchisee.

This Agreement is personal to Franchisee or the principals of Franchisee if Franchisee is a partnership, corporation, limited liability company, or other legal entity, because Home Office is relying on Franchisee's or its principals' individual qualifications and representations. Therefore, neither this Agreement nor any of its rights or privileges, nor any shares of stock in the corporation if Franchisee is a corporation, nor any interest in the partnership, limited liability company, or other entity, if Franchisee is a partnership, limited partnership, or other entity, can be assigned, transferred, or divided in any manner by anyone without Home Office's prior written approval. Home Office's approval will not be unreasonably withheld, but may be conditioned upon any or all of the following:

(a) Prospect's Character, Business Experience and Credit Rating. The proposed new franchisee must follow the same application procedures as a new franchisee and must meet the same standards as Home Office has set for any new franchisee. Home Office must be satisfied with the character, business experience, financial strength, reputation, business ability, experience, and credit rating of the proposed new franchisee (and its principals if the proposed new franchisee is a corporation, limited liability company, partnership, or other legal entity).

(b) Burdens on Proposed New Franchisee. The terms of the proposed transfer must not place unreasonable burdens on the proposed new franchisee in the judgment of Home Office.

(c) Payment of All Debt Owed Home Office; Escrow Account. Franchisee and its principals and affiliates must pay any and all debt they owe or may in the future owe Home Office, individually or jointly, whether or not such debt arises under this Agreement. This debt may include, but is not limited to, all royalties, advertising fees, Technology and Support Fees [including those owed for the final month (or portion thereof) of operation of the Franchise Business], and indemnification obligations. Home Office may require that sufficient funds, as it determines in its sole discretion, be placed in an escrow account for up

to one year to cover these obligations. Home Office may use the escrowed funds to pay Home Office any amounts that Franchisee may owe Home Office for any reason. After the end of the escrow period, Home Office will return to Franchisee any remaining amounts held in escrow not owed to third parties. Home Office may use any excess amount held in escrow to pay amounts owed by Franchisee to third parties. Since the escrowed funds are intended to cover potential future liability, Franchisee must continue to pay amounts owed to Home Office as those amounts come due and must not rely on Home Office paying those amounts from any amounts held in escrow.

(d) Payment of All Debt Owed Third Parties; Escrow Account. Franchisee must fulfill all obligations to and pay all debt owed or that may in the future be owed to third parties, including any disputed debt, undisputed debt, and customers' damage claims. Home Office may require that sufficient funds, as it determines in its sole discretion based upon past experience and current issues, be placed in an escrow account for up to one year to cover these obligations. Home Office may use the escrowed funds to pay third parties any amounts that Franchisee may owe the third parties for any reason. After the end of the escrow period and after any pending disputes are resolved and settled, Home Office will return to Franchisee any remaining amounts held in escrow not owed to Home Office. Home Office may use any excess amount held in escrow to pay amounts owed by Franchisee to Home Office. Since the escrowed funds are intended to cover potential future liability, Franchisee must continue to pay amounts owed to third parties as those amounts come due and must not rely on Home Office paying those amounts from any amounts held in escrow.

(e) Prospect's Satisfactory Completion of Training. The proposed new franchisee must satisfactorily complete Home Office's initial training program, which must take place at the first available training program offered after the closing of the transfer.

(f) Payment of Transfer Fee. Franchisee must pay Home Office a transfer fee equal to twenty-five percent (25%) of the franchise fee charged to new franchisees at the time of transfer, which must be paid prior to transfer and prior to the training of the proposed transferee.

(g) Execution of Agreement Terminating Franchise Agreement and Releasing Home Office and Others of Liability. Franchisee must sign an agreement terminating this Agreement and releasing any and all claims Franchisee has against Home Office, and Home Office's officers, directors, agents, and employees arising out of or related to this Agreement, which release must contain the language and be in a form chosen by Home Office. Home Office will not require any release of liability specifically proscribed by any state statute regulating franchising, but the parties may agree to voluntarily do so in settlement of any or all claims.

(h) Execution of a New Franchise Agreement by New Franchisee. The proposed new franchisee must execute a new franchise agreement with Home Office in the form Home Office uses at the time of transfer for the term remaining on this Agreement, or for the term otherwise specified in the new franchise agreement as Home Office determines in its sole discretion. The owners of the proposed new franchisee must agree to be personally bound, jointly and severally, by all of the provisions of the new franchise agreement.

(i) Websites, Social Media and other Internet Tools. Franchisee and the proposed new franchisee must agree to assignment of the Franchisee's websites, social media accounts, and other Internet tools to the proposed new franchisee and the proposed new franchisee must agree to assume responsibility for those websites, social media accounts, and other Internet tools, including payment of periodic hosting and maintenance fees.

(j) Compliance with all Other Obligations under this Agreement. Franchisee must be in compliance with all obligations under this Agreement and the Manuals, including but not limited to obligations relating to vehicle and equipment safety and appearance requirements, compliance with applicable law, use of approved products and services and Designated and Approved Suppliers, maintenance, insurance, and sales and advertising requirements.

(k) Compliance with Current System Standards. Franchisee and/or the proposed new franchisee must agree that it or they will take any action specified by Home Office to make the Franchise Business comply with Home Office's current appearance, equipment, signage, and other requirements for Units. Home Office may require that this action be taken before the transfer or that the action be completed within a specified period of time after the transfer (not to exceed 60 days). Without limiting the foregoing, the new franchisee must register with the designated PCI Compliance vendor within the timeframe specified by Home Office.

(l) Provision of Certain Information to New Franchisee. Franchisee must provide the new franchisee with information specified by Home Office, regardless of whether it is required under the purchase agreement between the parties. This information may include, but is not limited to, employment and personnel records for existing employees and employee candidates, currently valued loss run reports for the past five policy years for all insurance policies, annual premium amounts for each year for the past five policy years for casualty lines of coverage, total vehicle count for each year for the past five years, and audited payrolls for the past five years. Franchisee agrees that Home Office may provide the specified information directly to the new franchisee to the extent that Home Office has that information.

(m) Existing Franchisee Prospect. If the proposed transferee or an affiliate operates one or more existing Two Men and a Truck franchises, the proposed transferee must provide Home Office with a business plan that describes in substantial detail how the proposed transferee or its affiliate will maintain the operation of the franchise being transferred, while the proposed transferee, its principals, or its affiliates are simultaneously operating the existing franchise or franchises. In determining whether to approve a transfer to a proposed transferee that operates or has an affiliate that operates one or more existing Two Men and a Truck franchises, Home Office will consider all aspects of the operation of the existing franchise or franchises, including those items described as good cause for non-renewal in Article V, Section 1. In addition, the proposed transferee must meet Home Office's requirements for franchisees that own and operate (or that together with affiliates of the franchisee own and operate) multiple franchises.

(n) Compliance with other Standard Transfer Procedures. Franchisee and the proposed transferee must comply with any other standard procedures specified by Home Office.

Franchisee agrees that Home Office may, in its sole discretion, provide a proposed transferee with any information in Home Office's possession relating to the Franchise Business, including but not limited to: the information described in subsection (k) of this Section, Achievements in Excellence rankings of the Franchise Business, the results of inspections and audits, sales and expense information, information on the number and types of moves, and information relating to customer relations. Franchisee agrees to release and hold harmless Home Office from any liabilities, losses or claims relating to or arising from the provision of information to a proposed transferee.

3. Transfer to Corporation or Limited Liability Company.

If Franchisee is a sole proprietorship or partnership, Home Office hereby expressly consents to the assignment of this Franchise Agreement to a corporation, limited liability company or other generally recognized legal entity formed, operated, and controlled solely by Franchisee to operate the Franchise Business, provided Franchisee complies with the following:

(a) Assignment Does Not Affect Liability. The assignment does not relieve the original Franchisee(s) of the obligations of the Franchise Agreement.

(b) Requirements Regarding Stock Certificates. The stock certificates representing shares in the Corporation or other document representing an interest in another generally recognized legal entity must permanently contain the notation described in Section 13 of Article II.

4. Adding a Franchisee or a Principal to the Franchise Agreement; Removing a Franchisee or a Principal from the Franchise Agreement.

(a) Application and Approval Necessary to Add Franchisee or Principal. Franchisee (or a principal of Franchisee in the case where Franchisee is a corporation, limited liability company, or other legal entity other than an individual) may, at any time, request that an applicant be added as an additional Franchisee (or an additional principal of Franchisee in the case where Franchisee is a corporation, limited liability company, or other legal entity other than an individual). If such applicant is approved, the applicant will have the same rights and obligations of the Franchisee (or of the principal of Franchisee in the case where Franchisee is a corporation, limited liability company, or other legal entity other than an individual).

(b) Conditions Necessary for Approval. The following requirements must be satisfied prior to the conditional approval of an applicant:

(i) each applicant must complete Home Office's written application form, and agree, in writing, that Home Office may perform a credit and background check on the applicant;

(ii) each applicant must complete a written personality profile that Home provides him/her;

(iii) each applicant must visit Home Office, and be interviewed by one or more Home Office personnel;

If Home Office, in its sole discretion, determines that the applicant remains qualified after satisfactory completion of the above requirements, it will grant the applicant conditional approval, which approval will become unconditional after: (A) Home Office receives a fee equal to 12½ % of the franchise fee charged to new franchisees at the time of the addition for each conditionally approved applicant, (B) each conditionally approved applicant satisfactorily completes (in Home Office's sole discretion) the training program described in Article I, Section 5, and (C) each applicant signs the Guaranty, Exhibit 3 of the Franchise Agreement, as an additional signatory.

(c) Adding Approved Applicant. Home Office, in its sole discretion, may require an approved applicant to wait until the renewal date of the Franchise Agreement to be added as a Franchisee (or a principal of Franchisee in the case where Franchisee is a corporation, limited liability company or other legal entity other than an individual).

(d) Removing a Franchisee or Principal from the Franchise Agreement. If a Franchisee or a principal of Franchisee requests to be removed from the Franchise Agreement, Home Office will determine, in its sole discretion, whether to grant the request. As a condition to granting the request, Home Office may, in its sole discretion, charge an administrative fee.

5. Death or Incapacity of Franchisee or Principal.

(a) Obtaining Consent to Continue Operating. In the case of the death or mental incapacity of Franchisee (or the principal, shareholder, general partner, majority owner, or majority member of Franchisee if Franchisee is a corporation, partnership, limited liability company, or other legal entity), the legal representative or other authorized person controlling the Franchisee's affairs must request, within thirty (30) days of the death or incapacity, Home Office's consent to continue to operate the Franchise Business. This consent will not be unreasonably withheld but may be conditioned upon the manager of the Franchise Business having satisfactorily completed the training or otherwise being certified by Home Office as meeting its minimum qualifications.

(b) Requirement to Transfer. The legal representative or other authorized person must propose, in writing, a transferee of the Franchisee's interest in the franchise that is acceptable to Home Office within one hundred eighty (180) days of the death or incapacity. If the legal representative or other authorized person does not propose in writing to Home Office a transferee that is acceptable to Home Office within one hundred eighty (180) days of the death or incapacity, this Franchise Agreement will be subject to termination.

6. Right of First Refusal.

Franchisee or any principal or other person owning an interest in Franchisee or any legal heir or devisee or legal representative of a deceased or incapacitated Franchisee or person owning an interest in Franchisee must not transfer any interest in Franchisee's franchise or the assets of the franchise without first offering the franchise or assets to Home Office. The terms of any offer to Home Office must be the same terms as offered to or by the

proposed transferee. Franchisee must deliver a copy of the offer to Home Office. Franchisee must also deliver copies of all documents to be executed by Franchisee or such other person in conjunction with the proposed transfer and such financial or other information Home Office specifies to reasonably inform Home Office of the financial condition of the Franchise Business. Home Office will have thirty (30) days from the date of delivery of the information specified above, to exercise, by written notice to Franchisee, the right to purchase such interest for the price and on the terms specified in the offer. Home Office can designate a substitute purchaser provided that Home Office assumes responsibility for the performance of any purchaser it designates. If Home Office exercises its right of first refusal, the parties must close the transaction within thirty (30) days of Home Office's notice of election or the date designated in the offer, if later. If Home Office does not exercise its right of first refusal, Franchisee may complete the transfer, but only on the same terms and conditions offered to Home Office. Any such transfer is subject to Home Office's rights of approval as specified in this Article. If the transfer is not completed within sixty (60) days, Home Office will, again, have the right of first refusal to purchase such interest.

Notwithstanding anything to the contrary contained in this Section, Home Office will not exercise its right of first refusal so as to become a partial owner of the Franchisee or the Franchise Business operated by the Franchisee.

ARTICLE VIII--CONFIDENTIALITY AND NON–COMPETITION

1. Confidential Information.

(a) Defining Confidential Information. Home Office possesses and will create or acquire in the future, and upon execution of this Agreement Franchisee has the right to possess, certain confidential information ("Confidential Information") relating to developing and operating **TWO MEN AND A TRUCK®** franchise businesses, including (without limitation):

(i) Manuals, training methods, operations methods, techniques, processes, policies, procedures, systems, and data;

(ii) specifications and information about products or services:

(iii) marketing techniques, knowledge and experience, and marketing and advertising programs used in developing and operating **TWO MEN AND A TRUCK®** franchise businesses, including (without limitation) websites and social media;

(iv) all information regarding the identities and business transactions of customers and suppliers;

(v) the Automation Systems, computer software, including Movers Who Care® software, and similar technology that is developed by or for Home Office or its agents, which is proprietary to Home Office, including, without limitation, digital passwords and identifications and any source code of, and data, reports, and other printed materials generated by, the software or similar technology;

(vi) knowledge of the operating results and financial performance of Franchisee's **TWO MEN AND A TRUCK®** Franchise Business and of other **TWO MEN AND A TRUCK®** franchise Units;

(vii) all knowledge, information, reports, data, source code, and documents Franchisee acquires or has access to pertaining to services provided by third-party vendors, if any, in connection with any agreements between third-party vendors and Home Office;

(viii) oral or written communications from Home Office to Franchisee relating to the development and operation of the Franchise Business; and

(viii) other property that Home Office describes as being confidential information or trade secrets of the **TWO MEN AND A TRUCK®** franchise system.

(b) Ownership and Use of Confidential Information. Franchisee acknowledges that Home Office owns the Confidential Information and/or the rights to use the Confidential Information and agrees that Franchisee will not acquire any interest in the Confidential Information, other than the right to use it as Home Office specifies in developing and operating the Franchise Business during the term of this Agreement. The Confidential Information or the right to use the Confidential Information is proprietary to Home Office and is disclosed to Franchisee only on the condition that Franchisee agrees that it will:

(i) not use the Confidential Information in any other business or capacity;

(ii) keep each item deemed to be part of Confidential Information absolutely confidential, both during this Agreement's term and then thereafter for as long as the item is not generally known in the moving or other relevant industries;

(iii) not make unauthorized copies of any Confidential Information disclosed via electronic medium or in written or other tangible form; and

(iv) adopt and implement reasonable procedures to prevent unauthorized use or disclosure of Confidential Information, including, without limitation, restricting its disclosure to Franchisee's **TWO MEN AND A TRUCK®** employees and others within the **TWO MEN AND A TRUCK®** franchise system. Franchisee will require its employees having access to Confidential Information to sign non-disclosure and/or non-competition agreements in a form approved by Home Office before disclosing Confidential Information to them. Home Office has the right to be a third-party beneficiary of those agreements with independent enforcement rights.

(c) Development of New Proprietary or Confidential Information. All ideas, concepts, techniques, or materials relating to a **TWO MEN AND A TRUCK®** franchise business, whether or not protectable intellectual property and whether created by or for Home Office or by or for Franchisee, must be promptly disclosed to Home Office and will be Home Office's sole and exclusive property, part of the System, and works made-for-hire for Home Office. Franchisee hereby assigns ownership of the intellectual property, and all related

rights to it, to Home Office to the extent that any intellectual property does not qualify as a "work made-for-hire" for Home Office. Franchisee agrees to take whatever action (including signing an assignment or other documents) that Home Office requests to evidence its ownership in the intellectual property.

(d) Expiration, Termination or Transfer of Agreement. Franchisee agrees that when this Agreement expires, is terminated, or upon the transfer of Franchisee's franchise, Franchisee will immediately cease using any and all of the Confidential Information in any business or otherwise, and return to Home Office all copies of all Confidential Information that Franchisee has in its possession. Franchisee acknowledges and agrees that it will be liable to Home Office for any use of the Confidential Information not authorized by this Agreement.

2. Exclusive Business, Non-Competition.

(a) In-Term Covenant. Franchisee acknowledges that Home Office has granted Franchisee the franchise in consideration of and reliance upon Franchisee's agreement to deal exclusively with Home Office. Franchisee, therefore, agrees that during the term of this Agreement, Franchisee and its affiliates and the past, present, and future principals, officers, directors, shareholders, members, agents, investors, and Family Members (defined below) of Franchisee and its affiliates will not directly or indirectly (either as an individual or in partnership or in conjunction with any other person as principal, agent, owner (except ownership of no more than 1% of a publicly traded entity), shareholder, member, director, officer, manager, employee, or in any other capacity whatsoever) carry on, be engaged in, or be concerned with, or interested in, or advise, lend money to, finance in any manner (including seller financing), lease real or personal property to, consult with, guarantee the debts or obligations of, or be employed by any person engaged in or concerned with or interested in any business that is involved, in whole or in part, in a Competitive Business (defined below) (except other Two Men and a Truck businesses operated under franchise agreements entered into with Home Office).

(b) Post-Term Covenant. Franchisee agrees that on termination (including termination on transfer), expiration, or non-renewal of this Agreement, Franchisee and its affiliates and the past, present, and future principals, officers, directors, shareholders, members, agents, investors, and Family Members (defined below) of Franchisee and its affiliates will not, for a period of three years commencing on the later of the date of termination, expiration, or non-renewal, or the date that the prohibited conduct ceases, directly or indirectly (either as an individual or in partnership or in conjunction with any other person as principal, agent, owner (except ownership of no more than 1% of a publicly traded entity), shareholder, member, director, officer, manager, employee, or in any other capacity whatsoever) carry on, be engaged in, or be concerned with, or interested in, or advise, lend money to, finance in any manner (including seller financing), lease real or personal property to, consult with, guarantee the debts or obligations of, or be employed by any person engaged in or concerned with or interested in any business that is involved, in whole or in part, in a Competitive Business within the Geographic Areas (defined below) (except other Two Men and a Truck businesses operated under franchise agreements entered into with Home Office).

(c) Other Restrictions. Franchisee, and its affiliates and the past, present, and future principals, officers, directors, shareholders, members, agents, investors, and Family Members of Franchisee and its affiliates must not, during the term of this Agreement and for a period of three years after termination, expiration or non-renewal of this Agreement, directly or indirectly: (a) divert or attempt to divert any business or customer of the Franchise Business or any other Unit to any Competitive Business by direct or indirect inducements or otherwise; (b) employ or seek to employ any person who was, at the time, employed by Home Office or its affiliates or by another Unit, or directly or indirectly induce any person to leave their employment with Home Office or its affiliates or with another Unit; (c) sponsor, appoint or encourage or influence or promote friends, relatives or associates to operate a Competitive Business; (d) employ any person or furnish or permit access to Home Office's Confidential Information or proprietary information to any person who is engaged or has arranged to become engaged in Competitive Business or in any business or entity that franchises, licenses or otherwise grants to others the right to operate a Competitive Business; or (e) engage in any other activity that may injure the goodwill of the Marks or System.

(d) Definitions.

(i) "Competitive Business" means: (a) a business that is identical to or similar to a business using the System; (b) any moving, storage (including warehouse and portable container storage), packing, unpacking, or similar business, but not a warehouse storage business located off site of a moving business location; or (c) a business or entity that franchises, licenses, or otherwise grants to others the right to operate a described in subsections (a) and (b) of this paragraph.

(ii) "Geographic Areas" means: (a) the Marketing Area or the area within 20 miles of the Marketing Area; and (b) the marketing area of any other **TWO MEN AND A TRUCK®** business or the area within 20 miles of the marketing area of any other **TWO MEN AND A TRUCK®** business existing or planned at the time Franchisee is terminated, transferred, or otherwise leaves the franchise system.

(iii) "Family Members" means all individuals with any of the following relationships with the Franchisee or its affiliates or any of its shareholders, officers, directors, partners, members, owners or investors of Franchisee or any of its affiliates: (a) spouse; (b) children; (c) grandchildren; (d) stepchildren; (e) parents; (f) siblings; (g) spouse's parents; and (h) spouse's siblings.

(e) Acknowledgements and Agreements relating to Relating to Restrictions. Franchisee acknowledges and agrees that the length of the post-term restrictions and the geographical restrictions contained in this Section are fair and reasonable. The parties have attempted to limit Franchisee's right to compete only to the extent necessary to protect the reasonable competitive business interests of Home Office and its franchisees. If the above restrictions or any part of these restrictions are invalid, this Section will be considered as imposing the maximum restrictions allowed under the applicable state law in place of the invalid restriction or part of the restriction. In addition, Home Office reserves the right to reduce the scope of these provisions without Franchisee's consent, at any time, effective immediately on notice to Franchisee.

ARTICLE IX--RELATIONSHIP OF PARTIES; INDEMNIFICATION

1. Independent Contractor.

Franchisee is an independent contractor and nothing in this Agreement will be construed so as to create an agency or an employment relationship, a partnership or a joint venture between the parties. Neither party can act or has the authority to act as agent for the other and neither Franchisee nor Home Office can guarantee the obligations of the other or in any way become obligated for the debts or expenses of the other unless agreed to in writing. Franchisee is not and cannot hold itself out as being an agent or employee of, or a partner or joint venture with Home Office.

2. Separate Identification of Business.

Franchisee must identify the Franchise Business as a separate business by filing an assumed name certificate or other documentation as appropriate in the state and/or county of location of the Franchise Business. Franchisee must display such signs, notices, or plaques as Home Office specifies to identify the separate ownership of the Franchise Business.

3. No Liability for Acts of Other Party.

Home Office and Franchisee may not make any express or implied agreements, warranties, guarantees, or representations, or incur any debt, in the name or on behalf of the other or represent that their relationship is other than franchisor and franchisee. Home Office will not be obligated for any damages to any person or property directly or indirectly arising out of Franchisee's operation of the Franchise Business.

4. Taxes.

Franchisee must pay, when due, all taxes of every kind applicable to the Franchise Business or the income of the Franchise Business, including all local, state or federal taxes. Home Office has no liability for any sales, use, service, occupation, excise, gross receipts, income, property, or other taxes, whether levied upon Franchisee or its principals or the Franchise Business, due to the business Franchisee conducts (except for Home Office's income taxes. Franchisee is responsible for paying these taxes and must reimburse Home Office for any taxes that Home Office must pay to any federal, state or local taxing authority on account of either Franchisee's operation or payments that Franchisee makes to Home Office. Franchisee acknowledges that its tax liability may include taxes on interstate moves that may be imposed by states other than the state in which Franchisee is located. Franchisee is solely responsible for complying with all local, state, and federal tax laws and should consult with its legal and tax advisors regarding potential tax liabilities.

5. Indemnification.

Franchisee is responsible for all losses or damages from contractual liabilities to third persons from the possession, ownership and operation of the Franchise Business and all claims or demands for damages to property or for injury, illness or death of persons, directly or indirectly arising out of, or in connection with, possession, ownership or operation of the Franchise Business or the actions or omissions of Franchisee and Franchisee's employees. Franchisee must indemnify, hold harmless, and at Home Office's request, defend Home

Office, Home Office's affiliates, franchisees, and licensees, and their officers, directors, employees, and agents, from all fines, charges, suits, proceedings, claims, demands, damages, liabilities, costs, and settlements with customers and/or others, including the payment of reasonable attorney's fees, arising out of any action and/or inaction of Franchisee and Franchisee's employees and/or any lawsuit, proceeding of any kind or nature and/or settlement negotiations that relate in any way to the Franchise Business. This indemnity obligation will continue in full effect even after the expiration, transfer or termination of this Agreement. Home Office's right to indemnity under this Agreement will arise and be valid notwithstanding that joint or concurrent liability may be imposed on Home Office by statute, ordinance, regulation or other law.

ARTICLE X--LAW AND JURISDICTION; INJUNCTIVE RELIEF; NO CLASS ACTION OR CONSOLIDATION

1. Michigan Law and Jurisdiction.

This Agreement and its construction and any other disputes between or among the parties will be governed by the laws of the State of Michigan (without reference to the conflicts of laws provisions). Nothing in this Section is intended by the parties to subject this Agreement to any franchise or similar law, rule, or regulation of the State of Michigan to which it would not otherwise be subject. Unless otherwise precluded by law, any legal proceedings between the parties must be brought and conducted only in a State or Federal Court in the State of Michigan located in the County in which Home Office's principal office is located and Franchisee consents to those Courts having personal jurisdiction of Franchisee.

2. Injunctive Relief.

Home Office has the right, without the posting of any bond or security and without the need to prove irreparable injury, to obtain specific enforcement of the terms of this Agreement from a court of competent jurisdiction, by temporary and/or permanent injunctions or other similar equitable relief. Specifically, Home Office has the right to obtain such relief to prevent Franchisee from engaging in any act that would cause irreparable harm to Home Office. Franchisee acknowledges and agrees that the following acts would cause irreparable harm to Home Office:

(a) Abusing or violating any of the rights licensed by this Agreement;

(b) Engaging in competitive operations in violation of the in-term and/or post–term covenants set forth in Section 2 of Article VIII;

(c) Disclosing to another person or using in a Competitive Business, Home Office's trade secrets or Confidential Information;

(d) Transferring or assigning this Agreement without complying with the terms of this Agreement;

(e) Engaging in acts or practices in violation of applicable laws and regulations or which are fraudulent, dishonest, or create health or other hazards to the public;

(f) Significantly impairing the goodwill associated with the Marks or System; or

(g) Continuing to operate the Franchise Business or other business using any of the Marks or System after this Agreement has terminated or expired.

Home Office's rights to apply for injunctive relief are in addition to all other remedies available to Home Office under applicable law.

3. No Class Action or Consolidation.

The parties agree that any suit, action, arbitration, litigation, or other legal proceeding will only be conducted on an individual basis and not on a class-wide, multiple-plaintiff, consolidated, or similar basis. The parties waive, to the fullest extent allowed by law, any right to pursue or participate as a plaintiff or a class member in any claim on a class-wide, multiple-plaintiff, consolidated, or similar basis or in a representative capacity.

ARTICLE XI--OTHER PROVISIONS

1. Home Office's Right to Exercise its Business Judgment.

Home Office has the right to operate, develop, and change the System in any manner that is not specifically prohibited by this Agreement. Whenever Home Office has reserved in this Agreement a right to take or to withhold an action, or to grant or decline to grant Franchisee a right to take or omit an action, Home Office may, except as otherwise specifically provided in this Agreement, make its decision or exercise its rights based on information readily available to it. Franchisee acknowledges that Home Office may make its decision of what is in its and/or the franchise system's best interests without regard to whether Home Office could have made other reasonable or even arguably preferable alternative decisions.

2. Modification of System; Uniformity.

Because complete and detailed uniformity under many varying conditions is not generally possible or practical, Franchisee acknowledges that Home Office specifically reserves the right, in its sole discretion, to vary the System standards for any franchisee based upon the peculiarities of any condition or factors that Home Office considers important to that franchisee's successful operation. Franchisee also acknowledges and agrees that Home Office may impose requirements on Franchisee relating to aspects of the development and operation of the Franchise Business that may not be uniformly imposed on all franchisees. These aspects may include training, equipment, reporting, sales and marketing, number and type of employees, participation in Home Office programs, operational, and other requirements. The differences in requirements may be based on the franchisee's experience, the demographics of the marketing area, the density of the population, whether the area is a metro area, and other reasonable factors as determined by Home Office. Franchisee has no right to require Home Office to grant it a similar variation or accommodation. Franchisee acknowledges that some present franchisees of Home Office may operate under different forms of franchise agreements and, consequently, that Home Office's obligations and rights with respect to its various franchisees may differ materially in certain circumstances.

3. Waiver of Obligations.

No delay or omission to exercise a right, power, or remedy accruing to one party on any breach or default will impair any such right, power, or remedy of such party, and it will not be construed to be a waiver of any breach or default, or an acquiescence therein, or in any similar breach or default thereafter occurring, nor will any waiver of any single breach or default be deemed a waiver of any other breach or default occurring before or after that waiver. Home Office's waiver, permit, consent, or approval of any kind or character of any breach or default under this Agreement or of any provision or condition of this Agreement must be in writing and will be effective only to the extent specifically allowed by that writing.

4. Force Majeure.

Neither Home Office nor Franchisee will be liable for loss or damage to the other or be in breach of this Agreement if Home Office's or Franchisee's failure to perform their respective obligations results from: (a) compliance with the orders, requests, regulations, or recommendations of any federal, state, or municipal government; (b) acts of God; (c) fires, strikes, embargoes, war, acts of terrorism or similar events, or riot; or (d) any other similar event or cause. Any delay resulting from any of these causes will extend performance accordingly or excuse performance, in whole or in part, as may be reasonable, except that these causes will not excuse payments of amounts owed at the time of the occurrence or payment of royalties, advertising fees, or other amounts due Home Office.

5. Cumulative Remedies.

All remedies under this Agreement or otherwise provided by law or equity will be cumulative and not alternative.

6. Jury Waiver; Time Period for Bringing Claims; Limitation of Damages.

HOME OFFICE AND FRANCHISEE IRREVOCABLY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, BROUGHT BY EITHER OF THEM AGAINST THE OTHER, WHETHER OR NOT THERE ARE OTHER PARTIES IN SUCH ACTION OR PROCEEDING, EXCEPT AS OTHERWISE PROHIBITED BY LAW.

ALL CLAIMS ARISING UNDER THIS AGREEMENT OR FROM THE RELATIONSHIP BETWEEN THE PARTIES ARE BARRED UNLESS AN ACTION IS FILED AND TIMELY SERVED ON THE OPPOSING PARTY WITHIN ONE YEAR FROM THE DATE THE PARTY KNEW OR SHOULD HAVE KNOWN OF THE FACTS CREATING THE CLAIM, EXCEPT TO THE EXTENT ANY APPLICABLE LAW OR STATUTE PROVIDES FOR A SHORTER PERIOD OF TIME TO BRING A CLAIM OR AS OTHERWISE REQUIRED BY LAW. IF A STATUTE BARS THE LIMITATION SET FORTH IN THIS PARAGRAPH FOR ANY PARTY, THEN EACH PARTY TO THIS AGREEMENT SHALL HAVE THE SAME PERIOD OF TIME TO BRING AN ACTION AGAINST AN OPPOSING PARTY AS THE LAW PERMITS.

FRANCHISEE WAIVES ANY SPECIAL, PUNITIVE, OR EXEMPLARY DAMAGES AGAINST HOME OFFICE AND AGREES THAT IN THE EVENT OF A

DISPUTE BETWEEN THEM, FRANCHISEE WILL BE LIMITED TO THE RECOVERY OF ANY ACTUAL DAMAGES SUSTAINED BY FRANCHISEE.

7. Costs and Attorney's Fees.

If Home Office incurs costs and expenses due to Franchisee's failure to pay when due amounts owed to Home Office, to submit when due any reports, information, or supporting records, or to otherwise comply with this Agreement, Franchisee agrees, whether or not Home Office initiates a formal legal proceeding, to reimburse Home Office for all of Home Office's costs and expenses incurred, including, without limitation, reasonable accounting and attorney's fees and related fees.

8. Notices.

Any notice or demand given or made pursuant to the terms of this Agreement must be personally served or sent by registered or certified mail to the address designated below or such other address as may be designated by notice pursuant to this Section:

If Notice to Home Office: Jon Nobis, Co-Chief Executive Officer
Randy Shacka, President
TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
3400 Belle Chase Way
Lansing, MI 48911-4251

If Notice to Franchisee:

Any notice sent by mail pursuant to this Section is effective upon mailing.

9. Public Offerings.

Despite any other provisions in this Agreement, Franchisee and its principals may not, without Home Office's prior written consent (which Home Office may grant or withhold for any or no reason), attempt to raise or secure funds by selling or offering to sell any ownership interest in Franchisee (including, without limitation, common or preferred stock, bonds, debentures, membership interests, or general or limited partnership interests) in a public offering for which a registration statement must be filed with the Securities Exchange Commission or with any similar state regulatory authority having jurisdiction over the sale of securities where registration is required as a condition of the sale of securities in that state.

10. Franchisee.

The term "Franchisee" includes all persons who succeed to the interest of the original Franchisee by transfer or operation of law and will be deemed to include not only the individual or entity defined as "Franchisee" in the introductory paragraph of this Agreement, but shall also include all partners, shareholders, officers, directors, or owners of the entity that sign this Agreement or any Exhibit to this Agreement, if the Franchisee is other than an individual. Each such person acknowledges and accepts the duties and obligations imposed

by the terms of this Agreement upon him/her/it individually. If the Franchisee is two or more persons, the covenants on the part of the Franchisee will be joint and severable covenants of those persons.

11. Affiliate Definition.

The term "affiliate" or "affiliates" when used in reference to Franchisee includes, but is not limited to, all persons who are related to the Franchisee (including but not limited to Franchisee's spouse), principals, owners, officers, directors, shareholders, members of limited liability companies, partners, employees, guarantors, parent companies, sister companies and subsidiaries. An entity is affiliated with Franchisee when the entity controls, is controlled by or under common control with Franchisee or any other affiliate as defined in this Section. The term "affiliate" or "affiliates" when used in reference to Home Office means any entity that controls, is controlled by or under common control with Home Office.

12. Appraisal Method.

If a value is to be determined by appraisal as referred to in Article VI, Section 5, the following method will be used to determine the appraised value. If the parties are able to agree on an independent appraiser, that appraiser will determine the applicable value and his or her determination will be binding on the parties. If the parties are not able to agree on an independent appraiser within 15 days of the event triggering the appraisal, each party will select an independent appraiser qualified or certified to make the appraisal. The independent appraisers chosen will then select a third independent appraiser. The decision of the majority of the appraisers chosen will determine the applicable value and that determination will be binding on the parties. Home Office and Franchisee agree to select their respective appraisers within 15 days after the event triggering the appraisal and the two appraisers chosen are obligated to appoint the third appraiser within 15 days after the date on which the last of the two party-appointed appraisers is appointed. Home Office and Franchisee will bear the cost of their own appraisers and share equally the reasonable fees and expenses of the third appraiser. The parties will take reasonable actions to cause the appraiser or appraisers to complete his or her or their appraisal within 30 days after the appointment of the sole appraiser or the appointment of the third appraiser, as applicable.

13. Time is of the Essence.

Time is of the essence as to all of the provisions of this Agreement, including but not limited to the payment of monies and the opening of the Franchise Business.

14. Entire Agreement; Modifications to Agreement.

This Agreement and all exhibits and other documents attached to this Agreement are incorporated in this Agreement by reference, and constitute the full and entire agreement between the parties. This Agreement supersedes all previous representations, inducement, agreements or understandings between the parties and such previous representations, inducements, agreements and/or understandings, if any, are merged into this Agreement and superseded by this Agreement. No officer or employee or agent of Home Office has any authority to make any representation, inducement, or promise not contained in this Agreement or related agreements, or in any Disclosure Document for prospective franchisees required by applicable law, and Franchisee agrees that it has executed this Agreement without reliance

upon any such representation or promise. Nothing in this Agreement or any related agreement is intended to disclaim or to require Franchisee to waive reliance on any representation in the Disclosure Document delivered to Franchisee or in its exhibits or amendments. This Agreement cannot be amended or modified other than by an agreement in writing executed by both parties, except as provided in Article XI, Section 20 and except by Home Office amending its policies or Manuals or as otherwise specifically provided for in this Agreement.

15. Severability and Substitution of Valid Provisions.

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

16. Binding Effect.

This Agreement is binding upon Home Office and Franchisee and their respective executors, administrators, heirs, beneficiaries, permitted assigns, and successors in interest.

17. Section Headings; Pronouns and Plurals.

Article or Section headings are for reference purposes only and do not in any way modify or limit the statements contained in any Article or Section. All words in this Agreement are deemed to include any number or gender as the context or sense of this Agreement requires.

18. Risk of Operation; Representations.

Franchisee recognizes the uncertainties inherent in all business ventures. Franchisee agrees and acknowledges that, except as specifically set forth in this Agreement and in Home Office's Disclosure Document, no representations or warranties, express or implied, have been made to Franchisee, either by Home Office or anyone acting on its behalf or purporting to represent it, including but not limited to representations or warranties as to the prospects for successful operations, the level of business, profits, costs, or expenses that Franchisee might reasonably expect, the desirability, profitability, or expected traffic volume or profit, costs, or expenses of the Unit franchised by this Agreement. Franchisee acknowledges that all such factors are necessarily dependent upon variables beyond Home Office's control including, without limitation, the ability, motivation, and amount and quality of effort expended by Franchisee. Franchisee further acknowledges that neither Home Office's sales personnel nor any employee, officer, or director of Home Office is authorized to make any claims or statements as to the earnings, sales, profits, costs, expenses, prospects, or chances of success that any franchisee can expect or that present or past franchisees have had, except as may be set forth in Home Office's Disclosure Document. Franchisee agrees that it has not relied on and that Home Office will not be bound by allegations of any representations as to earnings, sales, profits, costs, expenses, prospects, or chances of success.

19. Franchisee's Investigation.

Franchisee acknowledges that it has conducted an independent investigation of the business licensed by this Agreement and that it has had an adequate opportunity to be advised by advisors of its own choosing regarding all pertinent aspects of this Agreement and the franchise relation created by it.

20. Amendment of Prior Agreements.

In order to obtain uniformity and quality of operation, performance, dispute resolution and other matters, Home Office amends its standard Franchise Agreement from time to time. As a result, this Agreement may be different than other franchise agreements Franchisee may have signed in the past and may contain revised provisions regarding modifications to the System, manner of payment of fees and late fees, minimum performance requirements, duties of franchisee, protection of trademarks, status and protection of Manuals and confidential information, advertising, insurance, accounting and records, transfers, default and termination, obligations on termination, franchisee covenants, taxes, indemnification, approvals and waivers, notices, construction of agreement, applicable law and/or other matters. To cooperate with Home Office in the achievement of these goals and as a condition of the grant of an additional franchise, Franchisee agrees that all of Franchisee's existing franchise agreements with Home Office and all existing franchise agreements between any affiliate of Franchisee and Home Office are amended to include all the provisions of this Agreement (if the existing franchise agreements do not already include these provisions), which will replace any provisions in the existing franchise agreements that are inconsistent with the provisions of this Agreement; provided that, the following provisions of the existing franchise agreements will not be changed by the signing of this Agreement: (a) the Marketing Area designated in each of the existing franchise agreements (although the right of Home Office to change the Marketing Areas based on certain circumstances may be affected); (b) the amount of royalty payable under each of the existing franchise agreement; and (c) the length of the term of each of the existing franchise agreements. **FRANCHISEE ACKNOWLEDGES AND UNDERSTANDS THAT THIS SECTION AMENDS ALL OF FRANCHISEE'S (AND ITS AFFILIATES') EXISTING FRANCHISE AGREEMENTS WITH HOME OFFICE AND THAT ANY SUCH AMENDMENT WILL SURVIVE THE EXPIRATION OR TERMINATION OF THIS AGREEMENT.**

21. Home Office's Reliance.

Franchisee recognizes that Home Office has entered into this Agreement in reliance upon and in recognition of the fact that Franchisee will have full responsibility for the management and operation of the business licensed by this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the ____ day of_____, 20__.

In the presence of: **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**

_____ By:_____
Randy Shacka, President

In the presence of: Franchisee Name

_____ By:_____
Name, Title

EXHIBIT 1--SPECIFICS

TWO MEN AND A TRUCK® /INTERNATIONAL, Inc.
FRANCHISE AGREEMENT

Franchisee's Name:_____ Date:_____

A. (Article I, Section 1) –
Description of Marketing Area:

In the event that any of the above listed zip codes are subdivided by the United States Postal Service during the term of this Agreement and new zip codes are created, Home Office reserves the right to determine whether the new zip codes will become part of the Marketing Area.

B. (Article I, Section 1) –

The proposed initial Franchise Location for the Franchise Business is:

C. (Article III, Section 7)-

The permitted "doing business as" name is: **TWO MEN AND A TRUCK®** _____ (City) or **TWO MEN AND A TRUCK®** #____

D. (Article IV, Section 1) –

The franchise fee is $50,000 unless otherwise stated.

This exhibit is signed on this ___ day of _____, 20__.

_____
Franchisee's Corporate or Business name

By:_____
Name
Title

Initials_____

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

By:_____
Randy Shacka, President

EXHIBIT 2--OBLIGATIONS AND REPRESENTATIONS OF INDIVIDUAL INTERESTED PARTIES

This is an attachment to the Franchise Agreement between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** ("Home Office") and the Franchisee named below dated _____, 20_____ ("Franchise Agreement"). All capitalized terms not defined in this Exhibit will have the same meaning ascribed to them in the Franchise Agreement.

Each of the individuals signing below (each an "Interested Party") is directly or indirectly beneficially interested in the Franchise Business as a shareholder, partner, member, owner and/or investor of Franchisee. As such, each Interested Party hereby agrees to and shall be jointly, severally, and personally bound by all the terms and provisions of the Franchise Agreement, other than those requiring the payment of money by Franchisee, to the same extent and in the same manner as Franchisee is bound, including but not limited to the confidentiality covenants, the non-competition covenants, the non-solicitation covenants, and all other restrictive covenants set forth in the Franchise Agreement, whether or not Interested Party's status as a shareholder, partner, member, owner, and/or investor of Franchisee may change or cease during or after the term of the Franchise Agreement. This document will not impair any separate instrument of guaranty that any Interested Party signing below has executed or may execute in the future.

Each Interested Party represents that the Interested Parties identified below constitute all the owners of a beneficial interest in Franchisee. Each Interested Party acknowledges and agrees that any change in the ownership of Franchisee represented below is subject to the transfer provisions of Article VII of the Franchise Agreement and requires prior notice and approval from Home Office.

Each Interested Party signing below represents and warrants to Home Office that the following is correct and true:

Legal Name of Franchisee: _____

Type of Entity and State of Organization (sole proprietorship, corporation, partnership, limited liability company, etc.): _____

_____

d/b/a (if applicable):_____

Address of Franchisee: _____

_____

Business Telephone: _____

Name, Address, Phone No., Title and % of Ownership of each Interested Party:

Name _____
Address _____
Telephone _____
Title _____ % Ownership _____

Name _____
Address _____
Telephone _____
Title _____ % Ownership_____

Name _____
Address _____
Telephone _____
Title _____ % Ownership_____

(Attach additional sheets if necessary)

Acknowledged and Agreed by Each Undersigned Interested Party:

/S/_____ Dated: _____

_____
(Print Name Above)

/S/_____ Dated: _____

_____
(Print Name Above)

/S/_____ Dated: _____

_____
(Print Name Above)

EXHIBIT 3--GUARANTY

(To be signed by the shareholders, members, officers, directors or representatives of Franchisee if Franchisee is a corporation, partnership or other limited liability entity and by affiliates of Franchisee involved with or that provide assets or services to the Franchise Business)

The persons signing below (each a "Guarantor"), in order to induce **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** ("Home Office") to enter into a Franchise Agreement and related agreements of which this is a part with the Franchisee identified in the Franchise Agreement ("Franchisee"), unconditionally, jointly and severally:

1. guaranty to Home Office, its successors and assigns, the prompt and full payment and performance of all obligations of the Franchisee to Home Office including, without limitation, all obligations arising out of the Franchise Agreement or any other agreement between the parties, such as leases, subleases, notes, or security agreements, or out of purchases on open account, all without Home Office first having to proceed against Franchisee or otherwise enforce or commence to enforce payment of those obligations;

2. agree to pay to Home Office all costs and expenses, including reasonable attorney fees, incurred in enforcing this Guaranty;

3. waive acceptance of this Guaranty by Home Office and waive presentment, demand for payment, protest, notice of dishonor, and any other notice or demand of any kind and the necessity of Home Office instituting legal proceedings against the Franchisee;

4. consent that Home Office will have the right, without notice, to deal in any way at any time with Franchisee or any other guarantor, or to grant any such party any extensions of time for payment of any indebtedness, or to sell, release, surrender, exchange, substitute, settle, compromise, waive, subordinate, or modify, with or without consideration and on such terms and conditions as may be acceptable to Home Office, any and all collateral, security, guaranties, obligations, indebtedness, liabilities, notes, instruments, or other evidence of indebtedness concerning which payment is guaranteed hereby, or grant any other indulgences or forebearances whatever, without in any way affecting Guarantor's liabilities under this Guaranty;

5. agree that any indebtedness by the Franchisee to Guarantor, for any reason, currently existing, or which might arise after this Guaranty, will at all times be inferior and subordinate to any indebtedness owed by the Franchisee to Home Office;

6. agree that as long as the Franchisee owes any monies to Home Office (other than payments that are not past due) the Franchisee will not pay and Guarantor will not accept payment of any part of any indebtedness owed by the Franchisee to Guarantor, either directly or indirectly, without the consent of Home Office;

7. agree that the liability of Guarantor is independent of any other guaranties at any time in effect with respect to all or any part of Franchisee's indebtedness to Home Office, and that the liability created hereby may be enforced regardless of the existence of any other guaranties;

8. agree that this Guaranty will be binding on the heirs, devisees, successors and assigns of Guarantor and will inure to the benefit of Home Office's successor and assigns;

9. agree that the obligations of the Guarantors under this Guaranty (if there is more than one Guarantor) are joint and several;

10. agree that this Guaranty will be governed by and construed and enforced in accordance with the laws of the State of Michigan (without reference to the conflict of laws provisions). Guarantor irrevocably submits to the jurisdiction of the State or Federal Courts in the county in which Home Office's principal office is located and waives all questions or personal jurisdiction and venue for the purpose of carrying out this provision. Venue for any proceeding relating to or arising out of this Guaranty will be the State or Federal Counts in the County in which Home Office's principal office is located; provided, however, with respect to any action that includes injunctive relief of other extraordinary relief, Home Office may bring such action in any Court in any state that has jurisdiction.; and

11. GUARANTOR AND HOME OFFICE ACKNOWLEDGE THAT THE RIGHT TO TRIAL BY JURY IS A CONSTITUTIONAL ONE, BUT THAT IT MAY BE WAIVED. EACH PARTY, AFTER CONSULTING (OR HAVING HAD THE OPPORTUNITY TO CONSULT) WITH COUNSEL OF THEIR CHOICE, KNOWINGLY AND VOLUNTARILY, AND FOR THEIR MUTUAL BENEFIT, WAIVES ANY RIGHT TO TRIAL BY JURY IN THE EVENT OF LITIGATION REGARDING THE PERFORMANCE OR ENFORCEMENT OF, OR IN ANY WAY RELATED TO, THIS GUARANTY OR THE INDEBTEDNESS COVERED BY THIS GUARANTY.

(Individual Guarantors)

Dated: _____

_____
GUARANTOR

Dated: _____

_____
GUARANTOR

_____
Entity Guarantor

Dated: _____

By: _____

Its: _____

EXHIBIT 4--ASSIGNMENT OF TELEPHONE NUMBERS AND INTERNET TOOLS

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

This Assignment is made between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** of 3400 Belle Chase Way, Lansing, Michigan 48911-4251 ("Home Office") and _____, whose address is _____ ("Franchisee").

1. Introduction. Franchisee has obtained a license from Home Office for the operation of a business using Home Office's **TWO MEN AND A TRUCK®** franchise business system ("System"), which business Franchisee acquired by signing a Franchise Agreement dated _____ (the "Franchise Agreement"). In consideration of Home Office granting the license to Franchisee, Franchisee has agreed to assign all Telephone Numbers and Internet Tools (as defined below) that are associated with Franchisee's **TWO MEN AND A TRUCK®** franchise business (the "Franchise Business") and/or the System to Home Office. For purposes of this Agreement, "Telephone Numbers" includes all telephone numbers used in connection with the Franchise Business, including in connection with advertising and marketing for the Franchise Business. For purposes of this Agreement, "Internet Tools" means Internet domain names, email addresses, websites, social media accounts (such as Facebook, LinkedIn, Twitter, YouTube), blogs, vlogs (social videos), online social networks, wikis, forums, content sharing communities, and other Internet tools used in connection with the Franchise Business, including in connection with advertising and marketing for the Franchise Business.

2. Assignment of Telephone Numbers/Power of Attorney. Franchisee assigns all Telephone Numbers to Home Office or its successor or assign. Franchisee hereby appoints an officer of Home Office as Franchisee's attorney-in-fact to transfer the Telephone Numbers to Home Office and to sign, on behalf of Franchisee, all documents necessary to accomplish the transfer.

3. Assignment of Internet Tools/Power of Attorney. Franchisee assigns all Internet Tools to Home Office or its successor or assign. Franchisee also hereby appoints an officer of Home Office as Franchisee's attorney-in-fact to transfer the Internet Tools to Home Office and to sign, on behalf of Franchisee, all documents necessary to accomplish the transfer.

4. Limited License; Responsibility for Costs. Home Office grants Franchisee a limited license to use the Telephone Numbers and Internet Tools in connection with the Franchise Business only during the term of the Franchise Agreement and only as long as Franchisee complies with the policies and procedures specified by Home Office. On the expiration without renewal or termination of the Franchise Agreement, this limited license will terminate and Franchisee must cease all use of the Telephone Numbers and Internet Tools. On the termination of this license, Franchisee must cooperate with Home Office and provide any authorizations as may be necessary for Home Office to assert its rights in the Telephone Numbers and Internet Tools. While this limited license is in effect, Franchisee is responsible for all costs associated with the Telephone Numbers and Internet Tools and, unless otherwise

specified by Home Office, must pay those costs directly to the providers of the Telephone Numbers and Internet Tools.

5. Access to Telephone Numbers and Internet Tools. Home Office will have the right to access all accounts relating to the Telephone Numbers and Internet Tools. Franchisee must provide to Home Office all information necessary to allow Home Office to access those accounts, including usernames, passwords, security codes, and all changes to any of that information.

6. Consent. Franchisee hereby consents and authorizes any and all telephone companies, telephone directory services, Internet companies and other public or private businesses using, authorizing or providing any of the Telephone Numbers and Internet Tools to immediately recognize this Assignment upon receipt of written notice from Home Office. Franchisee agrees that a copy of this Assignment, certified by an officer of Home Office, will be as valid and binding as the original.

7. Notices. Home Office may give notice of its acceptance of the Assignment of the Telephone Numbers and Internet Tools by sending written notice by first class mail and certified or registered mail with postage fully paid and depositing them in the United States Mails. Notices may be sent in accordance with this Section to Franchisee and to all telephone companies, Internet companies and other businesses that are to recognize the Assignment. All notices to the Franchisee must be addressed to the address indicated above, or to any subsequent address of which Home Office receives written notice. Any notice delivered by mail in the manner set forth in this Section will be deemed delivered and received three days after mailing.

8. Miscellaneous. If any part of this Agreement is found to be unenforceable, such findings will not invalidate the other parts of this Agreement. This Agreement expresses the entire understanding of the parties with respect to the subject matter herein. This Agreement will be construed in accordance with the laws of the State of Michigan, and will be deemed to have been made in the State of Michigan. This Agreement may not be changed orally, but only by an agreement in writing and signed by the party against whom enforcement of any change is sought.

Signed and effective this ____ day of _____, 20__.

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

_____
(Franchisee)

By:_____
Randy Shacka, President

By:_____
Its:

Initials_____

EXHIBIT 5--SOFTWARE LICENSE ADDENDUM

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc., a Michigan corporation, has its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office") and hereby grants this computer software license ("License") to _____ with offices at _____ _____ ("Franchisee"), upon the terms set forth in this Agreement and subject to all the terms of the **TWO MEN AND A TRUCK®** Franchise Agreement between Home Office and Franchisee dated _____ ("Franchise Agreement"):

1. **License Grant:** Home Office grants to Franchisee a non-exclusive license "License") to access and use the Movers Who Care® Software and any other software or access to the computer and/or automation systems Home Office may make available for use within the **TWO MEN AND A TRUCK®** franchise system ("Product") and all subsequent upgrades, so long as this Agreement remains in effect. This License does not extend to other parties, even if they use the same computer equipment.

2. **Title:** Home Office has ownership of and will maintain title to the Product.

3. **Term:** This License shall run for the term of the Franchise Agreement unless: (a) written notice to the contrary is given by Home Office, or (b) this License is terminated as provided in this Agreement.

4. **Payment for Use and Maintenance of Product:** During the term of this Agreement and upon commencing its **TWO MEN AND A TRUCK®** franchise business, Franchisee must pay Home Office a monthly Technology and Support Fee as described in the Franchise Agreement, or if the amount is not explicitly stated in the Franchise Agreement, in an amount described in this Agreement or, if not explicitly stated in this Agreement, an amount as stated on Home Office's fee schedule. Failure to make any payments due under this Agreement and/or the Franchise Agreement will constitute a material breach of this Agreement and the Franchise Agreement, and entitle Home Office to the rights and remedies described in paragraph 12.

5. **Maintenance:** Home Office or its agent will be responsible for maintaining the Product. Franchisee is required to maintain, at its expense, telephone and/or broadband lines for simultaneous voice and Internet connections with Home Office. The technical support Home Office provides will include responses to questions related to the use of the Product, assistance in installing and using the Product and assistance in installing and using any Product upgrades offered. Home Office will not provide support for the computer equipment, third-party software products, non-current versions of the Product, or general operating systems.

6. **Training:** Home Office will provide initial training in the use of the Product for Franchisee's employees, either at Home Office's offices or over the telephone. Home Office or an agent designated by Home Office may provide additional training Franchisee requests provided Franchisee pays all the expenses for such training.

7. **Making Copies and Other Manipulation of the Product:** Franchisee must not copy, disassemble, decompile, or otherwise reverse-engineer the Product in whole or in part, nor permit other persons or entities to do so. Franchisee agrees not to create derivative works from the Product, or use or attempt to obtain any techniques, algorithms, processes, trade secrets, or proprietary information contained in the Product.

8. **Protection of Product:** Franchisee agrees not to make available to any party the Product or any of its parts. Franchisee agrees to take appropriate action with its employees and any other parties with access to the Product to obtain assurances of non-disclosure consistent with this Agreement. Franchisee recognizes that the Product is Home Office copyrighted property and represents a large investment of human and financial resources of Home Office, is a trade secret of Home Office, and contains confidential information. Franchisee agrees to keep the Product, and all related materials, confidential. Franchisee will use its best efforts, including any reasonable security precautions as Home Office may request, to insure that the proprietary rights of Home Office are preserved to the fullest extent possible under the law. In addition to the rights described under paragraph 12 of this Agreement, Home Office can seek appropriate injunctive relief in connection with any violation of its copyrighted materials or trade secrets, and can bring an action at law where appropriate.

9. **Assignment, Transfer and Sub-Licensing:** This License cannot be assigned or sub-licensed by Franchisee to any other person or entity, unless written authorization is given by Home Office's President to do so. Franchisee cannot rent, lease, transfer, network, reproduce, display, or otherwise distribute the Product except as specifically provided in this License. Franchisee understands that unauthorized reproduction of copies or use, or transfer of the Product will entitle Home Office to recover damages and reasonable attorneys' fees for enforcing its rights under this Agreement.

10. **Limited Warranty; Disclaimer of Other Warranties:** Home Office does not and cannot warrant the performance or results that may be obtained by use of the Product, although it states that, to the best of its knowledge, the Product is free of any material defects. Franchisee acknowledges that the Product is of such complexity that it may have certain defects. Franchisee agrees that Home Office's sole liability will be to correct program errors in the Product. Home Office will not be responsible for correcting problems due to: (a) defects in Franchisee's computer hardware; (b) interaction with other non-standard software; and (c) Franchisee's incorrect handling of or use of the Product. All warranties hereunder extend only to the Franchisee.

FRANCHISEE'S USE OF THE PRODUCT AND CONTENT ACCESSIBLE THROUGH THE PRODUCT IS ENTIRELY AT FRANCHISEE'S OWN RISK. EXCEPT AS DESCRIBED ABOVE IN THIS SECTION, THE PRODUCT IS PROVIDED "AS IS" AND "AS AVAILABLE." TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, HOME OFFICE, ITS AFFILIATES, AND ITS THIRD-PARTY SERVICE OR DATA PROVIDERS, LICENSORS, DISTRIBUTORS OR SUPPLIERS (COLLECTIVELY REFERRED TO AS, "SUPPLIERS") DISCLAIM ALL WARRANTIES, EXPRESS OR IMPLIED, INCLUDING ANY WARRANTY THAT THE PRODUCT IS FIT FOR A PARTICULAR PURPOSE, TITLE, MERCHANTABILITY, DATA LOSS, NON-INTERFERENCE WITH OR NON-INFRINGEMENT OF ANY INTELLECTUAL PROPERTY RIGHTS, OR THE ACCURACY, RELIABILITY, QUALITY OR CONTENT IN

OR LINKED TO THE PRODUCT. HOME OFFICE AND ITS AFFILIATES AND SUPPLIERS DO NOT WARRANT THAT THE SOFTWARE IS SECURE, FREE FROM BUGS, VIRUSES, INTERRUPTION, ERRORS, THEFT OR DESTRUCTION. FURTHER, HOME OFFICE DOES NOT WARRANT ACCESS TO THE INTERNET OR TO ANY OTHER SERVICE, CONTENT, OR DATA TRANSMITTED THROUGH THE PRODUCT. IF THE EXCLUSIONS FOR IMPLIED WARRANTIES DO NOT APPLY TO FRANCHISEE, IMPLIED WARRANTIES ARE LIMITED TO 60 DAYS FROM THE DATE OF FIRST USE OF THE PRODUCT.

HOME OFFICE AND ITS AFFILIATES AND SUPPLIERS DISCLAIM ANY REPRESENTATIONS OR WARRANTIES THAT FRANCHISEE'S USE OF THE PRODUCT WILL SATISFY OR ENSURE COMPLIANCE WITH ANY LEGAL OBLIGATIONS OR LAWS OR REGULATIONS. THIS DISCLAIMER APPLIES TO BUT IS NOT LIMITED TO FEDERAL, STATE, AND LOCAL INCOME, PAYROLL, SALES TAX AND OTHER TAX LAWS, THE HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT OF 1996 ("HIPAA"), THE GRAMM-LEACH-BLILEY ACT OF 1999, THE SARBANES-OXLEY ACT OF 2002, OR OTHER FEDERAL OR STATE STATUTES OR REGULATIONS. FRANCHISEE IS SOLELY RESPONSIBLE FOR ENSURING THAT FRANCHISEE'S USE OF THE PRODUCT IS IN ACCORDANCE WITH APPLICABLE LAW. FRANCHISEE IS ADVISED TO CONSULT WITH ITS TAX, ACCOUNTING AND/OR LEGAL REPRESENTATIVES TO ENSURE THAT FRANCHISEE'S USE OF THE PRODUCT AND THE CALCULATIONS, RETURNS, REPORTS, AND OTHER RESULTS PRODUCED OR COMPILED BY THE PRODUCT COMPLY WITH APPLICABLE LAWS. FRANCHISEE ACKNOWLEDGES THAT IT IS RESPONSIBLE FOR AND IS NOT RELYING ON HOME OFFICE OR THE PRODUCT FOR COMPLIANCE WITH APPLICABLE LAWS.

11. **Limitation of Liability; Indemnity:** SUBJECT TO APPLICABLE LAW, HOME OFFICE AND ITS AFFILIATES AND SUPPLIERS ARE NOT LIABLE FOR ANY OF THE FOLLOWING: (A) INDIRECT, INCIDENTAL, OR CONSEQUENTIAL DAMAGES, INCLUDING, BUT NOT LIMITED TO, LOSS OF BUSINESS, REVENUE, PROFITS OR INVESTMENT FROM ANY CAUSE ARISING OUT OF OR IN ANY WAY CONNECTED WITH THE PRODUCT; (B) ANY CLAIM OR DEMAND BY OR AGAINST FRANCHISEE ARISING OUT OF OR IN ANY WAY CONNECTED WITH THE PRODUCT; (C) DAMAGES RELATING TO FAILURES OF TELECOMMUNICATIONS, THE INTERNET, ELECTRONIC COMMUNICATIONS, CORRUPTION, SECURITY, LOSS OR THEFT OF DATA, VIRUSES, OR SPYWARE.

Franchisee agrees to indemnify and hold harmless Home Office and its Affiliates and Suppliers from any and all claims, liability and expenses, including reasonable attorneys' fees and costs, arising out of Franchisee's use of the Product or breach of this Agreement (collectively referred to as "Claims"). Home Office reserves the right, in its sole discretion and at its own expense, to assume the exclusive defense and control of any Claims. Franchisee agrees to reasonably cooperate as requested by Home Office in the defense of any Claims.

12. **Termination by Home Office:** The parties agree that any of the following will be a default under the terms of this Agreement, will entitle Home Office to terminate this Agreement, and will authorize Home Office to terminate Franchisee's access to the Product upon

ten (10) days written notice, or as written notice is required under the terms of Franchisee's Franchise Agreement, whichever is less:

a. Failure to maintain Franchisee's **TWO MEN AND A TRUCK®** franchise in good standing;

b. Failure to make timely payments of any kind to Home Office, and failure to timely cure same;

c. Failure to comply with any and all of the terms and/or covenants of this Agreement or the Franchise Agreement;

d. Termination of the Franchise Agreement for any reason;

e. Franchisee's declaration of bankruptcy or in the event of Franchisee's insolvency;

f. Appointment on behalf of Franchisee of a trustee or receiver.

Even if Home Office enforces its rights under this paragraph 12, Home Office can also enforce any and all other rights and/or remedies it may have under law and/or under the terms of this Agreement and/or the Franchise Agreement.

13. **Termination by Franchisee:** If Home Office breaches this Agreement; Franchisee must give Home Office written notice of the breach. Home Office will have ten (10) days from the date notice is provided to cure the breach. If the breach is not cured within the 10-day period, Franchisee will be entitled to immediately terminate this Agreement.

14. **Miscellaneous:** If any part of this Agreement is found to be unenforceable, such findings will not invalidate the other parts of this Agreement. This Agreement expresses the entire understanding of the parties with respect to the subject matter herein. This Agreement will be construed in accordance with the laws of the State of Michigan, and will be deemed to have been made in the State of Michigan. This Agreement may not be changed orally, but only by an agreement in writing and signed by the party against whom enforcement of any change is sought. Modifications may only be approved on behalf of Home Office by its President.

Signed and effective this ____ day of _____, 20__.

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

_____
(Franchisee's Name)

By: _____
Randy Shacka, President

By: _____

Its: _____

Initials_____

EXHIBIT 6--AUTOMATION SYSTEMS USER AGREEMENT TERMS OF USE

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc. ("Home Office") has developed and may in the future develop automation systems for use by **TWO MEN AND A TRUCK®** franchisees in the operation of your **TWO MEN AND A TRUCK®** franchise (the "Automation Systems"). The Automation Systems may include Home Office's proprietary operating system (currently the web-based Movers Who Care® Operating System), computer systems (including specified hardware and software), accounting applications, credit card systems, payroll systems, global positioning systems (GPS), applicant tracking systems (ATS), learning management system (LMS), the Extranet, reply card processors, marketing automation systems, mobile technology solutions, unified communications system, estimate requests developed by the website, online training programs, telephone systems, call center systems, email, Internet access and other communication methods, secure websites, networks and other or different components that may be designated by Home Office. The Automation Systems allow franchisees and their employees to input and access information, reports, customer information, job estimates, job scheduling, customer communication templates, employee information, and numerous management reports, view and print Home Office's confidential information, to download approved local advertising materials, to communicate with Home Office and each other, and to have access to many other confidential resources. By logging onto Home Office's Automation Systems the first time, you confirm that you are eligible to access Home Office's Automation Systems and that you **and your employees** agree to observe and be bound by all these Terms of Use. If specified by Home Office, each of your employees, including all officers and directors of your franchise, must sign a Non-Disclosure Agreement in a form provided by Home Office prior to their access to Home Office's Automation Systems.

Section 1: Introduction

These Terms of Use constitute a part of Home Office's Manuals. Home Office reserves the right to modify these Terms of Use, just as it reserves the right to modify, amend or supplement its Manuals.

The Automation Systems are provided "AS-IS" and "AS AVAILABLE". Home Office assumes no responsibility for the timeliness, deletion, mis-delivery or failure to store any of your communications or settings.

To use the Automation Systems, you must be able to access the Internet, and you must pay any Internet access fees associated with your access. You must also provide all equipment necessary to connect to the Internet, including a computer or other access device.

Section 2: Passwords and Security

You must employ adequate measures to maintain the security of the Automation Systems and the information contained in the Automation Systems, as determined by Home Office or any applicable vendor.

You will receive your initial User ID and passwords from Home Office. Home Office does not retain the passwords. Because anyone who uses your User ID and passwords gains access to Home Office's confidential Manuals and other confidential information, you must take great care to maintain the confidentiality of your passwords and User ID. Neither you nor your employees may use another's User ID and passwords to access the Automation Systems.

You should memorize your User ID and passwords. You are responsible for maintaining the confidentiality of your User ID and passwords, and you are responsible for all activities that occur under your User ID and passwords. If you are a Franchisee, you are also responsible for the use your employees may make of their User IDs and passwords. You are responsible for maintaining the security and accuracy of your distribution groups for your franchise. You must immediately report to Home Office any issues or changes relating to the distribution groups for your franchise.

You agree: (a) to notify Home Office immediately of any unauthorized use of your User ID or passwords, or any other breach of security that comes to your attention, and (b) to log out of the Automation Systems account at the end of each session and to not store your passwords in browsers or shared computers.

Home Office will not be liable for any loss or damage arising from your failure to comply with the requirements of this Section 2.

Section 3: Privacy and Data Collection

Your first and last names are transmitted with each message sent under your User ID. Home Office will record your User ID when it is issued to you. Home Office records each instance that your User ID and password are used to access the Automation Systems. Home Office may also record the time, duration, and any other information available of each session of your User ID's use of the Automation Systems. Home Office may record the number of instances that you access certain information on the Automation Systems, such as when you open and update your copy of the Manuals or the number of instances and the frequency of accessing the Manuals. Home Office will not provide information you provide about your customer base, customer profile and other demographic information to our third-party vendors without notification to you.

Section 4: Confidentiality of Certain Information

All items pertaining to the Automation Systems will be considered Confidential Information for purposes of the provisions of Article VIII, Section 1 of the Franchise Agreement.

Section 5: Conduct

As a condition of your continuing use of the Automation Systems, you promise that you will not use it for any purpose that is unlawful or prohibited by these Terms of Use. Home Office provides the Automation Systems to Franchisees and their employees only for exchanges of information and other uses directly related to Home Office's franchise system. You may use the Automation Systems only for purposes related to the operation of your franchise and not for personal or unrelated business use. Any unauthorized use of the Automation Systems is expressly prohibited, and Home Office reserves the right to delete inappropriate material and to suspend the account of any person who uses the Automation Systems for an unauthorized purpose.

You should understand that all messages, data, text, photographs, graphics, video, and other materials or information transmitted via the Automation Systems (except information that Home Office posts), whether posted for general viewing or transmitted privately ("User Content"), are the sole responsibility of the person from whom an item of User Content originated. If you upload, post, e-mail or otherwise transmit any User Content, you are responsible for its compliance with these Terms of Use. Home Office does not screen, edit, or control User Content, and Home Office does not accept responsibility for the truthfulness, accuracy or suitability of User Content. Under no circumstances will Home Office be liable in any way for any User Content, including errors or omissions in any User Content, or for any loss or damage of any kind incurred as a result of the use of any User Content posted, e-mailed or otherwise transmitted via the Automation Systems.

You agree not to use the Automation Systems to:

1. upload, post, e-mail or otherwise transmit any User Content that is unlawful, harmful, threatening, abusive, harassing, tortious, defamatory, vulgar, obscene, libelous, invasive of another's privacy, hateful, or racially, ethnically, or otherwise offensive;
2. impersonate any person or entity;
3. disguise the authorship or origin of any User Content you transmit;
4. upload, post, e-mail or otherwise transmit any User Content that you do not have a right to transmit under any law or under contractual or fiduciary relationships (such as inside information, proprietary information and confidential information);
5. upload, post, e-mail or otherwise transmit any User Content that infringes any patent, trademark, trade secret, copyright, or other proprietary rights of any person;
6. upload, post, e-mail or otherwise transmit any unsolicited or unauthorized advertising, promotional materials, "junk mail," "spam," "chain letters," or any other form of solicitation;
7. upload, post, e-mail or otherwise transmit any material that contains software viruses or any other computer code, files, or programs designed to interrupt, destroy, or limit the functionality of any computer software or hardware or telecommunications equipment;

8. disrupt the normal flow of dialogue, cause a screen to "scroll" faster than normal, or otherwise act in a manner that negatively affects other users' ability to engage in orderly exchanges;

9. interfere with or disrupt servers or networks connected to the Automation Systems;

10. "stalk" or otherwise harass another;

11. collect or store personal data about other users;

12. store any credit card numbers;

13. store any personal health information of customers or employees;

14. store any social security numbers; or

15. store any customer banking information.

Home Office reserves the right, in its sole discretion, to block or remove any objectionable User Content that you transmit available via the Automation Systems. Without limiting the breadth of Home Office's right, you are advised that Home Office has the right to remove any User Content that violates these Terms of Use, your Franchise Agreement or is otherwise objectionable (in Home Office's sole discretion).

Home Office stores and preserves User Content in accordance with established policy and may disclose it if required by law or in the good faith belief that such disclosure is reasonably necessary: (a) to comply with legal process, (b) to enforce these Terms of Use, (c) to respond to claims that any User Content violates the rights of third-parties, or (d) to protect the rights, property, and personal safety of Home Office and its employees, franchisees and third-party vendors.

Home Office can transmit and store your User Content over various networks, computer servers and other technological means, and it can modify your User Content to conform and adapt it to technical requirements of connecting networks or devices.

Home Office will immediately suspend or terminate the rights of any User ID that it believes, in its sole discretion, is being used to disseminate spam or other unsolicited bulk e-mail. In addition, because damages are difficult to quantify, you agree to pay Home Office liquidated damages of $5 for each piece of spam or unsolicited bulk e-mail transmitted under or otherwise associated with your User ID.

Section 6: Ownership of User Content

Any User Content that you transmit via the Automation Systems will be Home Office's property, and Home Office may reproduce, distribute, transmit, publish, sell or otherwise commercially exploit any such User Content in any manner or through any medium it chooses. You agree that Home Office will not be liable to you for any claims, losses or damages arising from or related to Home Office's access to or use of any User Content, including but not limited to any errors or omissions in the User Content obtained by Home Office or in the User Content

shared by Home Office with third parties (including other franchisees or prospective franchisees). You waive and release Home Office from any such liability.

Section 7: Indemnity

You agree to indemnify and hold harmless Home Office and its subsidiaries, affiliates, officers, directors, agents, employees, co-branders or other partners, from any claim or demand, including reasonable attorneys' fees, made by any third-party with respect to or arising out of User Content you submit, post to or transmit through the Automation Systems, your use of the Automation Systems, your violation of these Terms of Service, or your violation of any rights of another.

Section 8: Use and Storage

Home Office can establish general practices and limits concerning use of the Automation Systems, including the maximum number of days that e-mail messages, message board postings, or other uploaded User Content will be retained on or by the Automation Systems, the maximum number of e-mail messages that can be sent from or received by an account, the maximum size of any e-mail message that can be sent from or received by an account, the maximum disk space that will be allotted on our servers on your behalf, and the maximum number of times (and the maximum duration for which) you can access the Automation Systems in a given period. Home Office disclaims any responsibility or liability for the deletion or failure to store any messages and other communications or other User Content maintained or transmitted by the Automation Systems. Home Office has the right to change these general practices and limits at any time, in its sole discretion, with or without notice.

Section 9: Modifications to the Automation Systems

Home Office reserves the right at any time to modify or discontinue, temporarily or permanently the Automation Systems (or any of its features), with or without notice. You agree that Home Office will not be liable to you, your agents, employees, assigns or to any third-parties for any modification, suspension or discontinuance of the Automation Systems.

Section 10: Termination

Home Office may suspend your password, your e-mail account, or other use of the Automation Systems, and remove and discard any of your User Content if you violate these Terms of Use. Any violation or breach of these Terms of Use by you or your employees will be deemed a breach of your Franchise Agreement. If you repeatedly breach these Terms of Use, Home Office can terminate your password, e-mail account, or other use of the Automation Systems and thereafter supply you paper copies of the Manuals, including but not limited to bulletins and other materials that it is required to provide you under the terms of your Franchise Agreement. Home Office will not be liable to you, your agents, employees, assigns or any third-parties for any termination or suspension of your access to the Automation Systems.

Section 11: Links and Advertising

The Automation Systems may provide, or third parties (i.e., other franchisees) may provide, links to other Internet sites or resources. Home Office is not responsible for the availability of such external sites or resources, and it neither endorses nor assumes any responsibility for any content, advertising, products, or other materials on or available from such sites or resources. Home Office will not be responsible or liable, directly or indirectly, for any damage or loss caused or alleged to be caused by or in connection with use of or reliance on any such content, goods, or services available on or through any such site or resource.

Your business dealings with, or participation in promotions of, advertisers found on or through the Automation Systems, including payment and delivery of related goods or services, and any other terms, conditions, warranties or representations associated with such dealings, are solely between you and the advertiser. Home Office will not be responsible or liable for any loss or damage of any kind you incur as the result of any such dealings or as the result of the presence of such advertisers on the Automation Systems.

Home Office may link the Automation Systems to the websites of third parties, including other electronic service providers, affiliates, vendors, and other providers of goods and services.

Home Office may place legal notices, disclaimers, its corporate logos and slogans, advertisements, endorsements, trademarks, and other identifying information on the Automation Systems, all of which it may modify, expand or eliminate at its option. All consideration (monetary and non-monetary) received by Home Office on account of the placement or sale of advertisements, endorsements, and sponsorships on the Automation Systems will belong only to Home Office.

Section 12: Intellectual Property Rights

Home Office grants you a personal, non-transferable, and non-exclusive right and license to use the object code of the Software (defined below) on your computers. You promise not to copy, modify, create a derivative work of, reverse engineer, reverse assemble or otherwise attempt to discover any source code, or to sell, assign, sublicense, grant a security interest in or otherwise transfer any right in the Software, either directly or through your employees or independent contractors. You agree not to modify the Software in any manner or form, or to use modified versions of the Software for any purpose, including (without limitation) that of obtaining unauthorized access to the Automation Systems. You agree not to access the Automation Systems by any means other than the interface Home Office provides for use in accessing it.

Home Office is the owner, and will retain all rights, title and interest in and to all Owner Content (as defined below) prepared for, or used on, the Automation Systems, and all intellectual property rights in or to any of them.

"Owner Content" means all text, images, sounds, files, videos, designs, animations, layouts, color schemes, trade dress, concepts, methods, techniques, processes, and data used in

connection with, displayed on, or collected from or through the Automation Systems that posts or provides information.

"Software" means computer programs and computer code (*e.g.*, HTML, Java, SharePoint) used for, with or on the Automation Systems, excluding any software programs owned by third parties.

Section 13: Disclaimer of Warranties

YOU EXPRESSLY UNDERSTAND AND AGREE THAT:

1. YOUR USE OF THE AUTOMATION SYSTEMS IS AT YOUR SOLE RISK. THE AUTOMATION SYSTEMS ARE PROVIDED ON AN "AS IS" AND "AS AVAILABLE" BASIS. HOME OFFICE EXPRESSLY DISCLAIMS ALL WARRANTIES OF ANY KIND, WHETHER EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO THE IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND NON-INFRINGEMENT.
2. HOME OFFICE MAKES NO WARRANTY THAT: (i) THE AUTOMATION SYSTEMS WILL BE UNINTERRUPTED, TIMELY, SECURE, OR ERROR-FREE, (ii) THE RESULTS THAT MAY BE OBTAINED FROM THE USE OF THE AUTOMATION SYSTEMS WILL BE ACCURATE OR RELIABLE, (iii) THE QUALITY OF ANY PRODUCTS, SERVICES, INFORMATION, OR OTHER MATERIAL YOU PURCHASE OR OBTAIN THROUGH THE AUTOMATION SYSTEMS WILL MEET YOUR EXPECTATIONS, AND (iv) ANY ERRORS IN THE SOFTWARE WILL BE CORRECTED.
3. HOME OFFICE DISCLAIMS ANY REPRESENTATIONS OR WARRANTIES THAT YOUR USE OF THE AUTOMATION SYSTEMS WILL SATISFY OR ENSURE COMPLIANCE WITH ANY LEGAL OBLIGATIONS OR LAWS OR REGULATIONS. THIS DISCLAIMER APPLIES TO BUT IS NOT LIMITED TO FEDERAL, STATE, AND LOCAL INCOME, PAYROLL, SALES TAX AND OTHER TAX LAWS, THE HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT OF 1996 ("HIPAA"), THE GRAMM-LEACH-BLILEY ACT OF 1999, THE SARBANES-OXLEY ACT OF 2002, OR OTHER FEDERAL OR STATE STATUTES OR REGULATIONS. YOU ARE SOLELY RESPONSIBLE FOR ENSURING THAT YOUR USE OF THE AUTOMATION SYSTEMS IS IN ACCORDANCE WITH APPLICABLE LAW. YOU ARE ADVISED TO CONSULT WITH YOUR TAX, ACCOUNTING AND/OR LEGAL REPRESENTATIVES TO ENSURE THAT YOUR USE OF THE AUTOMATION SYSTEMS AND THE CALCULATIONS, RETURNS, REPORTS, AND OTHER RESULTS PRODUCED OR COMPILED BY THE AUTOMATION SYSTEMS COMPLY WITH APPLICABLE LAWS. YOU ACKNOWLEDGE THAT YOU ARE RESPONSIBLE FOR AND ARE NOT RELYING ON HOME OFFICE OR THE AUTOMATION SYSTEMS FOR COMPLIANCE WITH APPLICABLE LAWS.

Section 14: Limitation of Liability

YOU EXPRESSLY UNDERSTAND AND AGREE THAT NEITHER HOME OFFICE NOR OUR AFFILIATES, CONTRACTORS, SPONSORS OR LICENSORS SHALL BE

LIABLE FOR ANY DIRECT, INDIRECT, INCIDENTAL, SPECIAL, CONSEQUENTIAL OR EXEMPLARY DAMAGES, INCLUDING DAMAGES FOR LOSS OF PROFITS, GOODWILL, USE, DATA, OR OTHER INTANGIBLE LOSSES (EVEN IF HOME OFFICE HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES), RESULTING FROM: (i) YOUR USE OF OR INABILITY TO USE THE AUTOMATION SYSTEMS; (ii) THE COST OF PROCUREMENT OF SUBSTITUTE GOODS AND SERVICES RESULTING FROM ANY GOODS, DATA, INFORMATION OR SERVICES PURCHASED OR OBTAINED OR MESSAGES RECEIVED OR TRANSACTIONS ENTERED INTO THROUGH OR FROM THE AUTOMATION SYSTEMS; (iii) UNAUTHORIZED ACCESS TO OR ALTERATION OF YOUR TRANSMISSIONS, DATA OR OTHER USER CONTENT; (iv) STATEMENTS OR CONDUCT OF ANY THIRD-PARTY ON THE AUTOMATION SYSTEMS; OR (v) ANY OTHER MATTER RELATING TO THE AUTOMATION SYSTEMS.

Section 15: Notices

Notices to you or Home Office may be made by any manner permitted in your Franchise Agreement. In addition, the Automation Systems may also provide notices of changes to these Terms of Use or other matters by displaying notices or links to notices to you generally on the Automation Systems.

Section 16: General

These Terms of Use constitute the entire agreement between you and Home Office relating to your use of the Automation Systems and govern your use of the Automation Systems, superceding any prior agreements between you and Home Office. You also may be subject to additional terms and conditions that may apply when you use affiliate services, third-party content or third-party software. These Terms of Use and the relationship between you and Home Office are governed by the laws of the State of Michigan without regard to its conflict of law provisions.

Home Office's failure to exercise or enforce any right or provision of these Terms of Use will not constitute a waiver of such right or provision. If any provision of these Terms of Use is found by a court of competent jurisdiction to be invalid, the parties nevertheless agree that the court should endeavor to give effect to the parties' intentions as reflected in the provision, and the other provisions of these Terms of Use remain in full force and effect. You agree that, regardless of any statute or law to the contrary, any claim or cause of action arising out of or related to use of the Automation Systems or these Terms of Use must be filed within one year after such claim or cause of action arose or be forever barred. The section titles in these Terms of Use are for convenience only and have no legal or contractual effect.

Section 17: Violations

Please report any violations of these Terms of Use to Home Office's Chief Operations Officer.

ACCEPTED FOR:

_____
Franchisee

By:

_____ _____
Signature Date

_____
Print Name

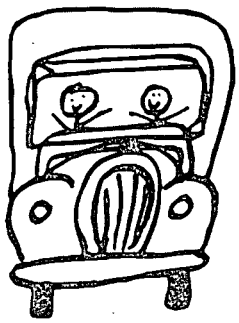
Its:_____
(Title)

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

By: _____
Randy Shacka, President

Exhibit D

PRELIMINARY APPROVAL AGREEMENT



TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
PRELIMINARY APPROVAL AGREEMENT

THIS AGREEMENT is made this ____ day of _____, 20____, by **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** a Michigan corporation (the "Franchisor"), whose address is 3400 Belle Chase Way, Lansing, MI 48911-4251, and _____, whose address is _____ _____ ("Applicant").

1. **Introduction.** Applicant has applied to become a **TWO MEN AND A TRUCK®** franchisee and wants: (a) to be preliminarily approved to acquire a **TWO MEN AND A TRUCK®** franchise ("Franchise") subject to the terms of this Agreement and the Franchisor's Franchise Agreement, a form of which Applicant has had an opportunity to review; and (b) the right to execute a **TWO MEN AND A TRUCK®** Franchise Agreement ("Franchise Agreement") for a marketing area defined in Exhibit A attached to this Agreement (the "Area") subject to certain conditions as described below.

2. **Preliminary Approval**. Franchisor grants preliminary approval of Applicant's application to operate a Franchise in the Area ("Application"). Franchisor's final approval of the Application, which will be granted at the time Franchisor and Applicant sign a Franchise Agreement for a Franchise in the Area ("Final Approval"), is conditioned on the accuracy and truth of the disclosures Applicant made in the Application and Applicant's success in obtaining financing, acquiring a trucking authority from the Applicant's state governmental agency during the Term, and other related start-up issues.

3. **Franchise Reservation Fee**. In consideration of Franchisor reserving the Area for Applicant for the Term and Franchisor's lost opportunities associated with reserving the Area, Applicant has paid a non-refundable franchise reservation fee of Ten Thousand Dollars ($10,000) ("Franchise Reservation Fee") to Franchisor. If the parties sign a Franchise Agreement, this Agreement will terminate and the Franchise Reservation Fee will be applied to the initial franchise fee due under the Franchise Agreement. If this Agreement expires, or terminates for any reason other than Applicant's execution of a Franchise Agreement, the Franchisor will retain the Franchise Reservation Fee.

4. **Duties of Applicant**. Applicant agrees to:

(a) to the extent Applicant has not already done so, provide Franchisor with all information or materials, financial or otherwise, requested by Franchisor;

(b) undergo any preliminary training specified by Franchisor;

(c) use its best efforts to obtain a trucking authority from Applicant's state governmental agency issuing such authorities; and

(d) if Franchisor grants Final Approval of the Application, sign the Franchise Agreement and all other applicable agreements described in Franchisor's Franchise Disclosure Document.

5. **Duties of Franchisor**. Franchisor agrees to:

(a) not grant a **TWO MEN AND A TRUCK®** franchise for the Area to any other person during the Term of this Agreement;

(b) continue to analyze Applicant's qualifications for the granting or denial of Final Approval of Applicant's application for a Franchise Agreement; and

(c) promptly determine whether Applicant qualifies for Final Approval once Applicant informs Franchisor it has provided all documentation and information Applicant intends to provide to obtain Final Approval.

6. **Term and Termination.**

(a) Term. The term of this Agreement shall run for a period of ___ months, commencing with the date of this Agreement (the "Term").

(b) Termination by Applicant. Subject to all the terms of this Agreement, including but not limited to the terms of Paragraph 3 above, Applicant may terminate this Agreement and withdraw its application at any time on written notice to Franchisor.

(c) Termination by Franchisor. Franchisor may terminate this Agreement on written notice to Applicant if:

(i) Franchisor denies Final Approval of the Application;

(ii) Applicant or any of the principals of Applicant dies or becomes permanently disabled;

(iii) Applicant has made or makes willful inaccurate or untruthful representations to Franchisor; or

(iv) Applicant's personal abilities, aptitudes, financial and/or other qualifications required to obtain Final Approval of the Application detrimentally and materially change.

(d) Termination on Signing of Franchise Agreement. This Agreement will automatically terminate on the signing of a Franchise Agreement by the parties.

7. **Providing Applicant with Confidential Information.** During the Term of this Agreement, Applicant understands that he/she/it may receive preliminary training and otherwise have access to certain of Franchisor's Confidential Information. Applicant acknowledges Franchisor's ownership of this Confidential Information and recognizes the value of this Confidential Information to Franchisor's business. Accordingly, and in consideration of having access to this Confidential Information, Applicant agrees as follows:

(a) Defining Confidential Information. Franchisor possesses certain confidential information described in this subsection ("Confidential Information")

relating to developing and operating **TWO MEN AND A TRUCK®** franchise moving businesses, including (without limitation):

(i) Manuals, training methods, operations methods, techniques, processes, policies, procedures, systems and data;

(ii) specifications and information about products or services:

(iii) marketing techniques, knowledge, and experience, and marketing and advertising programs used in developing and operating the **TWO MEN AND A TRUCK®** franchise moving businesses, including (without limitation) websites and social media;

(iv) all information regarding the identities and business transactions of customers and suppliers;

(v) the Automation Systems, computer software, including Movers Who Care® software and similar technology that is developed by or for Franchisor or its agents, which is proprietary to Franchisor, including, without limitation, digital passwords and identifications and any source code of, and data, reports, and other printed materials generated by, the software or similar technology;

(vi) knowledge of the operating results and financial performance of **TWO MEN AND A TRUCK®** franchise moving businesses;

(vii) all knowledge, information, reports, data, source code and documents that **TWO MEN AND A TRUCK®** franchisees acquire or have access to pertaining to services provided by third party vendors in connection with any agreements between third party vendors and Franchisor; and

(viii) other property that Franchisor describes as being confidential information or trade secrets of the **TWO MEN AND A TRUCK®** franchise system.

(b) Ownership and Use of Confidential Information. Applicant acknowledges that Franchisor owns the Confidential Information and/or the rights to use the Confidential Information and agrees that Applicant will not acquire any interest in the Confidential Information, other than the right to use it as Franchisor specifies during the term of this Agreement. The Confidential Information or the right to use the Confidential Information is proprietary to Franchisor and is disclosed to Applicant only on the condition that Applicant agrees that he/she/it will:

(i) not use the Confidential Information in any business or in any capacity except in connection with training that Franchisor may provide to Applicant during the Term of this Agreement;

(ii) keep each item deemed to be part of Confidential Information absolutely confidential, both during the Term and then thereafter for as long as the item is not generally known in the moving or other relevant industries;

(iii) not make unauthorized copies of any Confidential Information disclosed via electronic medium or in written or other tangible form; and

(iv) adopt and implement reasonable procedures to prevent unauthorized use or disclosure of Confidential Information, including, without limitation, restricting its disclosure to Applicant's employees and agents. If Franchisor authorizes Applicant to disclose Confidential Information to any of Applicant's employees or agents, Applicant will require the employees and agents having access to Confidential Information to sign non-disclosure and non-competition agreements in a form satisfactory to Franchisor and Franchisor will be deemed to be a third party beneficiary of those agreements with independent enforcement rights.

(c) Expiration or Termination of Agreement. Applicant agrees that when this Agreement expires, or is terminated, Applicant will immediately cease using any and all of the Confidential Information in any business or otherwise, and return to Franchisor all copies of all Confidential Information that Applicant has in his/her/its possession. Applicant acknowledges and agrees that it will be liable to Franchisor for any use of the Confidential Information not authorized by this Agreement.

8. **Promise Not to Compete.** Applicant acknowledges that having access to Franchisor's Confidential Information would enable Applicant to use such Confidential Information in a competing business. Recognizing Franchisor's right to protect its Confidential Information and the unfair competition that would result if Applicant did use the information in a competing business, Applicant agrees as follows:

(a) During the Term and for one (1) year from and after the expiration or termination of the rights and obligations under this Agreement (other than a termination caused by Applicant's signing of a Franchise Agreement) or from and after the date Applicant ceases the prohibited competition, if later, neither Applicant nor any of its principals, officers, shareholders, members, agents, spouses of any of them, or affiliates will, without Franchisor's prior written consent, directly or indirectly (either as an individual or in partnership or in conjunction with any other person as principal, agent, shareholder, member or in any other capacity whatsoever) carry on, be engaged in, or be concerned with, or interested in, or advise, lend money to, lease real or personal property to, guarantee the debts of or obligations of, or be employed by any person engaged in or concerned with or interested in any Competitive Business, including but not limited to any business identical to or similar to a business operated by a **TWO MEN AND A TRUCK®** franchisee, which business is located within the Area or within any marketing area of any **TWO MEN AND A TRUCK®** franchise as defined within each **TWO MEN AND A TRUCK®** franchisee's franchise agreement existing at the time this Agreement terminates or expires. If any covenant that restricts competitive activity is deemed unenforceable by virtue of its scope in terms of area, business activity prohibited, and/or length of time, but would be enforceable if modified, the parties 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.

(b) For purposes of this Agreement, the term "Competitive Business" means: (i) any moving, storage, packing, unpacking or similar business, but not a storage business located off site of a moving business location, or (ii) any business granting franchises or licenses to others to operate moving, packing, unpacking, or similar businesses.

9. **Injunctive Relief.**

Applicant acknowledges that any violation of the confidentiality or non-competition provisions of this Agreement will irreparably harm Franchisor and Franchisor will have the right, without the posting of any bond or security and without the need to prove irreparable injury, to obtain specific enforcement of the confidentiality and non-competition provisions of this Agreement from a court of competent jurisdiction, by temporary or permanent injunctions or other equitable relief. Franchisor's rights to obtain injunctive relief under this Agreement are in addition to all other remedies available to Franchisor under this Agreement or applicable law.

10. **Acknowledgements of Applicant**. Applicant acknowledges the following:

(a) Applicant has conducted an independent investigation and financial assessment of the business venture contemplated by the Franchise Agreement that may be signed by Applicant and recognizes that it involves business risks making the success of the venture largely dependent on the business abilities of Applicant as well as other variables. Applicant has not received or relied on any representations, warranties or guarantees, express or implied, as to the potential volume, profits or success of the business venture contemplated by the Franchise Agreement.

(b) Applicant has no knowledge of any representations by Franchisor or its officers, directors, shareholders, employees or agents about the business contemplated by the Franchise Agreement that are contrary to the terms of the Franchise Agreement or the documents incorporated in the Franchise Agreement or the disclosure contained in the Franchisor's Disclosure Document delivered to Applicant. Applicant has made no misrepresentations in obtaining preliminary approval of the Application.

(c) Applicant has received, read and understood the Franchise Agreement and the disclosure contained in the Franchisor's Disclosure Document, Franchisor has fully and adequately explained the provisions of each to Applicant's satisfaction and Franchisor has afforded Applicant ample time and opportunity to consult with advisors about the potential benefits and risks of entering into the Franchise Agreement.

11. **No Assignment by Applicant.** Applicant's rights under this Agreement may not be assigned to any other person without the written consent of Franchisor.

12. **Michigan Law and Jurisdiction.** This Agreement and its construction and any disputes between the parties will be governed by the laws of the State of Michigan (without reference to the conflicts of law provisions). Unless otherwise precluded by law, any legal

proceedings between the parties must be brought and conducted only in a State or Federal Court in the State of Michigan located in the County in which Franchisor's principal office is located and Applicant consents to those Courts having personal jurisdiction of Applicant.

13. **Entire Agreement; Modification.** This Agreement constitutes the full and entire agreement between the parties. This Agreement supersedes all previous representations, agreements or understandings between the parties and such previous representations, agreements and/or understandings, if any, are merged into this Agreement and superseded by this Agreement. No officer or employee or agent of Home Office has any authority to make any representation or promise not contained in this Agreement or related agreements, or in any Disclosure Document for prospective franchisees required by applicable law, and Franchisee agrees that it has executed this Agreement without reliance on any such representation or promise.

The parties have signed this Agreement on the date set forth at the beginning of this Agreement.

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
Franchisor

By: _____

Its: _____

_____
Applicant

EXHIBIT A TO PRELIMINARY APPROVAL AGREEMENT

The "Area" for purposes of the Preliminary Approval Agreement is:

_____

_____

_____

_____

_____

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
Franchisor

By: _____

Its: _____

_____
Applicant

Exhibit E

ADDENDUM TO FRANCHISE AGREEMENT—RENEWAL

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
ADDENDUM TO FRANCHISE AGREEMENT—RENEWAL

THIS ADDENDUM is made this _____ day of _____, 20___ and modifies a Franchise Agreement of the same date ("Franchise Agreement") entered into by **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office") and _____ _____ with its principal office at _____ _____ ("Franchisee").

A. Introduction. Home Office and Franchisee are parties to a franchise agreement dated _____ ("Expiring Agreement"), the term of which expired or will expire on _____, 20____ ("Expiration Date"). Franchisee desires to renew its franchise relationship with Home Office and has signed a new franchise agreement to which this Addendum it attached ("Franchise Agreement"). Home Office has approved the renewal, subject to any additional obligations described in this Addendum. Home Office and Franchisee desire to amend the Franchise Agreement to reflect Franchisee's status as an existing franchisee renewing an ongoing relationship and to specify any additional obligations applicable on the renewal.

B. Release of Home Office. As a condition of renewal, Franchisee hereby releases and forever discharges Home Office and its subsidiaries and affiliates and their respective officers, directors, shareholders, representatives, agents, members, managers and employees, in their corporate and individual capacities, from all liability, right, claim, debt and cause of action whatsoever, known or unknown, suspected or unsuspected, which Franchisee ever had, now has or may have at any time based on any agreement entered into between the parties on or before the date of this Addendum, including but not limited to the Expiring Agreement, or based on any act or omission occurring on or before the date of this Addendum.

C. Renewal Fee. Franchisee is not required to pay the initial franchise fee referenced in Article IV, Section 1 of the Franchise Agreement. Franchisee must pay a renewal fee in the amount of $_____. The renewal fee is payable at the time of signing the Franchise Agreement and is not refundable.

D. Initial Training. Unless otherwise specified in this Addendum, Home office will not be required to provide and Franchisee will not be required to attend and complete the initial training course provided by Home Office.

E. Opening of Franchise Business. The first sentence of the third paragraph of Article II, Section 3 of the Franchise Agreement is deleted and replaced with the following: "Franchisee is already operating the Franchise Business and operations must continue on renewal without interruption."

F. Additional Obligations of Franchisee. *[Specify any additional training, renewal visit, upgrade, maintenance, and other obligations that must be performed after the renewal]*

G. Surviving Provisions of Expiring Agreement. Any provision in the Expiring Agreement, which by its terms or reasonable implication imposes an obligation to be performed, in whole or in part, after the Expiration Date, will survive the termination or expiration of the

Expiring Agreement and will remain in full force and effect, including, but not limited to indemnification obligations arising from acts or omissions occurring before the Expiration Date.

H. **Legal Effect.** All terms not otherwise defined in this Addendum will have the same meaning as in the Franchise Agreement. Except as modified by this Addendum, the Franchise Agreement will remain in full force and effect and is incorporated into this Addendum by reference.

The parties have signed this Addendum on the date set forth at the beginning of this Addendum.

TWO MEN AND A TRUCK®/ INTERNATIONAL, Inc.
"Home Office"

By: _____
Randy Shacka, President

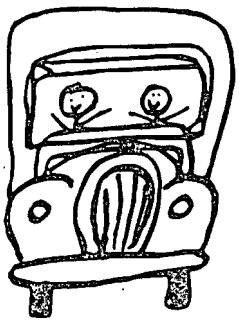
_____
"Franchisee"

By: _____

Its: _____

Exhibit F

ADDENDUM TO FRANCHISE AGREEMENT—
WAREHOUSE STORAGE SERVICES



TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
ADDENDUM TO FRANCHISE AGREEMENT—WAREHOUSE STORAGE SERVICES

This ADDENDUM ("Addendum") is made this _____ day of _____ 20___ and modifies the Franchise Agreement dated the ____ day of _____, 20___ (the "Franchise Agreement"), between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.,** a Michigan corporation ("Home Office") and _____ a _____ Corporation ("Franchisee").

Franchisee has requested Home Office's approval to sell Warehouse Storage Services, which is not a service that Home Office currently specifies as a required service. For the purposes of this Addendum, "Warehouse Storage Services" will mean services to provide space for use by the consuming public to store tangible items for a period of time in exchange for a rental fee.

Home Office is willing to authorize Franchisee to offer and sell Warehouse Storage Services in conjunction with Franchisee's **TWO MEN AND A TRUCK®** franchise business under the terms and conditions described in this Addendum.

NOW, THEREFORE, in consideration of the foregoing and the mutual promises contained in the Addendum, the parties agree as follows:

1. Grant. During the term of this Addendum, Franchisee will have the right to advertise for sale, offer, and sell Warehouse Storage Services at Franchisee's **TWO MEN AND A TRUCK®** business location or other location approved in writing by Home Office. Franchisee acknowledges that Home Office has agreed to authorize Franchisee to sell Warehouse Storage Services because Franchisee requested the right to do so. Home Office is not responsible in any manner for providing training to Franchisee relating to the services authorized by this Addendum, nor will Home Office be responsible for advising Franchisee as to rules or regulations relating to the services authorized by this Addendum, although in Home Office's discretion, it may issue policies relating to Warehouse Storage Services. Franchisee will be solely responsible for compliance with all federal, state, and/ or local laws, rules, and regulations relating to the services authorized by the Addendum. Franchisee is responsible for all aspects of developing and operating the Warehouse Storage Services business, except that Home Office may provide Franchisee with assistance in formatting forms to comply with Home Office's forms.

2. Term. This Addendum will continue until the expiration or termination of the Franchise Agreement, unless sooner terminated as provided in this Addendum or the Franchise Agreement. Franchisee acknowledges that Home Office is under no obligation to continue the authorization after expiration or termination of this Addendum. Any decision to extend the period for authorizing the sale of Warehouse Storage Services beyond the period authorized under this Addendum will be made in the sole discretion of Home Office. Home Office acknowledges, however, that it will consider Franchisee's economic concerns and will not act unreasonably when making its decision whether to extend the period for providing Warehouse Storage Services. Franchisee acknowledges that if the Home Office authorizes Franchisee to sell the Warehouse Storage Services after expiration or termination of this Addendum, such authorization will be contingent on, among other things, Franchisee: (a) signing a then-current

Franchise Agreement; and (b) paying royalties and advertising fees for Warehouse Storage Services in accordance with the then-current Franchise Agreement.

3. Royalty and Advertising Fees. Franchisee's revenue from the sale of Warehouse Storage Services will be considered Gross Sales under the Franchise Agreement and Franchisee will pay royalty and advertising fees on that gross revenue in the amounts and in the manner specified in the Franchise Agreement.

4. Other Obligations under Franchise Agreement. During the term of this Addendum and except as otherwise provided in this Addendum, Warehouse Storage Services will be considered an authorized service under the Franchise Agreement subject to all obligations of Franchisee under the Franchise Agreement, including but not limited to obligations relating to reports, records, inspections, audits, maintenance, insurance, compliance with Home Office's policies and the Manuals, marketing, and compliance with laws. Franchisee's current obligations under the Franchise Agreement include the obligation to maintain warehouseman's legal liability insurance coverage (to include the peril of "Flood" if located in a flood plain) for 100% of the value of the goods stored for customers on premises or the aggregate of the amounts listed on the applicable bills of lading.

5. Use of Marks Associated with Services Authorized by this Addendum. During the term of this Addendum, Franchisee may use and display the **TWO MEN AND A TRUCK®** service mark in connection with the sale of services authorized by this Addendum; provided that, prior to any such use Franchisee must receive written consent of Home Office regarding the specific use, which consent of Home Office regarding the specific use will not be unreasonably withheld.

6. Warranties. Franchisee will be solely responsible for any warranties and/or guaranties related to the service authorized by this Addendum and such warranties and/or guaranties will not be honored by Home Office or other licensees of Home Office. Franchisee will ensure, in a manner acceptable to Home Office, that its customers are aware that Home Office and its other licensees will not be responsible for or honor any warranties related to Warehouse Storage Services sold by Franchisee.

7. Home Office's Rights. Home Office reserves the right to specify policies, regulations, and procedures for sale of the services authorized by this Addendum and Franchisee will be required to comply with those policies, regulations, and procedures.

8. Default and Termination. Any breach by Franchisee of the provisions of this Addendum or of the Franchise Agreement will constitute a default by Franchisee and grounds for termination by Home Office of this Addendum and the Franchise Agreement.

9. Effect of Franchise Agreement. Except as modified by this Addendum, the Franchise Agreement (including, but not limited to the personal guaranty of Franchisee's principals, and including any and all addenda to the Franchise Agreement) will remain in full force and effect and are incorporated in this Addendum by reference. Except as may otherwise be provided in this Addendum, any terms defined in the Franchise Agreement will have the same meaning for purposes of this Addendum. The principals of Franchisee specifically acknowledge, as evidenced by their signatures below, that they are personally guarantying payment of any and

all amounts due the Home Office under this Addendum in addition to any other amounts they have personally guaranteed.

The parties have executed this Addendum on the date set forth above.

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
"Home Office"

By:_____
Randy Shacka, President

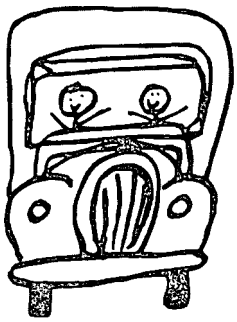
_____
"Franchisee"

By:_____

Its: _____

Exhibit G

ADDENDUM TO FRANCHISE AGREEMENT—
PORTABLE STORAGE SERVICES



TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
ADDENDUM TO FRANCHISE AGREEMENT—PORTABLE STORAGE SERVICES

This ADDENDUM ("Addendum") is made this _____ day of _____ 20___ and modifies the Franchise Agreement dated the ____ day of _____, 20___ (the "Franchise Agreement"), between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation ("Home Office") and _____ a _____ Corporation ("Franchisee").

Franchisee has requested Home Office's approval to sell Portable Storage Services, which is not a service that Home Office currently specifies as a required service. For the purposes of this Addendum, "Portable Storage Services" will mean services to provide loading and unloading of goods into portable containers ("Containers") that can be transported and stored at Franchisee's location or at another location requested by the customer, for a period of time in exchange for a fee.

Home Office is willing to authorize Franchisee to offer and sell Portable Storage Services in conjunction with Franchisee's **TWO MEN AND A TRUCK®** franchise business under the terms and conditions described in this Addendum.

NOW, THEREFORE, in consideration of the foregoing and the mutual promises contained in the Addendum, the parties agree as follows:

1. Grant. During the term of this Addendum, Franchisee will have the right to advertise for sale, offer, and sell Portable Storage Services at Franchisee's **TWO MEN AND A TRUCK®** business location or other location approved in writing by Home Office. Franchisee acknowledges that Home Office has agreed to authorize Franchisee to sell Portable Storage Services because Franchisee requested the right to do so. Home Office is not responsible in any manner for providing training to Franchisee relating to the services authorized by this Addendum, nor will Home Office be responsible for advising Franchisee as to rules or regulations relating to the services authorized by this Addendum, although in Home Office's discretion, it may issue policies relating to Portable Storage Services. Franchisee will be solely responsible for compliance with all federal, state, and/ or local laws, rules, and regulations relating to the services authorized by the Addendum. Franchisee is responsible for all aspects of developing and operating the Portable Storage Services business, except that Home Office may provide Franchisee with assistance in formatting forms to comply with Home Office's forms.

2. Term. This Addendum will be for a period of _____months or until the expiration or termination of the Franchise Agreement, unless sooner terminated as provided in this Addendum or the Franchise Agreement. Franchisee acknowledges that Home Office is under no obligation to continue the authorization after expiration or termination of this Addendum. Any decision to extend the period for authorizing the sale of Portable Storage Services beyond the period authorized under this Addendum will be made in the sole discretion of Home Office. Home Office acknowledges, however, that it will consider Franchisee's economic concerns and will not act unreasonably when making its decision whether to extend the period for providing Portable Storage Services. Franchisee acknowledges that if Home Office authorizes Franchisee to sell the Portable Storage Services after expiration or termination of this Addendum, such authorization will be contingent on, among other things, Franchisee: (a)

signing a then-current Franchise Agreement; and (b) paying royalties and advertising fees for Portable Storage Services in accordance with the then-current Franchise Agreement.

3. Royalty and Advertising Fees. Franchisee's revenue from the sale of Portable Storage Services will be considered Gross Sales under the Franchise Agreement and Franchisee will pay royalty and advertising fees on that gross revenue in the amounts and in the manner specified in the Franchise Agreement.

4. Other Obligations under Franchise Agreement. During the term of this Addendum and except as otherwise provided in this Addendum, Portable Storage Services will be considered an authorized service under the Franchise Agreement subject to all obligations of Franchisee under the Franchise Agreement, including but not limited to obligations relating to reports, records, inspections, audits, maintenance, insurance, compliance with Home Office's policies and the Manuals, marketing, and compliance with laws. Franchisee's current obligations under the Franchise Agreement include the obligation to maintain: (a) cargo insurance coverage in the greater of $60,000 per truck or Container or the value stated in the bill of lading, regardless of the size of the truck or Container; and (b) warehouseman's legal liability insurance coverage (to include the peril of "Flood" if located in a flood plain) for 100% of the value of the goods stored for customers on premises or the aggregate of the amounts listed on the applicable bills of lading.

5. Use of Marks Associated with Services Authorized by this Addendum. During the term of this Addendum, Franchisee may use and display the **TWO MEN AND A TRUCK®** service mark in connection with the sale of services authorized by this Addendum; provided that, prior to any such use Franchisee must receive written consent of Home Office regarding the specific use, which consent of Home Office regarding the specific use will not be unreasonably withheld.

6. Warranties. Franchisee will be solely responsible for any warranties and/or guaranties related to the service authorized by this Addendum and such warranties and/or guaranties will not be honored by Home Office or other licensees of Home Office. Franchisee will ensure, in a manner acceptable to Home Office, that its customers are aware that Home Office and its other licensees will not be responsible for or honor any warranties related to Portable Storage Services sold by Franchisee.

7. Equipment. Franchisee will purchase the Containers and other equipment necessary for providing Portable Storage Services only from Designated or Approved Supplier specified by Home Office. Franchisee will be responsible for the maintenance, upkeep and all costs associating with the Containers and other equipment.

8. Limits on Use. Franchisee must use the Containers only as specified by Home Office. Without limiting the foregoing, Franchisee must not load or store any of the following in the Containers: hazardous materials, money, bank notes, coins, precious metals, firearms, animals, birds and fish, and motor vehicles.

9. Home Office's Rights. Home Office has the right to specify policies, regulations, paperwork and forms, and procedures for sale of the services authorized by this Addendum and

Franchisee will be required to comply with those specified policies, regulations, paperwork and forms, and procedures.

10. Default and Termination. Any breach by Franchisee of the provisions of this Addendum or of the Franchise Agreement will constitute a default by Franchisee and grounds for termination by Home Office of this Addendum and the Franchise Agreement.

11. Effect of Franchise Agreement. Except as modified by this Addendum, the Franchise Agreement (including, but not limited to the personal guaranty of Franchisee's principals, and including any and all addenda to the Franchise Agreement) will remain in full force and effect and are incorporated in this Addendum by reference. Except as may otherwise be provided in this Addendum, any terms defined in the Franchise Agreement will have the same meaning for purposes of this Addendum. The principals of Franchisee specifically acknowledge, as evidenced by their signatures below, that they are personally guarantying payment of any and all amounts due the Home Office under this Addendum in addition to any other amounts they have personally guaranteed.

The parties have executed this Addendum on the date set forth above.

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
"Home Office"

By:_____
Randy Shacka, President

_____
"Franchisee"

By:_____

Its: _____

Exhibit H

VALUE FLEX PROGRAM HUB ADDENDUM

TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
VALUE FLEX PROGRAM HUB ADDENDUM

This Value Flex Program Hub Addendum ("Addendum") is made the _____ day of _____, 20____ between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation ("Home Office"), and _____ _____ ("Franchisee").

Home Office and Franchisee entered into a **TWO MEN AND A TRUCK®** Franchise Agreement, dated _____("Franchise Agreement") #_____ for the operation of a **TWO MEN AND A TRUCK®** franchise at the following Franchise Location: _____ _____ (the "Franchise Business"). Home Office is willing to approve Franchisee to participate in the Value Flex Program in conjunction with the Franchise Business. The Value Flex Program is an interstate services concept whereby Franchisee will load or unload goods into portable containers ("Containers") that will or have been transported interstate by a third-party dedicated carrier. , Franchisee will also serve as a hub location ("Hub Location") for other franchisees participating in the Value Flex Program.

NOW, THEREFORE, in consideration of the foregoing and the mutual promises contained in the Addendum, the parties agree as follows:

1. Value Flex Program Policy—Franchisee will comply with the Value Flex Program Policy, including any provisions specific to Hub Locations. Franchisee acknowledges that Home Office will be paid fees for administering the Value Flex Program.

2. Containers—Franchisee will lease at least six (6) Containers from Home Office for the duration of this Addendum for a one-time fee, subject to the following terms:

    a. Transportation – Containers may only be transported by a Home Office-approved transport system, as described in the Value Flex Program Policy.
    b. Limits on Use – Franchisee must use the Containers only as specified by Home Office. Without limiting the foregoing, Franchise must not load or store any of the following in the Containers: hazardous materials, money, bank notes, coins, precious metals, firearms, animals, birds and fish, or motor vehicles.
    c. Damage and Maintenance – Home Office will be responsible for ensuring the Containers meet policy standards at all times regarding signage and condition of the Containers, but reserves the right, in its sole discretion, to collect payment from Franchisee for damage caused by Franchisee to the Containers.
    d. Taxes – Franchisee will be responsible for properly reporting and paying any personal property tax or other state and local taxes relating to the Containers as required.

3. Insurance – Home Office will procure insurance to cover the Containers in use.

4. Compliance with Law—Franchisee will comply with all federal, state, and local governmental laws, ordinances, and regulations relating to its participation in the Value Flex Program.

5. Termination – Home Office may terminate this Addendum with 5 days notice for the following reasons:

    a. Termination of the Franchise Agreement;
    b. Termination or reduction of the Value Flex Program; or
    c. Three violations of the Value Flex Program Policy within 12 months, or one flagrant or material violation of the Value Flex Program Policy, as determined by Home Office in its sole discretion.

    Franchisee may terminate this Addendum at any time by providing 180 days written notice to Home Office.

6. Franchisee's Breach of the Terms of this Addendum. Franchisee's breach of any of the terms of this Addendum will also constitute a breach of the Franchise Agreement, and Home Office will have, without limitation, all the rights and remedies authorized by the Franchise Agreement and as otherwise allowed by law. In addition to Home Office's other rights arising from a breach of the Franchise Agreement, on a breach of the terms of this Addendum by Franchisee, Home Office may choose to terminate this Addendum (in accordance with the termination provisions of the Franchise Agreement) without terminating Franchisee's other rights and obligations under the Franchise Agreement.

7. Indemnification—In addition to Franchisee's indemnification obligations under the Franchise Agreement, Franchisee will indemnify and hold harmless Home Office, its officers, directors, employees, and agents, from all fines, charges, suits, proceedings, claims, demands, damages, liabilities, costs, and settlements with anyone, including the payment of reasonable attorney's fees, arising out of any action and/or inaction of Franchisee and/or any lawsuit, proceeding of any kind or nature, and/or settlement negotiations that relate in any way to Franchisee's participation in the Value Flex Program.

8. Cargo and Auto Liability Claims—Franchisee agrees to take primary responsibility for cargo claims in excess of $3,000, as stated in the Value Flex Program Policy, while cargo is in Franchisee's possession. Franchisee further agrees to take primary responsibility for auto liability claims while cargo is in its possession. If Franchisee is not the originating franchisee and is not the creator of the bill of lading (BOL), Franchisee agrees to indemnify and hold harmless the originating franchisee, its

officers, directors, successors, assigns, agents, and employees and insurers, from and against any and all auto and cargo liabilities while cargo is in Franchisee's possession, which shall include obligations, losses, damages, penalties, claims, demands, actions, lawsuits, costs, expenses, and disbursements of every nature or kind asserted against the originating franchisee.

9. Assignment – Franchisee may not assign Containers or this Addendum without Home Office's written approval.

10. Location of Hubs – Home Office will not put another Hub Location within 100 miles or within two (2) hours drive time (determined by Home Office using generally accepted mapping software) of Franchisee's Hub Location within two years of the date of this Addendum unless Franchisee is not meeting the performance requirements as outlined in the Value Flex Policy, or unless Home Office determines that there is sufficient customer demand or it is in the best interests of the system and the brand to move the Hub Location to another franchisee. If, within two years of the date of this Addendum, Home Office decides, in its sole discretion, to move the Hub Location to another franchisee, Home Office or that franchisee will purchase any of Franchisee's equipment which has little or no other use to Franchisee except in its role as a Hub Location at fair market value plus $25,000.

11. Term– This Addendum will be effective for the term of the Franchise Agreement unless either party terminates earlier in accordance with this Addendum. Franchisee acknowledges that Home Office is under no obligation to continue to permit Franchisee the rights afforded by this Addendum for any additional period of time. If a decision is made to extend the period for permitting Franchisee the rights afforded by this Addendum, Franchisee acknowledges that such extension will be solely at the discretion of Home Office, and that Home Office has no duty or obligation to grant such extension.

12. Terms Are Subject to Change – Franchisee understands that the terms and conditions under this Addendum are subject to change. In the event the terms and conditions are changed, Home Office will give Franchisee 30 days written notice before the changes are implemented.

13. Effect on the Meaning and Terms of the Franchise Agreement. Except as modified by this Addendum, the Franchise Agreement (which includes any and all exhibits and other addenda of the Franchise Agreement), including all rights of indemnification, shall remain in full force and effect and are incorporated into this Addendum by reference. The words defined in the Franchise Agreement have the same meaning when used in this Addendum, except as otherwise provided in this Addendum.

14. Reservation of Rights. Except as its rights are modified by this Addendum, Home Office reserves all rights it has under the Franchise Agreement and all other rights in law and in equity.

The parties have executed this Addendum on the date set forth above.

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
"Home Office"

By: _____
Randy Shacka, President

_____
"Franchisee"

By: _____

Exhibit I

VALUE FLEX PROGRAM FEEDER ADDENDUM

TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
VALUE FLEX PROGRAM FEEDER ADDENDUM

This Value Flex Program Feeder Addendum ("Addendum") is made the _____ day of _____, 20___ between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation ("Home Office"), and _____ _____ ("Franchisee").

Home Office and Franchisee entered into a **TWO MEN AND A TRUCK®** Franchise Agreement, dated _____("Franchise Agreement") #_____ for the operation of a **TWO MEN AND A TRUCK®** franchise at the following Franchise Location: _____ _____ (the "Franchise Business"). Home Office is willing to approve Franchisee to participate in the Value Flex Program in conjunction with the Franchise Business. The Value Flex Program is an interstate services concept whereby Franchisee will load or unload goods into portable containers ("Containers") that will or have been transported interstate by a third-party dedicated carrier. Franchisee will also serve as a feeder location ("Feeder Location") for other franchisees serving as Hub Locations in the Value Flex Program.

NOW, THEREFORE, in consideration of the foregoing and the mutual promises contained in the Addendum, the parties agree as follows:

1. Value Flex Program Policy—Franchisee will comply with the Value Flex Program Policy, including any provisions specific to Feeder Locations. Franchisee acknowledges that Home Office will be paid fees for administering the Value Flex Program.

2. Limits on Use—Franchisee must use the Containers only as specified by Home Office. Without limiting the foregoing, Franchise must not load or store any of the following in the Containers: hazardous materials, money, bank notes, coins, precious metals, firearms, animals, birds and fish, or motor vehicles. Franchisee acknowledges that the third-party dedicated carrier and the Hub location has the right to refuse Containers that contain any of the restricted items.

3. Compliance with Law—Franchisee will comply with all federal, state, and local governmental laws, ordinances, and regulations relating to its participation in the Value Flex Program.

4. Termination – Home Office may terminate this Addendum with 5 days notice for the following reasons:

    a. Termination of the Franchise Agreement;
    b. Termination or reduction of the Value Flex Program; or

c. Three violations of the Value Flex Program Policy within 12 months, or one flagrant or material violation of the Value Flex Program Policy, as determined by Home Office in its sole discretion.

Franchisee may terminate this Addendum at any time by providing 30 days written notice to Home Office.

5. Franchisee's Breach of the Terms of this Addendum. Franchisee's breach of any of the terms of this Addendum will also constitute a breach of the Franchise Agreement, and Home Office will have, without limitation, all the rights and remedies authorized by the Franchise Agreement and as otherwise allowed by law. In addition to Home Office's other rights arising from a breach of the Franchise Agreement, on a breach of the terms of this Addendum by Franchisee, Home Office may choose to terminate this Addendum (in accordance with the termination provisions of the Franchise Agreement) without terminating Franchisee's other rights and obligations under the Franchise Agreement.

6. Indemnification—In addition to Franchisee's indemnification obligations under the Franchise Agreement, Franchisee will indemnify and hold harmless Home Office, its officers, directors, employees, and agents, from all fines, charges, suits, proceedings, claims, demands, damages, liabilities, costs, and settlements with anyone, including the payment of reasonable attorney's fees, arising out of any action and/or inaction of Franchisee and/or any lawsuit, proceeding of any kind or nature, and/or settlement negotiations that relate in any way to this Addendum.

7. Cargo and Auto Liability Claims—Franchisee agrees to take primary responsibility for cargo claims in excess of $3,000, as stated in the Value Flex Program Policy, while cargo is in Franchisee's possession. Franchisee further agrees to take primary responsibility for auto liability claims while cargo is in its possession. If Franchisee is not the originating franchisee and is not the creator of the bill of lading (BOL), Franchisee agrees to indemnify and hold harmless the originating franchise, its officers, directors, successors, assigns, agents, and employees and insurers, from and against any and all auto and cargo liabilities while cargo is in Franchisee's possession, which shall include obligations, losses, damages, penalties, claims, demands, actions, lawsuits, costs, expenses, and disbursements of every nature or kind asserted against the originating franchisee.

8. Assignment – Franchisee may not assign Containers or this Addendum without Home Office's written approval.

9. Term– This Addendum will be effective for the term of the Franchise Agreement unless either party terminates earlier in accordance with this Addendum. Franchisee

acknowledges that Home Office is under no obligation to continue to permit Franchisee the rights afforded by this Addendum for any additional period of time. If a decision is made to extend the period for permitting Franchisee the rights afforded by this Addendum, Franchisee acknowledges that such extension will be solely at the discretion of Home Office, and that Home Office has no duty or obligation to grant such extension.

10. Terms Are Subject to Change – Franchisee understands that the terms and conditions under this Addendum are subject to change. In the event the terms and conditions are changed, Home Office will give Franchisee 30 days written notice before the changes are implemented.

11. Effect on the Meaning and Terms of the Franchise Agreement. Except as modified by this Addendum, the Franchise Agreement (which includes any and all exhibits and other addenda of the Franchise Agreement), including all rights of indemnification, shall remain in full force and effect and are incorporated into this Addendum by reference. The words defined in the Franchise Agreement have the same meaning when used in this Addendum, except as otherwise provided in this Addendum.

12. Reservation of Rights. Except as its rights are modified by this Addendum, Home Office reserves all rights it has under the Franchise Agreement and all other rights in law and in equity.

The parties have executed this Addendum on the date set forth above.

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
"Home Office"

By: _____
Randy Shacka, President

_____
"Franchisee"

By: _____

Exhibit J

ADDENDUM TO FRANCHISE AGREEMENT—MINI-MARKET

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
ADDENDUM TO FRANCHISE AGREEMENT—MINI-MARKET

THIS ADDENDUM is made this _____ day of _____, 20___ and modifies a Franchise Agreement of the same date ("Franchise Agreement") entered into by **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office") and _____ _____ with its principal office at _____ _____ ("Franchisee").

A. Introduction. Home Office offers a variation to its standard franchise, which is called the "Mini-Market Franchise." The Mini-Market Franchise is different than the standard franchise because the Marketing Area has a smaller population than a standard franchise and there are some differences in fees, performance requirements, Home Office's right to re-purchase the franchise, and other requirements relating to the franchise. Franchisee desires to acquire a Mini-Market Franchise from Home Office and Home Office is willing to sell a Mini-Market Franchise to Franchisee. The purpose of this Addendum is to modify the Franchise Agreement to reflect the provisions applicable to a Mini-Market Franchise.

Accordingly, in consideration of the foregoing, the mutual covenants of the parties contained in this Addendum and other valuable consideration, the receipt and sufficiency of which are acknowledged, the parties agree to modify the Franchise Agreement as provided in this Addendum.

B. Business Plans. Franchisee has submitted a business plan to Home Office relating to the development and operation of the Franchise Business and will submit a business plan to Home Office annually after beginning operation of the Franchise Business (the "Business Plans"). Franchisee understands that Home Office's willingness to sell a Mini-Market Franchise to Franchisee is based on Franchisee's representation that it will follow the Business Plans. Franchisee's deviation from the Business Plans without approval by Home Office will constitute a material breach of the Franchise Agreement.

C. Initial and Ongoing Training. Article I, Section 5 of the Franchise Agreement is modified by adding the following:

> Franchisee may be required to attend three to five days of on-site training at a franchise location specified by Home Office as part of the initial training course that Franchisee is required to attend and successfully complete.

Article I, Section 7 of the Franchise Agreement is modified by adding the following:

> If Home Office determines that it is not feasible, Franchisee will not be required to send representatives to the Front Line Annual Meeting every two years.

D. Records and Bookkeeping Services. Article II, Section 2(a) of the Franchise Agreement is modified by adding the following:

Franchisee must obtain records and bookkeeping services from Home Office at Franchisee's expense, as long as Home Office continues to offer those services. Franchisee must sign a separate Records and Bookkeeping Franchise Addendum relating to those services.

E. Minimum Number of Trucks. The first sentence of Article II, Section 3 of the Franchise Agreement is modified to read as follows:

Franchisee must purchase or lease, prior to opening the Franchise Business, and maintain and/or acquire at all times thereafter, all equipment, phones, computer hardware and software, fixtures, signs, inventory, supplies, and other goods or services Home Office specifies for use in the Franchise Business, including at least one moving truck that display Home Office's **TWO MEN AND A TRUCK®** Mark and other Marks.

F. Hours of Operation. Home Office may reduce the minimum hours of operation for Mini-Market Franchises from the hours specified in Article II, Section 9 of the Franchise Agreement. Also, Home Office may be flexible on the requirements for staffing the Franchise Location for Min-Market Franchises. Home Office will specify any applicable reduced hours of operation and staffing requirements in a policy or otherwise in writing to Franchisee.

G. Minimum Local Advertising Expenditures. Article II, Sections 12(b)(ii) and (iii) of the Franchise Agreement are modified to read as follows:

(ii) Unless otherwise approved by Home Office, each calendar year Franchisee must spend at least the greater of 2% of Franchisee's Gross Sales of the previous calendar year or $1,000 per month for advertising and promoting the Franchise Business in the Marketing Area. Home Office may specify certain advertising methods that Franchisee must use for some or all of its required advertising and promotion spending (for example, direct mail).

(iii) If Franchisee has acquired an existing franchise, Franchisee's minimum local advertising expenditures will be determined based on the Gross Sales of the acquired franchise for the previous calendar year. In that case, Franchisee must spend at minimum, the greater of an annualized portion of the 2 percent of Gross Sales of the prior year or $1,000 per month on local advertising during the first calendar year Franchisee operates. For example, if a franchise generated $1,000,000 in Gross Sales in the year 2010 and it was transferred on July 1, 2011, the new franchisee would be required to spend a minimum of $10,000 ($1,000,000 x 2% x 6/12 months) on local advertising from July through December in the year 2011. In this example, if the transfer occurred on January 1, 2011, the new franchisee would be required to spend a minimum of $20,000 ($1,000,000 x 2% x 12/12 months) during the calendar year 2011.

H. Minimum Performance Requirements. The first two sentences of Article II, Section 21(a) of the Franchise Agreement are modified to read as follows:

(a) Minimum Performance Requirements. For the 1st through 4th years of operation of a Unit in the Marketing Area, Franchisee must achieve annual Gross Sales (defined in Article IV, Section 2) of at least the following amounts: (i) $175,000 for the

1st year of operation; (ii) $250,000 for the 2nd year of operation; (iii) 375,000 for the 3rd year of operation; and (iv) $500,000 for the 4th year of operation. After a Unit has been operating in the Marketing Area for four years, for each subsequent year of operation Franchisee must: (A) achieve Gross Sales of at least $500,000; and (B) perform in the top 85% of all Units operating in the United States in the annual growth percentage of Gross Sales as determined by Home Office.

I. Franchise Fee. Article IV, Section 1 of the Franchise Agreement is modified to read as follows:

In consideration of the rights and license granted by Home Office, Franchisee agrees to pay, at the time of signing of this Agreement, a franchise fee in the amount of $30,000. The franchise fee is non–refundable.

J. Technology and Support Fee. Article IV, Section 4 of the Franchise Agreement is modified by adding the following:

Under the current policies of Home Office, the Technology and Support Fee for a Mini-Market Franchise is 2% of Gross Sales with no minimum monthly payment.

K. Option to Purchase Assets of Franchise Business. Article XI of the Franchise Agreement is modified by adding the following new Section 22:

22. Option to Purchase Assets of Franchise Business.

(a) Option. Home Office will have the option, but not the obligation, to purchase the assets of the Franchise Business at any time during the term of this Agreement. For purposes of this Section, the assets of the Franchise Business means vehicles, equipment, inventory, leasehold interest (at Home Office's option), fixtures, furnishings, the rights under this Agreement, and other assets of the Franchise Business other than real estate owned by Franchisee. This option may be exercised at any time by Home Office on written notice to Franchisee.

(b) Purchase Price. The purchase price will be the fair market value of the assets as agreed by the parties. If the parties are not able to agree on the fair market value within seven days of Home Office exercising its option, the value will be determined by appraisal using the method described in Article XI, Section 12. The purchase price will be reduced by: (i) the total current and long-term liabilities of the Franchise Business that Home Office agrees to assume; and (ii) any amounts due from Franchisee to Home Office. Home Office will also retain $10,000 from the purchase price to cover damages and claims relating to the operation of the Franchise Business before the purchase by Home Office. That amount will be held by Home Office for a period of one year after closing and may be used to pay damages or claims relating to the operation of the Franchise Business before the purchase by Home Office. At the end of the one year period, Home Office will pay the amount remaining to Franchisee.

(c) Leasehold Interest. If Franchisee leases the Franchise Location, Home Office will have the option to include an assignment of Franchisee's lease for the Franchise

Location in the purchase of the assets. If Home Office exercises that option, Franchisee must cooperate fully and use its best efforts to acquire the landlord's approval of the assignment of the lease for the Franchise Location to Home Office, if necessary. If Franchisee or an affiliate of Franchisee owns the Franchise Location, Home Office or its designee will have the option to enter into a lease for a term of not less than five years with an option by lessee to extend the term of the lease for an additional term of five years. The lease will contain the standard terms and conditions contained in leases for the same or similar properties. The rental under the lease for the initial five-year term will be the fair rental value of the property as of the date of exercise of the option. If the parties cannot agree on the fair rental value within seven days of Home Office exercising its option, the value will be determined by appraisal using the method described in Article XI, Section 12. The rental during the second five year option term will be the fair rental value of the property as of the date that is 30 days before the end of the initial term of the lease. If the parties cannot agree on the fair rental value within seven days, the value will be determined by appraisal using the method described in Article XI, Section 12.

(d) Closing. The closing of the purchase will occur within 60 days after Home Office exercises its option to purchase the assets or such later date as may be necessary to determine fair market value, fair rental value and/or to comply with applicable bulk sales or similar laws. At closing, Home Office and Franchisee agree to execute and deliver all documents necessary to vest title in the assets purchased by Home Office free and clear of all liens and encumbrances, except those assumed by Home Office, and to effectuate the assignment of the lease for the Franchise Location, if applicable. Home Office will be entitled to customary warranties, closing documents and post-closing indemnifications. Home Office reserves the right to assign its option to purchase the Franchise Business or to designate a substitute purchaser for the Franchise Business if Home Office remains responsible for and guarantees compliance with the provisions of this Section.

(e) Operation During Option Period. Home Office will have the right, on written notice to Franchisee, to manage the Franchise Business during the period following the exercise of the option by Home Office and before closing. Home Office will be responsible for the debts of the Franchise Business during this period of management and may charge a reasonable fee to manage the Franchise Business, not to exceed five (5%) percent of gross sales of the Franchise Business. This management fee is in addition to any royalty or advertising fund payments due to Home Office.

L. Legal Effect. All terms not otherwise defined in this Addendum will have the same meaning as in the Franchise Agreement. Except as modified by this Addendum, the Franchise Agreement will remain in full force and effect and is incorporated into this Addendum by reference.

The parties have signed this Addendum on the date set forth at the beginning of this Addendum.

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
"Home Office"

By: _____
Randy Shacka, President

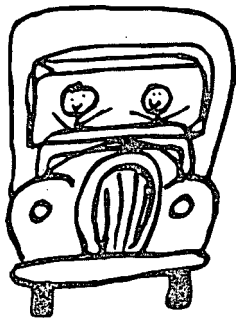
_____
"Franchisee"

By: _____

Its: _____

Exhibit K

AREA DEVELOPMENT AGREEMENT



TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK®/INTERNATIONAL, INC.

AREA DEVELOPMENT AGREEMENT

TWO MEN AND A TRUCK®

"Movers Who Care®"

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TWO MEN AND A TRUCK®/INTERNATIONAL, INC.
AREA DEVELOPMENT AGREEMENT

THIS AGREEMENT is made this _____ day of _____, 20____, between **TWO MEN AND A TRUCK®/INTERNATIONAL, INC.** a Michigan corporation ("Home Office") and _____ ("Area Developer").

SECTION 1 - Introduction

(A) Franchise System.

Home Office franchises a system for operation of moving and related services businesses. The distinguishing characteristics of the system include the use of Home Office's trademarks, trade names, training, operational procedures, promotional techniques and materials, signs, layouts, methods of operation, and manuals covering business practices and policies. Home Office may update and/or revise the System in the future. The system that Home Office specifies and authorizes its franchisees to use from time to time is referred to in this Agreement as the "System." A business operated under the System will generally be referred to in this Agreement as the "Franchise Business."

(B) Marks.

Home Office uses and has rights to certain logos, names, trademarks, and service marks, including the trademark **TWO MEN AND A TRUCK®**, which are used to identify the System and Franchise Businesses. Home Office may, in the future, develop and register additional or different logos, names, trademarks, and service marks that it may make available for use by its franchisees. The logos, names, trademarks, and service marks that Home Office may authorize its franchisees to use from time to time will be referred to in this Agreement as the "Marks."

(C) Multi-Unit Development.

Home Office desires to expand and develop Franchise Businesses and is willing, in certain instances, to authorize qualified multi-unit franchisees to develop multiple Franchise Businesses.

(D) Acknowledgements of Area Developer.

Area Developer recognizes the advantages of operating under the System and Marks and desires to obtain the right to develop a number of Franchise Businesses in the areas described in this Agreement.

Area Developer acknowledges that it received Home Office's Franchise Disclosure Document at least 14 days before signing this Agreement and that Area Developer was given the opportunity to clarify provisions in this Agreement and to consult with an attorney or other professional advisor. Area Developer also acknowledges that it received a completed copy of this Agreement and all related agreements, containing all material terms (except for the date, signatures, and any minor matters not material to the agreements) at least seven (7) days before signing this Agreement. Area Developer represents that it understands and agrees to be bound by the obligations of this Agreement.

Area Developer understands the risks of being involved in a moving and related services business and is able to bear such risks. Area Developer also acknowledges that the success of the Area Developer's business and the Franchise Businesses developed under this Agreement depends primarily on Area Developer's efforts. In addition, other factors beyond the control of Home Office or Area Developer may affect the success of Area Developer's business and the Franchise Businesses developed under this Agreement, including competition, interest rates, economic conditions, government laws and regulations (especially as such laws and/or regulations pertain to obtaining authorities or licenses to move household goods and other items), policies, weather, consumer trends, inflation, labor costs, lease terms, market conditions, and other conditions that may be difficult to anticipate, assess, or even identify.

Area Developer acknowledges that, except as may be set forth in Home Office's Franchise Disclosure Document, neither Home Office nor any of its agents have made or are authorized to make any oral, written or visual representations or projections of actual or potential earnings, sales, profits, costs, expenses, prospects or chances of success. Area Developer agrees that it has not relied on and that Home Office will not be bound by allegations of any representations as to earnings, sales, profits, costs, expenses, prospects or chances of success.

SECTION 2 - Grant of Area Development Franchise

(A) Grant of Development Rights.

Home Office grants to Area Developer the right, during the term of this Agreement, to develop Franchise Businesses in the Marketing Areas described in Item 1 of Appendix A (the "Marketing Areas") in accordance with the terms and subject to the conditions of this Agreement.

(B) Limited Exclusivity; Reservation of Rights.

During the term of this Agreement and as long as Area Developer is not in default under this Agreement, Home Office will not operate or grant a franchise to any other person to operate a moving business using the Marks or the System from a location within any Marketing Area described in Appendix A. All rights not expressly granted in this Agreement to Area Developer relating to the Marks and System are expressly reserved to Home Office. Nothing in this Agreement will prevent Home Office from granting the right to establish or operate, or itself establishing or operating, businesses using the same or a similar system anywhere outside of the Marketing Areas, or marketing services or products that are not a part of the franchise offered by this Agreement under the Marks within the Marketing Areas. In addition, even though Area Developer may be licensed to operate within the Marketing Areas, such license will not prevent another **TWO MEN AND A TRUCK®** franchisee, or any other person other than Home Office, from originating a move within the Marketing Areas, or moving a customer located outside the Marketing Areas into the Marketing Areas, or originating a move and completing a move within the Marketing Areas. In addition, such license will not prevent Home Office from using or continuing to develop its website or otherwise using the internet to market to prospective customers the services offered by **TWO MEN AND A TRUCK®** franchisees, even though prospective customers within the Marketing Areas could see the website advertising and decide to use a **TWO MEN AND A TRUCK®** franchisee other than Area Developer or its affiliate.

SECTION 3 – Development Obligations

(A) Minimum Development Schedule.

Area Developer agrees to open and thereafter continue to operate a Franchise Business within each of the Marketing Areas within the time periods specified in Item 2 of Appendix A ("minimum development schedule").

(B) Force Majeure.

If a failure to comply with the minimum development schedule is due to causes beyond the control of the Area Developer, such as strike, weather, the inability to obtain essential equipment or materials, or fire, and the Area Developer has acted in good faith to comply with the minimum development schedule, the minimum development schedule will be extended for an additional time equal to the delay. However, in no event will the minimum development schedule be extended for more than 180 days unless Home Office causes the delays. Except for extensions granted for reasons described in this paragraph, Home Office has no obligation to extend the development rights under this Agreement.

SECTION 4 - Term of Agreement; No Right to Renew

(A) Term.

This Agreement will continue for the term specified in Item 3 of Appendix A. Area Developer will have no right to renew this Agreement.

SECTION 5 – Payment by Area Developer

(A) Area Development Fee.

In consideration of the rights granted under this Agreement, Area Developer must pay an initial fee at the time of signing of this Agreement in the amount of $_____. This initial fee is non-refundable.

(B) Fees Due Under Franchise Agreements.

Area Developer must pay all fees due under each Franchise Agreement signed in connection with this Agreement, including but not limited to initial franchise fees, and then-current royalty fees, advertising fees and other fees.

SECTION 6 – Procedure for Developing Franchise Businesses

(A) Rights to Use the Marks and System.

This Agreement does not grant Area Developer any rights to use the Marks or the System or to operate a Franchise Business. Those rights will only be granted in individual Franchise Agreements that will be entered into by Home Office and Area Developer or its affiliate, if any.

(B) Site Approval, Submission of Disclosure Document Signing of Franchise Agreement.

After Area Developer has located a site for development of a Franchise Business within a particular Marketing Area (subject to Section 6(D) below), Area Developer will submit to Home Office such information regarding the proposed site as Home Office specifies, together with the

terms of any proposed lease relating to the site. Home Office may seek additional information as it deems necessary within 30 days of submission of the prospective site, and Area Developer must respond promptly to such request for additional information. Based on this information, Home Office will approve or reject the site in writing. Home Office will not unreasonably reject a proposed site, although after the first franchise is opened, Home Office can use greater discretion and be more restrictive about approving any site in a Marketing Area that is not contiguous with a Marketing Area of a Franchise Business that Area Developer has already opened. Promptly after approval of any site, Home Office will send to Area Developer (or affiliate, if applicable) a Franchise Disclosure Document and three copies of the then current Franchise Agreement for the approved site. Immediately on receipt of the Franchise Disclosure Document, Area Developer (or affiliate, if applicable) must return to Home Office a signed copy of the Receipt of the Franchise Disclosure Document. After the passage of any applicable disclosure period, Area Developer must sign and deliver to Home Office three copies of the Franchise Agreement and any initial franchise fees due under the Franchise Agreement, if any remain unpaid. On receipt of the signed agreements and any applicable fee, Home Office will sign the Franchise Agreements and return a fully signed copy to Area Developer (or affiliate, if applicable). If Home Office is not legally able to deliver a Franchise Disclosure Document to Area Developer because of any lapse or expiration of its franchise registration, or because Home Office is in the process of amending any such registration, or for any reason beyond Home Office's reasonable control, Home Office may delay approval of the site for the proposed Franchise Business until such time as Home Office is legally able to deliver a Franchise Disclosure Document

(C) Conditions Precedent to Home Office's Obligations.

It is a condition to Home Office's obligations under Section 6(B) that Area Developer has performed all of its obligations under all agreements between Home Office and Area Developer.

(D) Urban Marketing Area; Physical Site within Marketing Area May Not be Required.

If Area Developer is granted the right under this Agreement to develop three or more contiguous Marketing Areas in an Urban Location (See Appendix A, Item 3 to determine whether the Marketing Areas are within an Urban Location) wherein a physical site does not exist or is unavailable (due to occupancy of a third party, high cost, or other business reason) for operation of a Franchise Business, including the parking of moving trucks and other business vehicles, then Home Office, in its sole discretion, may permit Area Developer to sign a Franchise Agreement for a Marketing Area that does not require the placement of a Franchise Business location within the Marketing Area, provided that at least one of Area Developer's contiguous Marketing Areas has a Franchise Business location.

Area Developer understands and agrees that the rights under a Franchise Agreement for any Marketing Area within an Urban Location subject to this Agreement, that permits operation of a franchise without a physical site within the Marketing Area, may not be transferred unless the proposed transferee (in addition to satisfying the other requirements of the Franchise Agreement) obtains a physical site to operate the Franchise Business within the Marketing Area, or, if permitted by Home Office in its sole discretion, a physical site outside the Marketing Area if no physical site within the Marketing Area is available.

SECTION 7 – Franchise Marks

(A) Description and Acknowledgement of Marks.

Area Developer acknowledges the validity of the Marks and that the Marks are the sole property of Home Office. Area Developer also agrees that any further rights or goodwill that may develop in any of the Marks in the future will inure solely to the benefit of Home Office. If Area Developer receives notice, or is informed, of any claim, demand, or suit against Area Developer on account of any alleged infringement, unfair competition, or similar matter relating to Area Developer's use of the Marks, Area Developer must promptly notify Home Office of any such claim, demand, or suit. Home Office will then take such action as Home Office deems necessary and appropriate to protect and defend Area Developer against such claim by any third party. If Area Developer receives notice or is informed or learns that any third party, who Area Developer believes is not authorized to use the Marks, is using the Marks or any name or mark confusingly similar to the Marks, Area Developer must promptly notify Home Office of the facts relating to such alleged infringing use. Home Office will, in its sole discretion, determine whether or not it wishes to take any action against such third party on account of such alleged infringement of the Marks. Home Office will have the right to control any negotiations, proceedings or litigation involving the Marks. Area Developer must not settle or compromise any lawsuit or other proceeding involving the Marks without the prior written consent of Home Office. If Home Office chooses to prosecute any violation of the Marks or undertakes the expense of any defense of the Marks, Area Developer must execute all documents and do all acts necessary or incidental to that action as counsel for Home Office may reasonably request.

SECTION 8 - Confidentiality and Non-Competition

(A) Confidential Information.

Area Developer acknowledges that Home Office is the owner of all proprietary rights in and to the System and all material now or later revealed to Area Developer under this Agreement relating to the System. Area Developer further acknowledges that the System, in its entirety, constitutes trade secrets and/or confidential information of Home Office which is revealed to Area Developer in confidence, solely for the purpose of enabling Area Developer to establish and operate Franchise Businesses in accordance with the terms of this Agreement. Area Developer agrees that during the term of this Agreement and after termination or expiration of this Agreement, Area Developer and its affiliates and the shareholders, members, officers, directors, partners, owners, investors, employees, and agents of Area Developer and its affiliates must not reveal any aspect of the System or any documentation relating to the System to any person or entity other than a person authorized by Home Office. Area Developer must require its employees and agents to execute a confidentiality agreement in the form specified by Home Office before revealing any aspect of the System to the employee.

(B) Restrictions on Competition.

Area Developer and its affiliates and the shareholders, members, officers, directors, partners, owners, and investors of Area Developer and its affiliates must not, during the term of this Agreement, have any interest in, as an owner (except for no more than 5% of the publicly traded securities of any company), director, officer, employee, consultant, representative or agent, or in any other capacity, or otherwise engage in any "Competing Business" (defined below), (except Franchise Businesses operated under Franchise Agreements entered into between Area Developer

(or its affiliate, if applicable) and Home Office), or in any business or entity that franchises, licenses, or otherwise grants to others the right to operate a Competing Business, without the prior written approval of Home Office and the written consent of any licensor or franchisor of the Competing Business.

On the termination (including termination on transfer) or expiration of this Agreement, except termination by Area Developer for cause, Area Developer and its affiliates and the shareholders, members, officers, directors, partners, owners, and investors of Area Developer and its affiliates, must not, for a period of three years commencing on the later of the effective date of termination or expiration, or the date of any Court order enforcing this provision, have an interest as an owner (except for no more than 5% of the publicly traded securities of any company), partner, member, director, officer, employee, consultant, representative or agent, or in any other capacity, or engage in any other capacity in any Competing Business or in any business or entity that franchises, licenses or otherwise grants to others the right to operate a Competing Business within any "Geographic Area" (defined below).

Area Developer and its affiliates and the shareholders, members, officers, directors, partners, owners, and investors of Area Developer and its affiliates must not, during the term of this Agreement and for a period of three years after termination or expiration of this Agreement: (1) divert or attempt to divert any business or customer of a Franchise Business to any Competing Business by direct or indirect inducements or otherwise; or (2) employ or seek to employ any person who was, at the time, employed by Home Office or its affiliates or by another franchisee, or directly or indirectly induce any person to leave their employment with Home Office or its affiliates or with another franchisee.

For purposes of this Agreement, a "Competing Business" means: (a) a business that is identical to or similar to a business using the System; (b) any moving, storage, packing, unpacking or similar business, but not a storage business located off site of a moving business location; and (c) any business granting franchises or licenses to others to operate moving, storage, packing, unpacking or similar businesses. For purposes of this Agreement, a "Geographic Area" includes the Marketing Areas and the area within a twenty-mile radius of the Marketing Areas and the marketing area of any other Franchise Business and the area within a twenty-mile radius of any marketing area of any other Franchise Business existing or planned at the date of expiration, termination, or non-renewal of this Agreement.

If all or a part of these restrictions are found to be invalid, this Section will be considered as imposing the maximum restrictions allowed under the applicable state law in place of the invalid restriction.

SECTION 9 – No Subfranchising; Transferability

(A) No Subfranchising.

Area Developer has no authority to and must not offer, sell or negotiate the sale of Franchise Businesses to any third party, either in Area Developer's own name or in the name and on behalf of Home Office, or otherwise subfranchise, share, divide or partition this Agreement and nothing in this Agreement will be construed to grant Area Developer any such rights.

(B) General Rule.

This Agreement is personal to Area Developer or to the owners of Area Developer if Area Developer is a corporation, limited liability company, partnership or other entity. This Agreement or any interest in the corporation, limited liability company, partnership or other entity (if Area Developer is a corporation, limited liability company, partnership or other entity) must not be transferred, assigned, pledged, encumbered or sold, either directly, indirectly or contingently, whether voluntarily or by operation of law, except with the prior written consent of Home Office and then only in accordance with the provisions of Section 9(E). Any attempted assignment or transfer not in accordance with this Agreement will have no effect and will constitute a breach of this Agreement.

(C) Transfer on Death or Incapacity.

If Area Developer or the last surviving principal of Area Developer (if Area Developer is a corporation, limited liability company, partnership or other entity) dies or becomes incapacitated, Area Developer's or the principal's rights under this Agreement will pass to the estate, heirs, devisees or legal representatives of Area Developer or the principal of Area Developer (collectively referred to in this Agreement as the "estate"). The estate may continue to perform under this Agreement if: (a) the estate provides a qualified individual acceptable to Home Office to manage the business of Area Developer on a full time basis; (b) this manager attends and successfully completes Home Office's training program at the estate's expense; and (c) this manager assumes full time operation of the business of Area Developer within 90 days of the date Area Developer dies or becomes incapacitated. If the estate fails to designate an acceptable manager or the designated manager fails to attend and satisfactorily complete the training program and to assume the full time operation of the business of Area Developer within 90 days of the death or incapacity, then the estate must sell the estate's interest in this Agreement within 180 days of the date of death or incapacity. Any sale must be made in accordance with Section 9(E).

(D) Right of First Refusal.

Area Developer or any person owning an interest in Area Developer or any legal heir or devisee of any deceased Area Developer or person owning an interest in Area Developer ("Seller") who receives and desires to accept a bona fide offer from a third party to purchase all or part of Seller's interest in this Agreement, the Area Developer, or the assets of the Area Developer, must notify Home Office in writing of such offer ("Offer Notice") within ten (10) days of receipt of the offer. The transaction described in the Offer Notice will be referred to as the "Transaction." The Offer Notice must describe the Transaction in detail, including the name and address of the proposed purchaser, the nature of the Transaction, the consideration to be paid and all other material terms and conditions of the Transaction. In addition to the Offer Notice, the Seller must also deliver copies of all documents to be executed in conjunction with the Transaction and any financial or other information as Home Office may specify to reasonably inform Home Office of the financial condition of the Area Developer's business, including but not limited to financial statements and tax returns of the Area Developer's business. Home Office will then have, for a period of 30 days from the date of delivery of the information specified above, the right and option ("right of first refusal"), exercisable by written notice to the Seller, to purchase that interest on the terms specified in the Offer Notice (modified as described below).

Home Office may designate a substitute purchaser to complete the Transaction. If the Transaction involves the purchase of stock or other ownership interests, Home Office will have the option to purchase the assets of Area Developer instead for equivalent consideration. If the consideration, terms or conditions offered by the proposed purchaser are such that Home Office may not reasonably be required to furnish the same, for example, if the consideration is not cash or cash equivalents, Home Office may pay a reasonable equivalent in cash. If the Seller and Home Office are not able to agree within a reasonable time on equivalent or substitute cash consideration, Home Office may appoint an independent appraiser, whose determination will be binding on Seller and Home Office.

If Home Office exercises its right of first refusal, the Transaction will be closed by the later of: (i) 90 days after exercise of the right of first refusal; or (ii) 30 days after any necessary determinations of equivalent or substitute cash consideration. Home Office will be entitled to customary warranties, closing documents and post-closing indemnifications.

If Home Office does not exercise its right of first refusal, Area Developer may transfer the interest, but only on the same terms as offered to Home Office and subject to Home Office's rights of approval as specified in Section 9(E). If Area Developer does not complete the transfer within 90 days, Home Office will again have the right of first refusal to purchase the interest.

(E) Conditions of Home Office's Consent to Transfer.

If Area Developer or any person owning an interest in Area Developer desires to transfer any rights in this Agreement or in Area Developer, Area Developer, or another appropriate person, must give written notice of the proposed transfer to Home Office, setting forth in detail the nature of the items to be transferred, the name, address and background of the proposed transferee, the consideration for the transfer and any other information that Home Office may reasonably require. This notice must also include a copy of any agreement relating to the proposed transfer. After reviewing the information, Home Office will determine, in accordance with the provisions of this Agreement and any procedures specified in Home Office's Manuals, whether to grant its consent to the transfer. Home Office will not unreasonably withhold its consent to a transfer of the type permitted by this Agreement.

Before Home Office consents to a transfer, the following conditions must be fulfilled:

(1) the proposed transferee must follow the same application procedures as a new Area Developer and must meet the same standards of character, business experience, credit standing, health, etc. as Home Office has set for any new Area Developer;

(2) the proposed transferee must assume in writing for the benefit of Home Office all rights and obligations of Area Developer under this Agreement;

(3) the proposed transferee must complete Home Office's training program to Home Office's satisfaction, exercised in good faith;

(4) as of the date of the transfer, Area Developer has fully complied with all of its obligations to Home Office, whether under this Agreement or any other agreement with Home Office;

(5) the terms of the proposed transfer must not place unreasonable burdens on the proposed transferee; and

(6) Area Developer must sign at the time of transfer an agreement releasing Home Office from any claims.

Area Developer acknowledges that the conditions listed above are necessary for protection of the Marks and System and do not impose unreasonable restrictions on the transfer of this Agreement.

(F) Individual Franchise Agreements.

Area Developer (or an affiliate, if applicable) must not sign any Franchise Agreement or develop any Franchise Business with a view to transfer or assign such Franchise Agreement or Franchise Business.

(G) Transfer of Home Office's Interest.

This Agreement is fully assignable by Home Office and will inure to the benefit of any assignee or other legal successor to the interests of Home Office. Home Office may sell, assign, discount or otherwise transfer any rights under this Agreement or any other assets of Home Office or its owners, without notice to or approval of Area Developer or any other franchisee, at any time. However, Home Office will make provision for the performance of its obligations under this Agreement by the assignee, to the extent required by applicable law.

SECTION 10 - Termination

(A) Termination by Area Developer.

Area Developer has the right to terminate this Agreement before its expiration only for good cause and only in accordance with the requirements set forth in Section 10(E) below. Good cause for termination by Area Developer means any material breach of this Agreement by Home Office.

(B) Termination by Home Office.

Home Office has the right to terminate this Agreement before its expiration only for good cause and only in accordance with the requirements of Sections 9(C) or (E) below. Good cause for termination by Home Office means any material breach of this Agreement by Area Developer or the occurrence of any of the events listed in Sections (C) and (D) below.

(C) Immediate Termination.

Any of the following events will: (1) constitute a material default under this Agreement; (2) constitute good cause for termination of this Agreement by Home Office; and (3) entitle Home Office to terminate this Agreement immediately by written notice to Area Developer without affording Area Developer an opportunity to cure:

(1) any willful and material misrepresentation by Area Developer or any owner, shareholder, member or partner of Area Developer relating to the acquisition of this franchise;

(2) any assignment or transfer of this Agreement or of Area Developer without complying with Section 9 of this Agreement;

(3) the conviction of, or plea of guilty or no contest by the Area Developer or any owner, shareholder, member or partner of Area Developer of: (i) a crime for which the minimum penalty includes imprisonment for more than one (1) year; or (ii) any other crime, offense or misconduct involving fraud or dishonesty or in any way relevant to the operation of the Area Developer's business; and

(4) any conduct by the Area Developer or any owner, shareholder, member or partner of Area Developer that reflects materially and adversely on the operation or reputation of the Marks or System.

(D) Termination After Notice Period.

Any of the following events will: (1) constitute a material default under this Agreement; (2) constitute good cause for termination of this Agreement by Home Office; and (3) entitle Home Office to terminate this Agreement in accordance with the requirements set forth in Section 9(E) below:

(1) adjudication of bankruptcy of Area Developer, the insolvency of the Area Developer's business, appointment of a receiver or trustee to take charge of the Area Developer's business by a court of competent jurisdiction or the general assignment by Area Developer for the benefit of creditors;

(2) a final judgment or the unappealed decision of a regulatory officer or agency that results in a temporary or permanent suspension of any permit or license that is a prerequisite to operation of Area Developer's business; and

(3) any material breach of this Agreement by Area Developer of an affiliate of Area Developer or any owner, shareholder, member or partner of Area Developer or an affiliate of Area Developer or a breach by Area Developer or an affiliate of Area Developer or any owner, shareholder, member or partner of Area Developer or an affiliate of Area Developer of any of the terms of any other agreements entered into with Home Office.

(E) Notice Required for Termination; Cure.

The following procedures will be used for termination for good cause (other than termination under Section 9(C) above):

(1) The party terminating for good cause (the "terminating party") must give a written notice of termination to the party in default (the "defaulting party") specifying any reason or reasons for the termination and the date the termination will be effective. The effective date of termination must be at least ten (10) days for the non-payment of any amounts due, and at least thirty (30) days in all other instances, from the date of the notice. Except as provided in Section 9(E)(2), termination will be automatically effective without further action by the terminating party on the date specified in the notice as the effective date of termination.

(2) The defaulting party may prevent termination only by completely curing, prior to the date specified in the notice as the effective date of termination, all the defaults specified by the terminating party in the notice. This right to cure will not apply if (i) the defaulting party, after previously curing any default, engages in the same default within a period of six (6) months whether or not the defaults are cured after notice, or (ii) the defaulting party has repeatedly failed to comply with one (1) or more requirements of this Agreement, whether or not corrected after notice.

(F) Effect of Expiration or Termination.

On the expiration of the term of this Agreement or on the prior termination of this Agreement, Area Developer will have no further right to develop undeveloped Marketing Areas (i.e. Marketing Areas that at the time of such termination or expiration are not subject to the terms of an existing Franchise Agreement). After expiration or termination of this Agreement, Home Office will be free to open, own or operate or to franchise others to open, own or operate Franchise Businesses in any Marketing Areas that are not subject to the terms of an existing Franchise Agreement.

Termination or expiration of this Agreement will not affect Area Developer's obligations under Section 7 relating to the Marks, Section 8 relating to confidentiality and non-competition, Section 11 relating to arbitration, dispute resolution and controlling law, Section 12(B) relating to indemnification, or other obligations in this Agreement which, by their terms or intent survive termination or expiration of this Agreement.

SECTION 11 – Law and Jurisdiction; Dispute Resolution; Injunctive Relief; Costs of Enforcement

(A) Choice of Law.

This Agreement will take effect only on its acceptance and execution by Home Office (which will be deemed to be in Michigan), and will be interpreted and construed under the laws of Michigan. If there is any conflict of law, the laws of Michigan will prevail, without regard to the application of Michigan conflict-of-law rules. If, however, any provision of this Agreement would not be enforceable under the laws of Michigan, and if Area Developer's business is located outside of Michigan and such provision would be enforceable under the laws of the state in which Area Developer's business is located, then such provision will be interpreted and construed under the laws of that state. Nothing in this Section is intended by the parties to subject this Agreement to any franchise or similar law, rule, or regulation of the State of Michigan to which it would not otherwise be subject.

(B) Jurisdiction and Venue.

Unless otherwise precluded by law, any legal proceedings between the parties must be brought and conducted only in a State or Federal Court in the State of Michigan located in the County in which Home Office's principal office is located and Area Developer consents to those Courts having personal jurisdiction of Area Developer.

(C) Injunctive Relief.

Home Office will have the right, without the posting of any bond or security and without the need to prove irreparable injury, to obtain specific enforcement of the terms of this Agreement from a court of competent jurisdiction, by temporary and/or permanent injunctions or other equitable relief. Specifically, Home Office will have the right to obtain injunctive relief to prevent Area Developer from engaging in the following acts, which Area Developer acknowledges would cause irreparable harm to Home Office: (1) misusing any of the rights licensed by this Agreement; (2) engaging in competitive operations in violation of the in-term and post-term restrictions on competition set forth in Section 8; (3) disclosing to any person or using in a Competitive Business, the trade secrets or confidential information of Home Office; (4) transferring or assigning this Agreement or the assets of Area Developer without complying with this Agreement; (5) engaging in acts or practices in violation of applicable laws and regulations or that are fraudulent, dishonest or create health or other hazards to the public; or (6) significantly impairing the goodwill associated with Home Office. Home Office's rights to apply for injunctive relief are in addition to all other remedies available to Home Office under applicable law.

(D) No Class Action or Consolidation.

The parties agree that any suit, action, arbitration, litigation, or other legal proceeding will only be conducted on an individual basis and not on a class-wide, multiple-plaintiff, consolidated, or similar basis. The parties waive, to the fullest extent allowed by law, any right to pursue or participate as a plaintiff or a class member in any claim on a class-wide, multiple-plaintiff, consolidated, or similar basis or in a representative capacity.

(E) Jury Waiver; Time Period for Bringing Claims; Limitation of Damages.

HOME OFFICE AND AREA DEVELOPER IRREVOCABLY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, BROUGHT BY EITHER OF THEM AGAINST THE OTHER, WHETHER OR NOT THERE ARE OTHER PARTIES IN SUCH ACTION OR PROCEEDING, EXCEPT AS OTHERWISE PROHIBITED BY LAW.

ALL CLAIMS ARISING UNDER THIS AGREEMENT OR FROM THE RELATIONSHIP BETWEEN THE PARTIES ARE BARRED UNLESS AN ACTION IS FILED AND TIMELY SERVED ON THE OPPOSING PARTY WITHIN ONE YEAR FROM THE DATE THE PARTY KNEW OR SHOULD HAVE KNOWN OF THE FACTS CREATING THE CLAIM, EXCEPT TO THE EXTENT ANY APPLICABLE LAW OR STATUTE PROVIDES FOR A SHORTER PERIOD OF TIME TO BRING A CLAIM OR AS OTHERWISE REQUIRED BY LAW. IF A STATUTE BARS THE LIMITATION SET FORTH IN THIS PARAGRAPH FOR ANY PARTY, THEN EACH PARTY TO THIS AGREEMENT SHALL HAVE THE SAME PERIOD OF TIME TO BRING AN ACTION AGAINST AN OPPOSING PARTY AS THE LAW PERMITS.

AREA DEVELOPER WAIVES ANY SPECIAL, PUNITIVE, OR EXEMPLARY DAMAGES AGAINST HOME OFFICE AND AGREES THAT IN THE EVENT OF A DISPUTE BETWEEN THEM, AREA DEVELOPER WILL BE LIMITED TO THE RECOVERY OF ANY ACTUAL DAMAGES SUSTAINED BY AREA DEVELOPER.

(F) Costs of Enforcement.

If Home Office incurs costs and expenses due to Area Developer's violation of this Agreement, Area Developer agrees, whether or not Home Office initiates a formal legal proceeding, to reimburse Home Office for all of Home Office's costs and expenses incurred, including, without limitation, reasonable accounting and attorney's fees and related fees.

SECTION 12 – General Conditions and Provisions

(A) Independent Contractor.

Area Developer is and will be considered an independent contractor with control and direction of its business and operations limited only by the conditions set forth in this Agreement or otherwise specified by Home Office. No agency, employment, partnership or joint venture is created by this Agreement and neither party has the right to act on behalf of the other. The parties acknowledge that this Agreement does not create a fiduciary relationship between the parties.

(B) Indemnification.

Area Developer is responsible for all losses or damages from contractual liabilities to third persons from the possession, ownership and operation of the Area Developer's business and all claims or demands for damages to property or for injury, illness or death of persons, directly or indirectly, arising out of, or in connection with, possession, ownership or operation of the Area Developer's business or the actions or omissions of Area Developer. Area Developer must defend, indemnify and hold harmless Home Office and its affiliates, subsidiaries and parent companies and their agents, employees, attorneys and other franchisees, their agents, employees and attorneys, against any and all claims, suits, demands, losses, damages or liabilities and all related expenses, including reasonable attorneys fees and court costs, which arise out of, in connection with, or as a result of possession, ownership, or operation of the Area Developer's business or the acts or omissions of Area Developer. This indemnity obligation will continue in full effect even after the expiration, transfer, or termination of this Agreement. Home Office will notify Area Developer of any claims against Home Office subject to this Section and Area Developer will be given the opportunity to assume the defense of the matter. If Area Developer fails to assume the defense, Home Office may defend the action in the manner it deems appropriate and Area Developer must pay Home Office for all costs, including reasonable attorneys fees, incurred by Home Office in defending the action, in addition to any sum which Home Office may pay by reason of any settlement or judgment against Home Office in the action. Home Office's right to indemnity under this Agreement will arise and be valid notwithstanding that joint or concurrent liability may be imposed on Home Office by statute, ordinance, regulation or other law.

If Home Office determines in its sole discretion that Area Developer cannot or will not resolve a dispute with a third party, and that such failure to resolve it has or is reasonably likely to cause damage to the Marks and/or the **TWO MEN AND A TRUCK®** franchise system's business reputation, then upon notice to Area Developer, Home Office may resolve the dispute directly with the third-party by payment of damages alleged and supported by documentary evidence by the third-party, including attorney's fees, and Area Developer agrees to indemnify Home Office for all such payments. If Home Office pays such damages to a third-party, Home

Office will invoice Area Developer for the damages paid, and payment from Area Developer will be due to Home Office within fourteen (14) days from the date of invoice.

(C) Corporation, Limited Liability Company, Partnership or Other Entity.

If Area Developer is a corporation, limited liability company, partnership or other entity, the name and address of each owner of Area Developer is set forth on Appendix B.

(D) Waivers.

The failure or delay of any party at any time to require performance by another party of any provision of this Agreement, even if known, will not affect the right of that party to require performance of that provision or to exercise any right under this Agreement. The failure or delay of Home Office to require performance by another area developer or franchisee of any provision of its agreement, even if known, will not affect the right of Home Office to require performance of that provision in this Agreement or to exercise any right under this Agreement. Any waiver by any party of any breach of any provision of this Agreement is not a waiver of any continuing or later breach of that provision, a waiver of the provision itself, or a waiver of any right under this Agreement. No notice to or demand on any party in any case, of itself, entitles that party to any other notice or demand in similar or other circumstances.

(E) Consents, Approvals and Satisfaction.

Whenever Home Office's consent or approval is required under this Agreement, consent or approval will not be unreasonably withheld or delayed unless specifically stated in this Agreement to the contrary. All consents or approvals required of Home Office are not binding on Home Office unless the consent or approval is in writing and signed by an officer or managing member of Home Office. Home Office's consent or approval, whenever required, may be withheld if Area Developer is in default under this Agreement or Area Developer or any affiliate of Area Developer is in default under any other agreement entered into with Home Office. Where the satisfaction of Home Office is required under this Agreement, unless the Agreement expressly states otherwise, the satisfaction is determined in Home Office's sole discretion. Home Office will have no liability or obligation to the Area Developer by providing any waiver, approval, assistance, consent or suggestion to Area Developer.

(F) Third Parties.

Except as provided in this Agreement to the contrary for any affiliates or franchisees of Home Office, nothing in this Agreement, whether expressed or implied, is intended to confer any rights under this Agreement on any person (including other area developers or franchisees) other than the parties and their respective personal representatives, other legal representatives, heirs, successors and permitted assigns.

(G) Cumulative Remedies.

All remedies, either under this Agreement or by law or otherwise afforded, will be cumulative and not alternative.

(H) Notices.

Any notice or demand given or made pursuant to the terms of this Agreement must be personally served or sent by registered or certified mail to the address designated below or such other address as may be designated by notice pursuant to this Section:

If to Home Office: Jon Nobis, Co-Chief Executive Officer
Randy Shacka, President
TWO MEN AND A TRUCK® /INTERNATIONAL, Inc.
3400 Belle Chase Way
Lansing, MI 48911-4251

If to Area Developer: See Item 4 of Appendix A.

Any notice sent by mail pursuant to this Section is effective upon mailing.

(I) Unavoidable Contingencies.

Neither party will be responsible for any contingency that is unavoidable or beyond its control, such as strike, flood, war, rebellion, governmental limitation or Act of God.

(J) Entire Agreement; Modifications.

This Agreement and all exhibits and other documents attached to this Agreement are incorporated in this Agreement by reference, and constitute the full and entire agreement between the parties. This Agreement supersedes all previous representations, inducements, agreements or understandings between the parties and such previous representations, inducements, agreements and/or understandings, if any, are merged into this Agreement and superseded by this Agreement. No officer or employee or agent of Home Office has any authority to make any representation or promise not contained in this Agreement or related agreements, or in any Disclosure Document for prospective franchisees required by applicable law, and Area Developer agrees that it has executed this Agreement without reliance upon any such representation or promise. Nothing in this Agreement or any related agreement is intended to disclaim or to require Area Developer to waive reliance on any representation in the Disclosure Document delivered to Area Developer or in its exhibits or amendments. This Agreement cannot be amended or modified other than by an agreement in writing executed by both parties, except as otherwise specifically provided for in this Agreement.

(K) Severability.

Each Section, part or provision of this Agreement will be considered severable. If a court of competent jurisdiction finds any Section, part or provision unenforceable, that determination will not impair the operation or affect the validity of the remainder of this Agreement.

(L) Obligations Joint and Several.

If there is more than one individual or entity executing this Agreement as Area Developer, all such persons are jointly and individually liable for the Area Developer's obligations under this Agreement.

(M) Affiliate Definition.

The term "affiliate" or "affiliates" when used in reference to Area Developer includes, but is not limited to, all persons who are related to the Area Developer (including but not limited to Area Developer's spouse), principals, owners, officers, directors, shareholders, members of limited liability companies, partners, employees, guarantors, parent companies, sister companies and subsidiaries. An entity is affiliated with Area Developer when the entity controls, is controlled by or under common control with Area Developer or any other affiliate as defined in this Section. The term "affiliate" or "affiliates" when used in reference to Home Office means any entity that controls, is controlled by or under common control with Home Office.

(N) Execution by Home Office.

The submission of this Agreement is not an offer by Home Office and Home Office is not bound in any way until the president of Home Office executes this Agreement.

(O) Headings.

Section and Subsection headings are for convenience of reference only and do not limit or affect the provisions of this Agreement.

In the presence of: **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**

_____ By: _____
Randy Shacka, President

In the presence of:

_____ _____
(Area Developer)

By:_____

Its:_____

APPENDIX A

ITEM 1: The Marketing Areas referred to in Section 2(A) are described below:

ITEM 2: The minimum development schedule under Section 3(A) is as follows:

Time Period Ending	Number of Marketing Areas that Must be in Operation as of Date Described in Left-Hand Column

ITEM 3; If the Marketing Areas are within an Urban Location, as referenced in Section 6(D), the "Yes" box, below, will be checked (√), otherwise the "No" box, below, will be checked (√). **Whether or not the YES box is checked below, the Marketing Areas subject of this Agreement do not exist within an Urban Location unless one or more of the Marketing Areas subject of this Agreement has a population of 1,000,000 or more at the time this Agreement is signed** as determined using a valid source specified by Home Office.

YES ☐ **NO** ☐

ITEM 4: The term of this Agreement is _____.

ITEM 5: The Area Developer's address and facsimile number for purposes of notice are:

_____

_____

_____

Facsimile number: (___) _____-_____

Dated: _____

TWO MEN AND A TRUCK® /INTERNATIONAL, INC.

By:_____
Randy Shacka, President

_____
(Area Developer)

By:_____

Its:_____

APPENDIX B—OBLIGATIONS AND REPRESENTATIONS OF INDIVIDUAL INTERESTED PARTIES

This is an attachment to the Area Development Agreement between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** ("Home Office") and the Area Developer named below dated _____, 20_____ ("Area Development Agreement"). All capitalized terms not defined in this Exhibit will have the same meaning ascribed to them in the Area Development Agreement.

Each of the individuals signing below (each an "Interested Party") is directly or indirectly beneficially interested in the Area Developer's business as a shareholder, partner, member, owner and/or investor of Area Developer. As such, each Interested Party hereby agrees to and shall be jointly, severally, and personally bound by all the terms and provisions of the Area Development Agreement to the same extent and in the same manner as Area Developer is bound, including but not limited to the confidentiality covenants, the non- competition covenants, the non-solicitation covenants, and all other restrictive covenants set forth in the Area Development Agreement, whether or not Interested Party's status as a shareholder, partner, member, owner, and/or investor of Area Developer may change or cease during or after the term of the Area Development Agreement. This document will not impair any separate instrument of guaranty that any Interested Party signing below has executed or may execute in the future.

Each Interested Party represents that the Interested Parties identified below constitute all the owners of a beneficial interest in Area Developer. Each Interested Party acknowledges and agrees that any change in the ownership of Area Developer represented below is subject to the transfer provisions of the Area Development Agreement and requires prior notice and approval from Home Office.

Each Interested Party signing below represents and warrants to Home Office that the following is correct and true:

Legal Name of Area Developer: _____

Type of Entity and State of Organization (sole proprietorship, corporation, partnership, limited liability company, etc.): _____

_____

d/b/a (if applicable):_____

Address of Area Developer: _____

_____

Business Telephone: _____

Name, Address, Phone No., Title and % of Ownership of each Interested Party:

Name _____
Address _____
Telephone _____
Title _____ % Ownership _____

Name _____
Address _____
Telephone _____
Title _____ % Ownership _____

Name _____
Address _____
Telephone _____
Title _____ % Ownership _____

(Attach additional sheets if necessary)

Acknowledged and Agreed by Each Undersigned Interested Party:

/S/_____ Dated: _____

_____
(Print Name Above)

/S/_____ Dated: _____

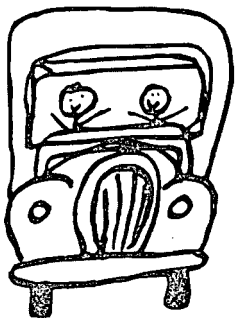
_____
(Print Name Above)

/S/_____ Dated: _____

_____
(Print Name Above)

Exhibit L

ADDENDUM TO FRANCHISE AGREEMENT—
PARTICIPATION IN CAPTIVE INSURANCE PROGRAM



TWO MEN AND A TRUCK®

"Movers Who Care®"

ADDENDUM TO TWO MEN AND A TRUCK® FRANCHISE AGREEMENT— PARTICIPATION IN CAPTIVE INSURANCE PROGRAM

THIS ADDENDUM is made effective the _____ day of _____, 20___ and modifies a Franchise Agreement dated _____, 20_____ ("Franchise Agreement") entered into by **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office") and _____ with its principal office at _____ ("Franchisee").

(A) Introduction. The Franchise Agreement provides that, if Franchisee obtains some or all of its insurance coverages through a captive insurance program, Franchisee must participate in the captive insurance program specified by Home Office. Home Office currently specifies the captive insurance program provided by Summit Insurance Ltd., which is a Cayman Islands exempted company incorporated with limited liability ("Summit Insurance"). Summit Insurance is in the business of providing reinsurance for an insurance program currently consisting of workers' compensation, commercial general liability and commercial automobile liability and physical damage insurance coverages written by U.S. licensed insurance companies for the Shareholders of Summit Insurance and other approved parties.

Summit has set up a program that allows certain **TWO MEN AND A TRUCK®** franchisees, that qualify on their own to be a Shareholder of Summit Insurance ("A-Cell franchisees"), to acquire insurance coverages directly from or through Summit Insurance (the "A-Cell Insurance Program"). Summit Insurance has also set up a program that allows certain **TWO MEN AND A TRUCK®** franchisees, that would not qualify on their own due to premium size ("B-Cell franchisees"), to acquire insurance coverages from or through Summit Insurance under Home Office's status as a Shareholder of Summit Insurance (the "B-Cell Insurance Program"). As part of the B-Cell Insurance Program, Home Office is responsible for **TWO MEN AND A TRUCK®** B-Cell franchisees' obligations to Summit Insurance and has issued a letter of credit to secure those obligations (the "Letter of Credit"). The A-Cell Insurance Program and the B-Cell Insurance Program will sometimes be referred to as the "Insurance Program."

TWO MEN AND A TRUCK® franchisees are not required to participate in the Insurance Program, but **TWO MEN AND A TRUCK®** franchisees that meet certain qualifications may be offered the opportunity to participate in the Insurance Program. Franchisee has requested that it be allowed to participate in the Insurance Program. Home Office is willing to approve Franchisee for participation in the Insurance Program, which will allow Franchisee to apply to acquire insurance coverages from or through Summit Insurance, subject to the terms and conditions of this Addendum.

For purposes of this Addendum, references to "Summit Insurance" will include any agents or representatives of Summit Insurance and brokers, insurance companies and other service providers providing services in connection with the Insurance Program, but will not include Home Office in any capacity.

In consideration of the foregoing, the mutual covenants of the parties contained in this Addendum and other valuable consideration, the receipt and sufficiency of which are acknowledged, the parties agree as follows:

(B) **Approval for Participation in the Insurance Program.** Home Office approves Franchisee for participation in the Insurance Program, subject to the terms and conditions of this Addendum and the Franchise Agreement and subject to approval by Summit Insurance. Home Office may revoke this approval for any future policy year if Franchisee fails to meet the safety, risk, credit, and other qualifications specified by Home Office or Summit Insurance for participation in the Insurance Program. If approval is revoked for any future policy year, Franchisee may not re-enter the Insurance Program unless Franchisee receives express written authorization to do so from Home Office and Summit Insurance.

(C) **Requirements of Participation in the Insurance Program.** The Insurance Program is managed by Home Office. As a condition to Franchisee's participation in the Insurance Program, Franchisee must comply with the requirements, policies, and procedures specified by Home Office. These requirements, policies, and procedures may include, but are not limited to, use of designated insurance agents and brokers in connection with the Insurance Program, accident reporting deadlines, cooperation in claims reviews, participation in risk control meetings and training programs, use of risk management and safety services provided by a designated supplier (which may be Home Office), and allowing Home Office access to information reported to or provided by the captive insurance provider (such as claims made, premiums paid, and risk analysis and control information). Franchisee agrees that Summit Insurance may provide information specified by Home Office relating to Franchisee's participation in the Insurance Program directly to Home Office or that Home Office may directly access that information to the extent available to Home Office. In addition, Franchisee agrees to comply with all qualifications and requirements of Summit Insurance for participation in the Insurance Program, including any applicable payment and collateral requirements. If there is a conflict between this Addendum and Home Office's requirements, policies, and procedures relating to the Insurance Program and the qualifications and requirements of Summit Insurance or other parties related to the Insurance Program, Home Office will have the right and discretion to resolve the conflict in a manner that Home Office determines is in the best interests of the **TWO MEN AND A TRUCK®** franchise system.

(D) **Other Businesses.** Franchisee and its owners and affiliates may only use the Insurance Program for insuring their **TWO MEN AND A TRUCK®** franchise businesses and must not use the Insurance Program for insuring any other businesses.

(E) **Representations and Acknowledgements of Franchisee.** Franchisee represents and/or acknowledges the following:

(1) Franchisee has received or been presented with a package of materials and other information from Summit Insurance that summarizes the Insurance Program, including explanations and/or illustrations of actuarial projections, cost estimates and projections, premium estimates and projections, audit factors, historical information relating to Franchisee, historical information and/or projections relating to the performance of Summit Insurance and potential additional exposures relating to insurance coverages that may be acquired by Franchisee through the Insurance Program

(the "Insurance Program Information"). Franchisee understands that Home Office has not prepared the Insurance Program Information or reviewed it for accuracy or completeness and Home Office does not represent or warrant the accuracy or completeness of the Insurance Program Information. Franchisee understands the Insurance Program Information and has reviewed that information with its legal, insurance and/or other advisors or has had the opportunity to do so. In making its decision to participate in the Insurance Program, Franchisee is relying solely on its own investigation and is not relying on any information or representations provided by Home Office.

(2) Home Office is not in the business of insuring risks of others and is not providing any insurance coverages to Franchisee. Home Office is not responsible for any insurance coverages provided through the Insurance Program and does not represent or warrant the sufficiency of any insurance coverages provided through the Insurance Program. Home Office does not represent or warrant the ability of Summit Insurance to fulfill its obligations under the Insurance Program. Home Office's involvement in the Insurance Program (other than to acquire insurance for itself) is only to act as a Shareholder in Summit Insurance and as a principal obligor under the B-Cell Insurance Program as an accommodation to and at the request of B-Cell franchisees so that B-Cell franchisees may participate in the Insurance Program. Home Office will not be liable in any way to Franchisee as a result of Franchisee's participation in the Insurance Program and Franchisee releases Home Office and its officers, directors, employees, agents and assigns from any such liability.

(3) Franchisee will have a responsibility to pay Summit Insurance for premiums, additional premium assessment obligations, losses, loss reserves, allocated loss adjustment expenses, operating costs and other amounts that may be owed under the terms of the insurance coverages provided to Franchisee under the Insurance Program. Franchisee understands that amounts may become due from Franchisee to Summit Insurance with respect to a policy year for five years or more after the end of the policy year.

(F) **Obligations of Franchisee.** Franchisee will have the following obligations to Home Office in connection with Franchisee's participation in the Insurance Program:

(1) Payments to Summit Insurance. Franchisee must pay to Summit Insurance or, at the option of Home Office, to Home Office for payment to Summit Insurance, on a timely basis, all amounts owed in connection with Franchisee's participation in the Insurance Program, including but not limited to, all premiums and additional claims assessments relating to insurance coverages for Franchisee under the Insurance Program.

(2) Annual LOC Fee. **The provisions of this paragraph only apply to Franchisee if Franchisee is participating in the B-Cell Insurance Program.** Franchisee may be required to pay to Home Office an annual fee to cover Home Office's expense and administration of the Letter of Credit issued by Home Office as part of the B-Cell Insurance Program (the "Annual LOC Fee"). Franchisee's Annual LOC Fee will be based on the portion of the Letter of Credit allocable to Franchisee (the "Allocable

Portion") and will be calculated in the manner specified by Home Office. Under the current policies of Home Office relating to the B-Cell Insurance Program, the Annual LOC Fee for each B-Cell franchisee will be equal to the portion of the B-Cell franchisee's annual A Fund premiums to the total annual A Fund premiums of all B-Cell franchisees multiplied by Home Office's expense for maintaining the Letter of Credit for the B-Cell Insurance Program. For example: if the total annual A Fund premiums for all B-Cell franchisees is $1,377,225 and the annual A Fund premiums for Franchisee are $124,338 (which is 9.03% of the total) and Home Office's annual expense for maintaining the Letter of Credit for the B-Cell Insurance Program is $15,558, Franchisee's Annual LOC Fee would be $1,404.89 (9.03% of $15,558). If Franchisee transitions from the B-Cell Insurance Program into the A-Cell Insurance Program, Franchisee must continue to pay an Annual LOC Fee until the last policy year of Franchisee's participation in the B-Cell Insurance Program is closed (a minimum of five years). Under the current policies of Home Office, the continuing LOC Fee will be determined based on the Franchisee's A Fund premiums for the last year that Franchisee participated in the B-Cell Insurance Program.

(3) Reimbursement for Home Office's Payment of Franchisee's Obligations. **The provisions of this paragraph only apply to Franchisee if Franchisee is participating in the B-Cell Insurance Program.** Franchisee must reimburse Home Office for any costs or expenses paid by Home Office or paid from the Letter of Credit on account of amounts owed by Franchisee under the B-Cell Insurance Program.

(4) Costs of Enforcement. Franchisee must reimburse Home Office for any costs and expenses incurred by Home Office to enforce Franchisee's obligations under this Addendum, including any reasonable attorneys' fees incurred by Home Office.

(5) Method of Payments to Home Office: NSF Fees and Interest. Any amounts owed by Franchisee to Home Office under this Addendum will be paid at the times and in the manner specified in the Franchise Agreement for miscellaneous fees and charges. Any amounts owed by Franchisee to Home Office under this Addendum will be subject to NSF fees and interest under the terms of the Franchise Agreement.

(6) Participation in Risk Analysis and Avoidance Programs. Franchisee must participate in risk analysis and avoidance programs specified by Home Office and/or Summit Insurance. This may include a requirement that Franchisee meet compliance metrics specified by Home Office and/or Summit Insurance as a condition of continued participation in the Insurance Program.

(7) Continue to Meet Qualifications. Franchise must continue to meet the safety, risk, credit, and other qualifications specified by Home Office and/or Summit Insurance for participation in the Insurance Program.

(G) Distribution of Profit Contingents. The provisions of this paragraph only apply to Franchisee if Franchisee is participating in the B-Cell Insurance Program. Summit Insurance may, from time to time, pay to its Shareholders a Profit Contingent. The Profit Contingent is the portion of Net Underwriting Profit Earned determined by the directors of Summit Insurance to be distributable to active Shareholders as either a dividend or a

policyholder distribution. The Profit Contingent is determined for a policy year after the policy year is closed, which is after a minimum of five years following the end of the policy year. Subject to Home Office's rights under Section (H) below, Home Office agrees to distribute to Franchisee, the portion of any Profit Contingent received by Home Office that is attributable to Franchisee's participation in the B-Cell Insurance Program. Franchisee's portion of any Profit Contingent will be as specified by Summit Insurance or as determined in the reasonable discretion of Home Office and, subject to Section (H) below, will be distributed annually to Franchisee within 90 days of receipt by Home Office. Franchisee acknowledges and agrees that any Profit Contingent received by Home Office may be placed in Home Office's general accounts and may not be held in any separate trust, escrow or other fiduciary account.

(H) **Provisions Applicable on Termination Event.** Franchisee will have potential obligations under the Insurance Program that continue for a number of years after a policy year. Consequently, Franchisee may have obligations under the Insurance Program that accrue after Franchisee ceases to acquire insurance through the Insurance Program, whether as a result of a decision by Franchisee to purchase insurance elsewhere, Franchisee's failure to comply with qualifications for participation in the Insurance Program, a transfer of Franchisee's business, termination of the Franchise Agreement, expiration of the Franchise Agreement, or other reason (a "Termination Event"). In order to secure Franchisee's potential obligations under the Insurance Program after a Termination Event, the following provisions will apply:

(1) **The provisions of this paragraph only apply to Franchisee if Franchisee is participating in the B-Cell Insurance Program.** Franchisee must have its bank issue a letter of credit to Home Office in an amount reasonably determined by Home Office, but not less than 3 times the average annual A Fund premiums paid by Franchisee under the B-Cell Insurance Program for the preceding three policy years (or less if Franchisee has not participated in the B-Cell Insurance Program for three years). The letter of credit must be non-revocable for a period of five years after the Termination Event and must allow Home Office to draw on the letter of credit for any amounts paid by Home Office or paid from the Home Office Letter of Credit on account of amounts owed by Franchisee under the B-Cell Insurance Program.

(2) **The provisions of this paragraph only apply to Franchisee if Franchisee is participating in the B-Cell Insurance Program.** As additional security for Franchisee's potential obligations under the B-Cell Insurance Program after a Termination Event, Home Office may withhold any Profit Contingent distributions due to Franchisee under Section (G) above and use those Profit Contingent distributions to reimburse Home Office for any amounts paid by Home Office or paid from the Home Office Letter of Credit on account of amounts owed by Franchisee under the B-Cell Insurance Program. If Home Office withholds Profit Contingent distributions due to Franchisee as authorized under this Section, Home Office will agree to reduce the required letter of credit amount by the amount of the withheld distributions. At the end of five years after the Termination Event, Home Office will distribute any remaining Profit Contingent distributions to Franchisee.

(I) **Default; Remedies; Termination.** Franchisee will be considered in default under this Addendum if Franchisee fails to comply with any obligation under this Addendum. A default by Franchisee under this Addendum will also be considered a default under the Franchise

Agreement. In addition, any default by Franchisee as defined in the Franchise Agreement or any event giving Home Office the right to terminate the Franchise Agreement, will be considered a default under this Addendum.

If Franchisee is in default under this Addendum, Home Office may choose to terminate Franchisee's rights under this Addendum (in accordance with the termination provisions of the Franchise Agreement) without terminating Franchisee's other rights and obligations under the Franchise Agreement. Termination of this Addendum will not affect or prejudice any of Home Office's other rights or remedies for Franchisee's default under this Addendum, whether such rights and remedies are contained in this Addendum or the Franchise Agreement or otherwise provided by law or equity. Home Office's other remedies may include, but are not limited to, termination of the Franchise Agreement, bringing an action to enforce Franchisee's obligations under this Addendum, and revoking Franchisee's approval to participate in the Insurance Program.

On termination of this Addendum, Franchisee's right to participate in the Insurance Program will cease. All other rights and obligations of the parties under this Addendum will survive termination of this Addendum and will continue in full force and effect. Franchisee's obligations under this Addendum will not be waived, released or otherwise forgiven, except and unless in a writing signed by Home Office that expressly references the obligations under this Addendum.

(J) **Indemnification.** Franchisee will defend, indemnify and hold harmless Home Office, it officers, directors, employees and agents, and any of its franchisees or other licensees from all fines, charges, suits, proceedings, claims, demands, damages, liabilities, costs and settlements, including the payment of reasonable attorney's fees, arising out of any action and/or inaction of Franchisee and/or any lawsuit, proceeding of any kind or nature and/or settlement negotiations that relate in any way to Franchisee's participation in the Insurance Program.

(K) **Joint Participants.** Under some circumstances, A-Cell franchisees or B-Cell franchisees may be allowed to participate in the Insurance Program jointly with other franchisees (a "joint participation group"). This may occur if a member of the joint participation group does not qualify for the Insurance Program on its own. Franchisee acknowledges and agrees that, if Franchisee is participating in the Insurance Program as a member of a joint participation group: (1) Summit Insurance and Home Office may specify qualifications, rules, and procedures applicable to joint participation groups and Franchisee will be required to comply with those qualifications, rules, and procedures as they now exist and as they may be established or revised in the future; (2) Franchisee will be bound by the actions and decisions made by the controlling or managing member or members of the joint participation group; and (3) Franchisee's rights and obligations (including, but not limited to, rights to Profit Contingents) may be adversely affected by the actions of the other members of the joint participation group (e.g. a member of the joint participation group fails to meet its obligations or has an adverse loss experience).

(L) **Legal Effect.** Except as modified by this Addendum, the Franchise Agreement will remain in full force and effect and is incorporated into this Addendum by reference. Except as may otherwise be provided in this Addendum, any terms defined in the Franchise Agreement will have the same meaning for purposes of this Addendum.

The parties have signed this Addendum on the date set forth below their signatures to be effective as of the date at the beginning of this Addendum.

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
"Home Office"

By: _____
Randy Shacka, President

Dated: _____

_____
"Franchisee"

By: _____
Its: _____

Dated: _____

Exhibit M

RECORDS AND BOOKKEEPING FRANCHISE ADDENDUM

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
RECORDS AND BOOKKEEPING FRANCHISE ADDENDUM

This Addendum is made the _____ day of _____, 20_____ between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation ("Home Office"), and _____ ("Franchisee").

Home Office and Franchisee entered into a **TWO MEN AND A TRUCK®** Franchise Agreement, dated _____ ("Franchise Agreement") for the operation of a **TWO MEN AND A TRUCK®** franchise #_____ (the "Franchise Business").

Based upon Franchisee's request and by mutual agreement of Home Office and Franchisee for consideration described in this Addendum and acknowledged as adequate and satisfactory by each of them for the services to be rendered hereunder, the Franchise Agreement is amended as follows:

1. Services Provided. For a fee payable to Home Office as described below, Home Office will provide Franchisee with the following number of hours of services relating to QuickBooks for the Franchise Business:

Month End/Periodic Services	Frequency	Allotted Hrs/Period
Reconcile payroll journal entries	Monthly	1
Reconcile bank statements	Monthly	1
Reconcile credit card statements	Monthly	1
Reconcile loan payments	Monthly	1
Set up amortization schedules	Periodically	2
Record depreciation/amortization	Monthly	1
Record Month End journal entries	Monthly	1
Record sales tax payable	Monthly	1
Reconcile balance sheet accounts	Monthly	2
Prepare month-end folder	Monthly	2
Provide analysis of results	Monthly	1

Home Office's Allotted Time Commitment 12-14 hours

In conjunction with the Home Office's services, Franchisee understands that it must cooperate in a timely fashion to meet reporting deadlines as required by the Franchise Agreement, which includes franchise policy. Failure to respond in a timely fashion may result in additional fees being charged to Franchisee under the terms of this Addendum.

2. Franchisee's Recording and Data Entry Obligations

(i) Franchisee must enter the following data into QuickBooks as described below:

- Record deposits as received on a daily basis
- Record expenses weekly (checks, debit, ACH, credit card receipts, etc.)

- Record returned customer checks immediately upon receipt

(ii) Franchisee must communicate to Home Office the following data for each month, by the 5th day of the month following the event (or as close to the 5th day as possible considering time constraints between vendors), i.e. receipt of the bank statement, receipt of the credit card statement, etc.:

- All bank statements
- All credit card statements
- All co-op fees documentation
- Loan documents, if applicable
- Weekly payroll reports (deduction summary and payroll detail)
- Royalty Reports
- All non-payment of customer invoices 30 days or more overdue

3. Fee for Services. Home Office's services as described in paragraph 1 are provided to Franchisee for a regular monthly fee, which is dependent upon Home Office's determination of the complexity of the services it will provide. All time incurred by Home Office to provide services in excess of the time allotted in paragraph 1, above, will be charged at an hourly rate based upon Home Office's determination of the complexity of the services to be provided. Franchisee must pay a late fee of $100 for failure to submit data within the time periods specified in Section 2. Invoicing for the services rendered and any applicable late fees will be done monthly and deducted via ACH from Franchisee's account in accordance with franchise policy. Home Office reserves the right to adjust the fees charged under this Addendum at any time, upon 60 days written notice.

4. Term of Addendum. This Addendum shall run for the term of the Franchise Agreement, unless it is terminated earlier by either party upon thirty (30) days written notice, or as otherwise permitted by the terms of this Addendum or the Franchise Agreement. If the Franchise Agreement expires or terminates for any reason, this Addendum expires or terminates simultaneously with the expiration or termination of the Franchise Agreement.

5. Franchisee's Breach of the Terms of this Addendum. Franchisee's breach of any of the terms of this Addendum will constitute a breach of the Franchise Agreement, and Home Office will have, without limitation, all the rights and remedies authorized by the Franchise Agreement and as otherwise allowed by law. In addition to Home Office's other rights arising from a breach of the Franchise Agreement, on a breach of the terms of this Addendum by Franchisee, Home Office may choose to terminate this Addendum (in accordance with the termination provisions of the Franchise Agreement) without terminating Franchisee's other rights and obligations under the Franchise Agreement.

6. Acknowledgements of Franchisee. Franchisee acknowledges that the services provided by Home Office under this Addendum are limited and do not replace Franchisee's need to engage an accountant or tax professional to ensure compliance with tax and other applicable laws. Home Office disclaims any representations or warranties that Home Office's services will satisfy or ensure compliance with any legal obligations or laws or regulations. This disclaimer applies to, but in not limited to, federal, state, and local income, payroll, sales tax and other tax laws, the Health

Insurance Portability and Accountability Act of 1996 (HIPAA), the Gramm-Leach-Bliley Act of 1999, the Sarbanes-Oxley Act of 2002, or other federal or state statutes or regulations. Franchisee is advised to consult with tax, accounting, and/or legal representatives to ensure that Franchisee is in compliance with all applicable laws. Franchisee acknowledges that it is solely responsible for and is not relying on Home Office for compliance with applicable laws.

7. Effect Upon the Meaning and Terms of the Franchise Agreement. Except as modified by this Addendum, the Franchise Agreement (which includes any and all exhibits and other addenda of the Franchise Agreement), including all rights of indemnification, shall remain in full force and effect and are incorporated into this Addendum by reference. The words defined in the Franchise Agreement have the same meaning when used in this Addendum, except as otherwise provided in this Addendum.

The parties have signed this Addendum on the date set forth at the beginning of this Addendum.

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
"Home Office"

By:_____
Randy Shacka, President

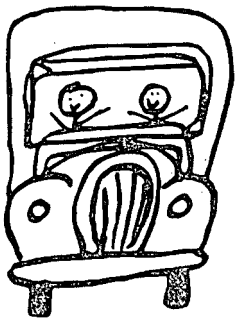
_____
"Franchisee"

By:_____

Its: _____

Exhibit N

RISK MANAGEMENT AND SAFETY SERVICES ADDENDUM



TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
RISK MANAGEMENT AND SAFETY SERVICES ADDENDUM

This Addendum is made the _____ day of _____, 20____ between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation ("Home Office"), and _____ ("Franchisee").

Home Office and Franchisee entered into a **TWO MEN AND A TRUCK®** Franchise Agreement, dated _____ ("Franchise Agreement") for the operation of a **TWO MEN AND A TRUCK®** franchise #_____ (the "Franchise Business").

Based upon Franchisee's request and by mutual agreement of Home Office and Franchisee for consideration described in this Addendum and acknowledged as adequate and satisfactory by each of them for the services to be rendered hereunder, the Franchise Agreement is amended to add the following:

1. Services Provided. For a fee payable to Home Office as described below, Home Office will provide Franchisee with risk management and safety services customized for the Franchise Business based on the specific needs of the Franchise Business, which may include:

- Implementation of OSHA-required Model Safety Program
- On-site visits and safety meetings
- Policy review and development for certain risks and programs, including but not limited to:
  - Blood borne pathogens
  - Hazard communication
  - Emergency action plan
  - Employee responsibilities when injured on the job
  - Lockout/Tagout
  - Return to work program
  - Substance abuse program
- Safety committee meetings to review:
  - Recent injuries/accidents – course of action to prevent future instances
  - Open claims including next steps to get the claim closed out
  - CSA review/DOT compliance
- Quarterly safety submission review
- Assistance with accident investigations, root cause analysis, and development of corrective actions
- Formal claims review and assistance, including loss runs
- Assistance with return to work program development and implementation
- Focused training sessions certain matters, including but not limited to:
  - Claims management
  - Reasonable suspicion
  - Ergonomics
  - Release of Liability

- Close call/near miss

Onsite visits may include:

- Developing engaging activities to conduct monthly safety meetings with frontline staff
- Training frontline staff on monthly topics
- Participating in spot checks
- Training managers in Risk Management 101, Safety Submission 101, using technology to coach, OSHA requirements, and other risk management and safety topics

Safety calls will be customized to the needs of the franchise but may include:

- Progress toward meeting quarterly goal
- Recent injuries, claims, or other situations
- Review of CSA BASIC score, violations, and alerts
- Progress on safety submission
- Review of losses, trends and assistance in developing permanent corrective actions

2. Obligations of Franchisee. In order for Home Office to effectively provide services under this Addendum, Franchisee will need to provide/or do the following:

- Provide loss runs (all lines of coverage) at least quarterly for review and participate in this review
- Provide copies of completed accident (both employee injury and vehicle accident) investigation reports as they occur
- Develop and implement a return to work program
- Provide MVRs for all current drivers

3. Term of Addendum. This Addendum shall run for a period of _____ (the "Initial Term"), or as otherwise permitted by the terms of this Addendum or the Franchise Agreement. If the Franchise Agreement terminates for any reason, this Addendum terminates simultaneously with the termination of the Franchise Agreement. At the end of the Initial Term, this Addendum will renew automatically for successive periods of one (1) year, or until the expiration or termination of the Franchise Agreement, whichever is sooner. If the Franchise Agreement expires or terminates for any reason, this Addendum expires or terminates simultaneously with the expiration or termination of the Franchise Agreement.

4. Fee for Services. Home Office's services as described in paragraph 1 are provided to Franchisee for a regular monthly fee of $_____. Invoicing for the services rendered will be done monthly and deducted via ACH from Franchisee's account in accordance with franchise policy. After the end of the Initial Term, Home Office reserves the right to adjust the fees charged under this Addendum at any time, upon sixty (60) days written notice. Franchisee may terminate this Addendum within that sixty (60) day notice period by giving thirty (30) days written notice.

5. Franchisee's Breach of the Terms of this Addendum. Franchisee's breach of any of the terms of this Addendum will constitute a breach of the Franchise Agreement, and Home Office will have, without limitation, all the rights and remedies authorized by the Franchise Agreement and as otherwise allowed by law. In addition to Home Office's other rights arising from a breach of the Franchise Agreement, on a breach of the terms of this Addendum by Franchisee, Home Office may choose to terminate this Addendum (in accordance with the termination provisions of the Franchise Agreement) without terminating Franchisee's other rights and obligations under the Franchise Agreement.

6. Acknowledgement of Franchisee. Franchisee acknowledges that the services provided by Home Office under this Addendum are limited and do not replace Franchisee's obligation to ensure compliance with applicable laws. Home Office disclaims any representations or warranties that Home Office's services will satisfy or ensure compliance with any legal obligations or laws or regulations. This disclaimer applies to, but in not limited to, federal, state, and local laws. Franchisee acknowledges that it is solely responsible for and is not relying on Home Office for compliance with applicable laws.

7. Effect on the Meaning and Terms of the Franchise Agreement. Except as modified by this Addendum, the Franchise Agreement (which includes any and all exhibits and other addenda of the Franchise Agreement), including all rights of indemnification, shall remain in full force and effect and are incorporated into this Addendum by reference. The words defined in the Franchise Agreement have the same meaning when used in this Addendum, except as otherwise provided in this Addendum.

The parties have signed this Addendum on the date set forth at the beginning of this Addendum.

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

By:_____
Randy Shacka, President

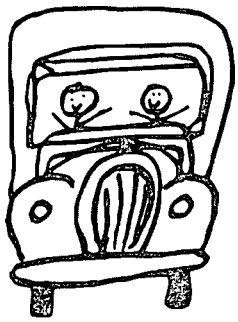
_____
"Franchisee"

By: _____

Its: _____

Exhibit O

NON-DISCLOSURE AND CONFIDENTIALITY AGREEMENT--
PROSPECTIVE FRANCHISEES



TWO MEN AND A TRUCK®

"Movers Who Care®"

NON-DISCLOSURE AND CONFIDENTIALITY AGREEMENT FOR THE PROTECTION OF CONFIDENTIAL INFORMATION OF TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

I/We, in consideration of the approval by **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** (the "Company") to review certain confidential information, which may include, without limitation, manuals, policies, procedures, business practices, training techniques, and financial, business, marketing and operational information, client lists, proposed products and services, pricing information and/or supplier information and/or other information relating to the operation of a **TWO MEN AND A TRUCK®** moving business (in the aggregate "Confidential Information") before completing my/our contemplated purchase of such franchise, hereby agree to maintain the confidentiality of all such Confidential Information in recognition that such information is confidential and is ordinarily divulged only to franchisees in the **TWO MEN AND A TRUCK®** franchise system. If I/we are unable, or an affiliate that I/we create or form is unable, to consummate the contemplated purchase of a **TWO MEN AND A TRUCK®** franchise or to otherwise become a **TWO MEN AND A TRUCK®** franchisee, I/we will not disclose any of this information to any other person. I/we further represent and warrant that I/we will not use such information in any other capacity except as an authorized **TWO MEN AND A TRUCK®** franchisee. I/we hereby acknowledge that I/we will not reproduce any Confidential Information provided to me/us during the time I/we are assessing the feasibility of becoming a **TWO MEN AND A TRUCK®** franchisee, nor will I/we make any oral or written notes regarding any of the Confidential Information.

I/we acknowledge and agree that disclosure or unauthorized use of any of the Confidential Information presented to me/us is likely to cause the Company immediate and irreparable harm, which is not compensable in money damages. In the event of my/our unauthorized use or disclosure of such Confidential Information, I/we hereby consent to the entry of injunctive relief in favor of the Company, including temporary restraining orders and preliminary and permanent injunctions, without the requirement of bond, under the usual equity rules. I/we acknowledge that the Company does not waive any rights it may have to recover money damages, including the right hereunder to collect attorney's fees, costs and expenses the Company incurs to enforce its rights under this Agreement if I/we are found by the court to have breached the terms of this Agreement.

I/We agree and acknowledge that if the Company believes or understands that I/we have breached the terms of this Agreement, it can bring legal action against me/us in a Michigan state court in Ingham County, Michigan or in a federal court within the Western District of Michigan and that such court will have exclusive jurisdiction of the legal proceeding, and I/we agree that such court will have personal jurisdiction over me/us and I/we waive any objection to such courts' jurisdiction and waive any claim that such a lawsuit will have been brought in an inconvenient forum.

I/WE HAVE READ THE ABOVE NON-DISCLOSURE AND CONFIDENTIALITY AGREEMENT AND UNDERSTAND ITS TERMS. I/WE WOULD NOT SIGN THIS AGREEMENT IF I/WE DID NOT UNDERSTAND IT AND AGREE TO BE BOUND BY ITS TERMS.

Dated: _____ _____

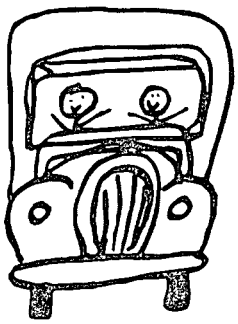
(Prospective Franchisee)

Dated: _____ _____

(Prospective Franchisee)

Exhibit P

CONFIDENTIALITY AND NONCOMPETITION AGREEMENT



TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK FRANCHISE SYSTEM
CONFIDENTIALITY AND NON-COMPETITION AGREEMENT

I am an employee or trainee of _____ (the "Company"). The Company operates or is developing a Two Men and a Truck franchise business under a Franchise Agreement between the Company and Two Men and a Truck/International, Inc. (the "Franchisor").

As an employee or trainee of the Company, I acknowledge that in the course of my employment by the Company and/or my training in the Two Men and a Truck systems of operation, I will have access to certain Confidential Information, as defined below, about the Company's and the Franchisor's methods of establishing, developing, operating and maintaining Two Men and a Truck Businesses that is confidential and not available to the public in general. I understand that the Company and the Franchisor have spent a great deal of time and money developing this Confidential Information and I acknowledge that the Company's and the Franchisor's reasonable competitive business interests would be severely and irreparably damaged if the Confidential Information that has been (or may be) revealed to me were to be disclosed to any third person, become available to the public in general, or used by me to compete with the Company or the Franchisor or any of its affiliates or franchisees. I, therefore, agree that the Company and the Franchisor have a need to protect the Company's and the Franchisor's valuable Confidential Information and I agree that in consideration of these factors, and in consideration of my employment or continuing employment with the Company and/or my training in the Two Men and a Truck systems of operation, I promise and agree to be bound by the terms of this Agreement as follows:

1. I agree not to directly or indirectly disclose to any individual, sole proprietorship, company, partnership, corporation, limited liability company, joint venture or any other entity (collectively a "Person") or to use myself, any Confidential Information that I learn during my training and/or employment with the Company, except as necessary in the course of my employment with the Company. I agree that these restrictions will apply while I am in training and/or am employed by the Company and indefinitely after my training and/or employment is completed or my employment terminates.

I also agree that if my training ceases without my being employed by the Company or my employment with the Company terminates, I will immediately return to the Company or the Franchisor, all memoranda, notes and other electronic, written or printed information that is in my possession or under my control, which contains Confidential Information, including information, which although not confidential, belongs to the Company or the Franchisor or relates to the business or systems of the Company or the Franchisor. This obligation will apply regardless of whether the information was prepared by the Company, the Franchisor, a third party, or me.

The term "Confidential Information" as used in this Agreement means (i) "proprietary information," which includes techniques, processes, equipment, materials, computer programs or information, whether patentable or not, relating to the establishment, development, operation and maintenance of the Company's business or a Two Men and a Truck Business and all related information and all other information that is confidential, unique and/or not generally known or available to the public, including but not limited to, information regarding the Company's or the

Franchisor's methods, equipment and materials relating to the development or operation of the Company's business or a Two Men and a Truck Business; (ii) "trade secret" information which includes any knowledge, ideas, concepts, techniques, computer programs, systems manuals, installation guides, reports, technical manuals, operation manuals, and training programs relating to the establishment, development, operation and maintenance of the Company's business or a Two Men and a Truck Business; (iii) "customer information" which includes information about current and prospective customers of the Company or the Franchisor, including any list that contains the names, addresses, telephone numbers, and other contact information of the Company's employees and/or current or prospective customers, and specific information about these customers or prospective customers; and (iv) "supplier information" which includes information about current and prospective carriers, suppliers, vendors, agencies or providers of the Company or the Franchisor, including the names, addresses and telephone numbers of any such suppliers and the terms of any contracts or arrangements between the Company or the Franchisor and such suppliers.

2. I will not, while I am in training or while I am employed by the Company, nor within two (2) years of the date that training ceases without my being employed by the Company or the date of termination of my employment by the Company:

(a) use, advise on the use of or in any manner enter into or be employed in any business that uses the Confidential Information;

(b) engage in any business that is in competition with the Company or the Franchisor or its franchisees, either directly or indirectly, as principal, agent on behalf of others, jointly with others, or as a stockholder, partner, director, officer, independent contractor, employee or advisor of or to any Person, within five miles of any Two Men and a Truck Business;

(c) have a financial interest in, or aid or assist, financially or otherwise (as a lender, stockholder, or otherwise), any Person who is engaged in a competitive business within five miles of any Two Men and a Truck Business;

(d) employ or seek to employ any individual who is or was employed by the Company or the Franchisor or a Two Men and a Truck Business, or directly or indirectly induce any individual to leave their employment with the Company or the Franchisor or with a Two Men and a Truck Business;

I also agree that I will not maliciously disparage or otherwise make harmful or unfavorable statements regarding the Company or the Franchisor or a Two Men and a Truck Business or any of their services, operations, processes or methods to anyone else.

3. Pursuant to the federal Defend Trade Secrets Act of 2016, I have been notified and understand that I will not be held criminally or civilly liable under any federal or state trade secrets law for the disclosure of a trade secret that: (i) is made in confidence to a federal, state, or local government official, either directly or indirectly, or to an attorney, solely for the purpose of reporting or investigating a suspected violation of law; or (ii) is made in a complaint or other document filed in a lawsuit or other proceeding, if such filing is made under seal.

4. I understand that the Franchisor is the exclusive owner of all rights relating to the Two Men and a Truck Business systems and I agree that as a condition of my training and/or employment by the Company, the Franchisor has the exclusive rights to all ideas, improvements and innovations relating to a Two Men and a Truck Business, which I conceive, develop or help develop during my training and/or employment.

5. I understand that the Company is an independently owned and operated Two Men and a Truck Business franchisee and is my sole employer and solely responsible for the terms or my employment and my compensation. I further understand that the Franchisor is not directly or indirectly my employer and that the Franchisor is granted rights under this Agreement, may visit and inspect the Company's location and equipment, and may provide the Company and me with training and support solely for the purpose of protecting the Two Men and a Truck Business systems and brand.

6. My obligations under this Agreement will be binding on me and my heirs and personal representatives and will inure to the benefit of the Company and the Franchisor and their successors and assigns. My obligations arising out of this Agreement are in addition to and are not in any manner limitations on all obligations not to use or disclose the Company's or the Franchisor's Confidential Information as provided by law, whether expressly or by implication.

7. I acknowledge that the Company and/or the Franchisor will suffer irreparable harm if I violate or breach the promises I have made in this Agreement. I, therefore, agree that the Company and/or the Franchisor will be entitled to an injunction enjoining me and restraining me from performing and continuing to commit any violation or breach of this Agreement, in addition to any other rights and remedies it might have. Also, the Company and the Franchisor will be entitled to recover all damages and costs and expenses from me, including reasonable attorney fees and costs incurred in enforcing this Agreement. These remedies are cumulative and not alternative, and will be in addition to every remedy given under this Agreement, any other agreement between me and the Company, or now or later existing at law or in equity, by statute or otherwise. The election of one or more remedies will not constitute a waiver of the right to pursue other remedies.

8. Except as otherwise provided in this Agreement, if any provision of this Agreement or part thereof is determined by a court or agency of competent jurisdiction ("Court") to be contrary to law, the remainder of this Agreement will constitute the Agreement between me and the Company. If the Court holds all or part of this Agreement to be unreasonable or unenforceable because the restrictions imposed on me are too broad, I agree to be bound by a less restrictive covenant that imposes the maximum duty to the Company and the Franchisor permitted by law, as determined by the Court.

9. I have had an opportunity to review all the terms of this Agreement with my attorney and/or advisors and have read, understand and voluntarily accept all the terms of this Agreement.

10. I agree that any litigation will only be conducted on an individual, not a class-wide basis, and that a litigation proceeding between me and the Company or the Franchisor may not be consolidated with any other litigation proceeding between me and the Company or the

Franchisor and any other person, corporation, limited liability company, partnership or other entity. I waive, to the fullest extent allowed by law, any right to pursue or participate as a lead plaintiff or a class representative in any claim on a class or consolidated basis.

11. AFTER CONSULTING WITH MY ATTORNEY OR HAVING THE OPPORTUNITY TO DO SO, I KNOWINGLY, VOLUNTARILY, AND INTENTIONALLY (AND WITHOUT DURESS OR COERCION) WAIVE ANY RIGHT I MAY HAVE TO A TRIAL BY JURY IN ANY LITIGATION BASED ON OR ARISING OUT OF THIS AGREEMENT OR BASED ON ANY COURSE OF CONDUCT, DEALING, STATEMENTS (WHETHER ORAL OR WRITTEN) OR ACTION RELATING TO THIS AGREEMENT. I WILL NOT SEEK TO CONSOLIDATE, BY COUNTERCLAIM OR OTHERWISE, ANY SUCH ACTION IN WHICH A JURY TRIAL HAS BEEN WAIVED WITH ANY OTHER ACTION IN WHICH A JURY TRIAL CANNOT BE OR HAS NOT BEEN WAIVED. THESE PROVISIONS WILL NOT BE DEEMED TO HAVE BEEN MODIFIED IN ANY RESPECT OR RELINQUISHED BY ME OR THE COMPANY EXCEPT BY A WRITTEN INSTRUMENT EXECUTED BY ME AND THE COMPANY.

12. I agree that the Franchisor, although not a party to this Agreement, will be a third party beneficiary with the right to enforce my obligations under this Agreement.

Dated: _____

_____
Signature of Employee/Trainee

_____
Type or Print Employee/Trainee Name

ACCEPTED:

_____
The Company

Dated: _____

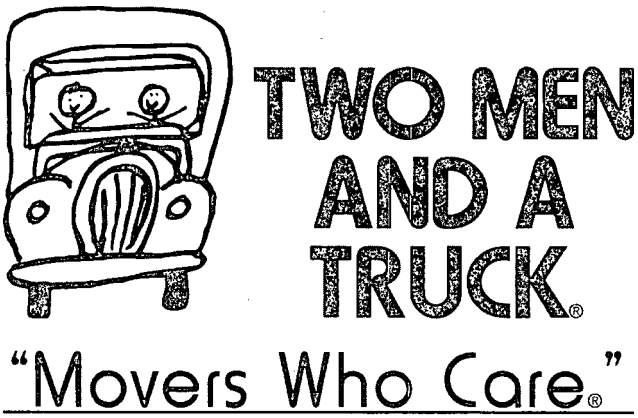
By: _____

Its: _____

Exhibit Q

LIST OF FRANCHISEES

AS OF MARCH 12, 2018



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Billy Stovall
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Michael (Mike) Verzino,
Robert (Sean) Wise
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f - 623.581.3245
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f - 623.925.2809
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John Flynn
Steve Bruner
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7039 East 6th Street
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tf - 888.993.1805
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Christi Baldwin
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Jon Sorber
Melanie Bergeron
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f - 925.456.6684
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Justin Moore
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Juan Reyes
Bart Middlebrooks
David Harris
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Orange, CA 92867
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Info0468@twomenandatruck.com

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Kristy Brown
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Info0408@twomenandatruck.com

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Greg Micklos
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Mark Hoagland
Krista Hoagland
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Lakeland, FL 33803
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f - 863.646.8959
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Sarasota, Florida #0276
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Nathan Bocock
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Larry Knowles
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Thonotosassa, FL 33592 – 3510
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f - 813.982.2037
Info0026@twomenandatruck.com
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Lutz, FL 33549 - 7932
Secondary in Tampa, FL- Howard Ave.
Secondary in Tampa, FL- Sheldon Rd.

Tampa, Florida-Howard Ave. #0026
Secondary of Tampa, FL
Hours - M-F 10 am-2:30 pm
Jeffrey (Jeff) Knowles
Larry Knowles
Ryan Knowles
1101 N. Howard Avenue
Tampa, FL 33607
p - 813.374.0209
All mail to:
709 BrantenBurg Way
Lutz, FL 33549 - 7932

Tampa, Florida- Sheldon Rd #0026
Secondary of Tampa, FL
Hours - M-F 10 am-2 pm
Jeffrey (Jeff) Knowles
Larry Knowles
Ryan Knowles
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Tampa, Florida 33626
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Treasure Coast, Florida #0328
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Shauna Bledsoe
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Secondary of Treasure Coast, FL
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Shauna Bledsoe
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Brad Lehman
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f - 386.253.6638
Info0176@twomenandatruck.com
Storage

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Joel Dowley
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f - 561.845.7352
Info0182@twomenandatruck.com

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Joel Dowley
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Storage
Secondary in Wellington, FL

GEORGIA

Acworth, Georgia #0298
Secondary of Cobb County South, GA
Hours - M-F 7:30 am - 11:30 pm
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Martha (Marti) Langley
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Acworth, GA 30101
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Athens, Georgia #0147
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Joshua (Josh) Keeling
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Storage

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Cobb County North, Georgia #0290
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Martha (Marti) Langley
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Storage

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Bart Middlebrooks
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Storage

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Douglas County, Georgia #0431
Gordon Shaffer
Nicholas (Nick) Roerig
Gabriel (Gabe) Gilbert
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Secondary in Douglasville, GA

Douglasville, Georgia #0431
Secondary of Douglas County, GA
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Storage

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Storage

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Martha (Marti) Langley
Jerome Jones
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Storage

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Les Wilson
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Storage

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Kim Touart
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Secondary of North Fulton County, GA
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Storage

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ILLINOIS

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Secondary in East Dundee, IL

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Mundelein, IL 60060

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Secondary in Wheaton - Carol Stream, IL

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Robert (Bob) Christensen
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KANSAS

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Robert (Sean) Wise
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MICHIGAN

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Bay City / Midland / Saginaw, Michigan #0034
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Secondary in Midland, MI
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m - 810.343.4454
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Storage
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Heidi Norcutt
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Secondary in St. Joseph, MI
Secondary in Nunica, MI

Lansing, Michigan #0001
Melanie Bergeron
James (Brig) Sorber
Jon Sorber
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tf - 800.778.0700
f - 517.882.9343
Info0001@twomenandatruck.com
Secondary in Mt. Pleasant, MI
Storage

Lapeer, Michigan #0084
Secondary of Oakland North, MI
Hours - M-F 8 am - 12 pm
Russell (Russ) Scott
Jamie Scott
700 South Main Street, Suite 217C
Lapeer, MI 48446
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Info0084@twomenandatruck.com
All Mail t o:
G-3490 Miller Rd., Ste. 20
Flint, MI 48507 - 1261

Livingston/Shiawassee, Michigan #0297
Alan Oversmith
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Brighton, MI 48114 - 7002
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Macomb County, Michigan #0015
Constance (Connie) Howe
Lisa Gaber
34113 Doreka Dr.
Fraser, MI 48026 - 3435
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f - 586.285.9858
Info0015@twomenandatruck.com
Secondary in Shelby Township, MI

Midland, Michigan #0034
Secondary of Bay City/Midland/Saginaw, MI
Hours M-F 9 am - 4 pm
Ashley Anderson
2800 Rodd Street
Midland, MI 48640
p - 989.895.5252
Info0034@twomenandatruck.com

Mt. Pleasant, Michigan #0001
Secondary of Lansing, MI
Hours - M-F 8 am-12 pm
Melanie Bergeron
James (Brig) Sorber
Jon Sorber
608 West Pickard, Unit B
Mt. Pleasant, MI 48858
p - 989.546.4615
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Northern Michigan, Michigan #0227
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Mara Crofoot
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Traverse City, MI 49685
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f - 231.947.8188
Info0227@twomenandatruck.com
Secondary in Petosky, MI

Northville, Michigan #0348
Secondary of Wayne County North, MI
Hours - M-F 10 am - 2 pm
Michael Stafford
10070 Maryland Street
Northville, MI 48168
p - 734.452.1969
Info0348@twomenandatruck.com

Nunica, Michigan #0429
Secondary of Lakeshore, MI
Hours - M-F 10 am - 2 pm
Kyle Norcutt
Heidi Norcutt
12261 Cleveland Street, Suite D
Nunica, MI 49448
p - 616.223.3800
f - 269.408.1469
Info0429@twomenandatruck.com

Oakland North, Michigan #0084
Russell (Russ) Scott
Jamie Scott
5289 Dixie Hwy. Unit D
Waterford, MI 48329 – 1779
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f - 248.623.1721
Info0084@twomenandatruck.com
All Mail t o:
G-3490 Miller Rd., Ste. 20
Flint, MI 48507 - 1261
Secondary in Rochester Hills, MI
Secondary in Lapeer, MI

Oakland Southeast, Michigan #0291
Kevin Balduc
Meghan Chamberlain
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f - 248.359.8899
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Secondary in Bloomfield Hills, MI

Oakland Southwest, Michigan #0480
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Petosky , Michigan #0227
Secondary of Northern MI
Hours - M-F 10 am - 2 pm
Jeffery (Jeff) Crofoot
Mara Crofoot
2115 N. US-31
Petosky, MI 49770
p - 231.947. 8880
Info0227@twomenandatruck.com

Rochester Hills, Michigan #0084
Secondary of Oakland North, MI
Hours - M-F 8 am - 12 pm
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Jamie Scott
6841 N. Rochester Road, Suite 300L
Rochester Hills, MI 48306
p - 248.656.9800
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All Mail t o:
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Flint, MI 48507 - 1261

Saginaw, Michigan #0034
Secondary of Bay City / Midland / Saginaw, MI
Hours - M-F 8 am - 12 pm
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Jessica Pula
Scott Wakefield
220 North Center Road
Saginaw, MI 48638
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Info0034@twomenandatruck.com

Shelby Township, Michigan #0015
Secondary of Macomb, MI
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Lisa Gaber
54810 Mound Road
Shelby Twp , MI 48316
p - 586.270.3003
Info0015@twomenandatruck.com

St. Joseph, Michigan #0429
Secondary of Lakeshore, MI
Hours - M-F 10 am - 2 pm
Kyle Norcutt
Heidi Norcutt
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St. Joseph, MI 49085
p - 269.429.4448
f - 269.408.1469
Info0429@twomenandatruck.com

Wayne County East, Michigan #0498
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Lisa Gaber
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f - 313.749.1101
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Wayne County North, Michigan #0348
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Secondary in Northville, MI

Wayne County South, Michigan #0269
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MINNESOTA

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Storage
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Madison, WI 53719-2838

Minneapolis South, Minnesota #0079
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Secondary in South St. Paul, MN
Secondary in Shakopee, MN

Minneapolis Southwest, Minnesota #0366
William (Bill) Bass
Donald (Don) Hughes
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579 Donofrio Drive, Suite 105
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Rochester, Minnesota #0363
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Info0346@twomenandatruck.com

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Donald (Don) Hughes
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All Mail To:
579 Donofrio Drive, Suite 105
Madison, WI 53719-2838

Shakopee, Minnesota #0079
Secondary of Minneapolis South, MN
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Nick Bailey
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Shakopee, MN 55379
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South St. Paul, Minnesota #0079
Secondary of Minneapolis South, MN
Hours - M-F 7 am - 1 pm
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MISSISSIPPI

Gulf Coast, Mississippi #0345
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Donald Gwin
Michael Sham
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Secondary in Hattieburg, MS

Hattiesburg, Mississippi #0345
Secondary of Gulf Coast, MS
Hours - M-F 8 am - 12 pm
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Donald Gwin
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Jackson, Mississippi #0080
Jack Christopher
Jeffery (Jeff) Taylor
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Ridgeland, MS 39157 - 2234
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Northern Mississippi, Mississippi #0456
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Horn Lake, MS 38637
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Secondary in Oxford, MS

Oxford, Mississippi #0456
Secondary of Kansas City, MO
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Jack Christopher
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Oxford, MS 38655
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MISSOURI

Hollister, Missouri #0090
Secondary of Springfield, MO
Hours - Mon-Sat 8 am - 1 pm
Grant Hornbuckle
123-A East Industrial Park Drive
Hollister, MO 65672
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Info0090@twomenandatruck.com
Approved for load only

Kansas City, Missouri - Prairie View #0049
Secondary of Kansas City, MO
Hours - M-S 8 am - 4 pm
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Kansas City, MO 64151
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Mid Missouri , Missouri #0335
Thomas (Tom) Hornbuckle
Craig Hornbuckle
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Columbia, MO 65201
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f - 573.777.8765

Springfield, Missouri #0090
Grant Hornbuckle
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Springfield, MO 65809
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Secondary in Hollister, MO

St. Louis, Missouri #0036
Caroline (Carey) Judson
John Judson
Jason Judson
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f - 314.963.7554
Info0036@twomenandatruck.com
Secondary in St. Peters, MO

St. Peters, Missouri #0036
Secondary of St. Louis, MO
Hours - Mon-Sat 8 am - 12 pm
Caroline (Carey) Judson
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Brian Heslop
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Missoula, MT #481
Devin O'Neil
Rosita O'Neil
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NEBRASKA

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Tyler Whalen
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NEVADA

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Madison, WI 53719-2838

Las Vegas South, Nevada #0406
William (Bill) Bass
Donald (Don) Hughes
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Madison, WI 53719-2838

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John Judson
Joel Trost
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Livingston, NJ 07039
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Info0495@twomenandatruck.com

Princeton, New Jersey #0477
Brittany Ishman
Kenneth Ishman
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Info0477@twomenandatruck.com

Tom's River, New Jersey #0478
Opening Soon
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Kenneth Ishman
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NEW MEXICO

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Curtis Newman
Kevin Newman
Stephen Newman
Justin Tangeman
Tyler Whalen
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Storage

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James Bennett
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Info0474@twomenandatruck.com
Storage
4700 Northern Blvd
Long Island City, NY 11101
p - 917.534.7374
Info0474@twomenandatruck.com
Storage

New York #3, New York #0489
Coming Soon
Jay Mellentine
James Bennett
p -
Info0489@twomenandatruck.com

New York #4, New York #0490
Coming Soon
Jay Mellentine
James Bennett
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Info0490@twomenandatruck.com

Westchester County North, NY #0516
Justin (Adam) Slack
Martin Pollack
369 Lexington Avenue
Mount Kisco, NY 10549
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Storage

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NORTH CAROLINA

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Charlotte, North Carolina #0092
William (Tripp) Moore
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f - 704.525.7555
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Secondary in Lowell, NC
Storage

Durham, North Carolina #0124
Les Wilson
J. Brooke Wilson
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Durham, NC 27703
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f - 919.382.0794
Info0124@twomenandatruck.com

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Timothy (Tim) Kirian,
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Greenville, NC 27834
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Storage

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Info0238@twomenandatruck.com
All mail to:
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Fayetteville, NC 28306 - 0819

Greensboro, North Carolina #0469
Joseph (Joe) Windemuller
Kate Windemuller
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Greensboro, NC 27407
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Info0469@twomenandatruck.com
Storage

Lowell, North Carolina #0092
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Charlotte, NC 28269 - 4496
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Mooresville, North Carolina #0375
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Kate Windemuller
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Info0375@twomenandatruck.com

Raleigh, North Carolina #0337
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Les Wilson
171 Tradition Trail, Ste. 102
Holly Springs, NC 27540
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Info0337@twomenandatruck.com
Storage
Secondary in Welborn St, Raleigh, NC

Welborn Street - Raleigh, North Carolina #0337
Secondary of Raleigh, NC
Hours - 8 am -5:30 pm/ Sat. 8 am - 4 pm
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Les Wilson
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Holly Springs, NC 27540
p - 919.878.8833
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Info0337@twomenandatruck.com

Wilmington, North Carolina #0069
Kendra Eberhardt
Todd Eberhardt
3861 US Highway 421 North
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f - 910.763.7073
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Storage

Winston-Salem, North Carolina #0325
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OHIO

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Eric Voth
Brady Shane
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Secondary in Streetsboro, OH

Brook Park, Ohio #0021
Secondary of Cleveland, OH
Hours - 8 am - 5 pm/ Sat. 8 am - 12 pm
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Les Meilander
16120 Brook Park Rd.
Brook Park, OH 44135 – 3336
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Wickliffe, OH 44092 - 2320

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Chad Pitcock
7747 Tylerville Road
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Michael (Mike) Lacey
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Josh Payne
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Storage
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Gail Kelley
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Storage

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Michael (Mike) Lacey
Tricia Lacey
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f - 937.401.3432
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Michael (Mike) Lacey
Tricia Lacey
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Secondary in Miamisburg, OH

Elyria, Ohio #0395
Secondary of Lorain-Medina, OH
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Elyria, OH 44035
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Findlay, Ohio #0317
Secondary of Perrysburg, OH
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Sean Gallagher
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Hamilton, Ohio #0494
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Hamilton East, Ohio #0451
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Hamilton West, Ohio #0475
Michael Lally
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Mason, OH 45040 - 1345

Lorain / Medina, Ohio #0395
Ron Runyon
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Brunswick, OH 44212
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Info0395@twomenandatruck.com
Secondary in Elyria, OH

Miamisburg, Ohio #0129
Secondary of Dayton South, OH
Hours - M-F 9 am - 5 pm
Michael (Mike) Lacey
Tricia Lacey
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Miamisburg, OH 45342
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Info0129@twomenandatruck.com

Milford, OH #0476
Secondary of Warren - Clermont, OH
Hours - M-F 8 am - 12 pm
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Perrysburg, Ohio #0317
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Vermillion, OH 44089
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All mail to:
PO Box 258
Van Buren, OH 45889
Secondary in Findlay, OH

Toledo, Ohio #0315
Sean Gallagher
5625 Tractor Road, Unit H
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Streetsboro, Ohio #0045
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Hours - M-F 8 am - 12 pm
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Brady Shane
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Warren – Clermont, Ohio #0476
Michael (Mike) Lally
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Secondary in Milford, OH

West Columbus, Ohio #0030
Secondary of Columbus, OH
Hours - M-F 8 am - 12 pm
Gail Kelley
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Youngstown South, Ohio #0184
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OKLAHOMA

Norman, Oklahoma #0428
Secondary of Oklahoma City South, OK
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Mike Mays
Michael (Mike) Verzino,
Robert (Sean) Wise
David Verzino
Adam Mecke
3152 Broce Drive
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Oklahoma City South, Oklahoma #0428
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Robert (Sean) Wise
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Secondary in Norman, OK

Oklahoma City North, Oklahoma #0427
Mike Mays
Michael (Mike) Verzino,
Robert (Sean) Wise
David Verzino
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Tulsa, Oklahoma #0282
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Robert (Sean) Wise
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OREGON

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info0434@twomenandatruck.com

Portland Central, Oregon #0499
Fred Schaard
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Portland West , Oregon #0435
Coming Soon
Fred Schaard
info0436@twomenandatruck.com

PENNSYLVANIA

Delaware County, Pennsylvania #0185
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f - 610.459.4111
Info0185@twomenandatruck.com
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Exhibit R

LIST OF FRANCHISEES THAT HAVE RECENTLY LEFT THE SYSTEM

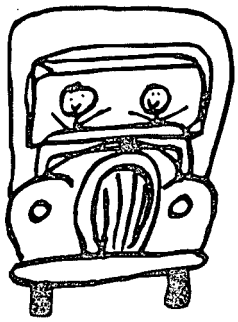

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EXHIBIT P

LIST OF FRANCHISEES THAT HAVE RECENTLY LEFT THE SYSTEM

Listed below are the name, city and state and current business telephone number, or if unknown, the last known home telephone number of every Franchisee who has had a Unit terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under a Franchise Agreement during 2017 or who has not communicated with us within 10 weeks of the date of the disclosure document issuance date.

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

TWO MEN AND A TRUCK®/Fort Myers, FL
Mark Bailey
Shawn Grady
407.852.1777

TWO MEN AND A TRUCK®/Louisville East, KY
Mark Bailey
Shawn Grady
Bob Uecker
407.852.1777

TWO MEN AND A TRUCK®/Lincoln, NE
Eileen Marrison
402.466.4669

TWO MEN AND A TRUCK®/Fort Worth #1, TX
TWO MEN AND A TRUCK®/Fort Worth #2, TX
TWO MEN AND A TRUCK®/Fort Worth #3, TX
TWO MEN AND A TRUCK®/Fort Worth #4, TX
TWO MEN AND A TRUCK®/Indianapolis East, IN
Drew Werling
Tim Werling
317.644.0707

TWO MEN AND A TRUCK®/Havertown, PA
TWO MEN AND A TRUCK®/Pottstown, PA
TWO MEN AND A TRUCK®/Lansdale, PA
Dale Kilgariff
610.499.2021

TWO MEN AND A TRUCK®/Portland Central, OR
Shane Jette
503-894-9923

TWO MEN AND A TRUCK®/Anderson-Muncie, IN
Matt Schiffeneder
Heather Schiffeneder
260.471.6683

TWO MEN AND A TRUCK®/Wayne East, MI
Dennis Gallagher
313.749.1000

TWO MEN AND A TRUCK®/O'Hare, IL
John Judson
Jason Judson
Joel Trost
314.963.7766

TWO MEN AND A TRUCK®/Joliet, IL
Paul Brown
Kristy Brown
630.315.2600

TWO MEN AND A TRUCK®/Pompano, FL
Britt Lanier
Susan Lanier
954.616.6683

TWO MEN AND A TRUCK®/Torrance, CA
Robert Rose
Chantal Rose
424.488.0602

Exhibit T

STATE SPECIFIC ADDENDUM TO DISCLOSURES AND AGREEMENTS

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EXHIBIT T

STATE SPECIFIC ADDENDA TO DISCLOSURES AND AGREEMENTS

1. Franchise Disclosure Document Addenda or Appendixes

A. California Appendix

APPENDIX TO DISCLOSURE DOCUMENT
FOR USE IN THE STATE OF CALIFORNIA

1. THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES THAT A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE FRANCHISE DISCLOSURE DOCUMENT.

2. IN ADDITION TO THE INFORMATION SET FORTH IN ITEM 3(C) OF THE FRANCHISE DISCLOSURE DOCUMENT, NEITHER HOME OFFICE NOR ANY PERSON LISTED IN ITEM 2 OF THE FRANCHISE DISCLOSURE DOCUMENT IS SUBJECT TO ANY CURRENTLY EFFECTIVE ORDER OF ANY NATIONAL SECURITIES ASSOCIATION OR NATIONAL SECURITIES EXCHANGE, AS DEFINED IN THE SECURITIES EXCHANGE ACT OF 1934, 15 USCA 78(a), ET SEQ., SUSPENDING OR EXPELLING SUCH PERSONS FROM MEMBERSHIP IN SUCH ASSOCIATION OR EXCHANGE.

3. YOU MUST SIGN A GENERAL RELEASE IF YOU RENEW OR TRANSFER YOUR FRANCHISE. IN CASE OF A DISPUTE, YOU WAIVE YOUR RIGHT TO A JURY TRIAL UNDER THE FRANCHISE AGREEMENT. CALIFORNIA CORPORATIONS CODE 31512 VOIDS A WAIVER OF YOUR RIGHTS UNDER THE FRANCHISE INVESTMENT LAW (CALIFORNIA CORPORATIONS CODE 31000 THROUGH 31516). BUSINESS AND PROFESSIONS CODE 20010 VOIDS A WAIVER OF YOUR RIGHTS UNDER THE FRANCHISE RELATIONS ACT (BUSINESS AND PROFESSIONS CODE 20000 THROUGH 20043).

4. THE FOLLOWING PARAGRAPHS ARE AN ADDITION TO THE DISCLOSURE CONTAINED IN ITEM 17 OF THE DISCLOSURE DOCUMENT.

(a) California Business and Professions Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer, or non-renewal of a franchise. If the franchise agreement contains a provision that is inconsistent with the law, the law will control.

(b) The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under Federal Bankruptcy Law (11 USCA Sec. 101, et seq.).

(c) The Franchise Agreement contains a covenant not to compete, which extends beyond the termination of the Franchise. This provision may not be enforceable under California Law.

(d) The Franchise Agreement contains a liquidated damages clause. Under California Civil Code Section 1671, certain liquidated damages clauses are unenforceable.

(e) The Franchise Agreement requires application of the laws of Michigan. This provision may not be enforceable under California law.

(f) Section 31125 of the California Corporations Code requires Home Office to give the Franchisee a disclosure document, in a form and containing such information as the Commissioner may by rule or order require, prior to solicitation of a proposed material modification of an existing franchise.

B. Illinois Franchise Disclosure Document Addendum

ADDENDUM TO **TWO MEN AND A TRUCK®** FRANCHISE DISCLOSURE DOCUMENT
FOR USE IN THE STATE OF ILLINOIS

The Franchise Disclosure Document is amended for use in the State of Illinois as follows:

Item 5 – Financial Assurance Requirement

The State of Illinois has imposed a financial assurance requirement because of our current financial condition as shown on the financial statements attached to this Disclosure Document. In accordance with Rules 200.500 to 200.508 under the Illinois Franchise Disclosure Law, we have the choice of assuring financial capability by one of the following means: an escrow of funds, guaranty of performance, the posting of a surety bond, the issuance of a Certificate of Deposit, or the deferral of the initial franchise fees until the franchisor has met its obligations to the franchisee and the franchisee has commenced doing business. We have elected to defer your initial franchise fees until we have met our obligations to you and you have commenced doing business. Once the initial franchise fee has been paid to us, the initial franchise fee will not be refundable.

Cover Page. ITEM 17 -- RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

Illinois law governs the Franchise Agreement.

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 in a venue outside of Illinois. 815 ILCS 705/4 (West 2012).

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. 815 ILCS 705/41 (West 2012).

C. Indiana Franchise Disclosure Document Addenda

ADDENDUM TO TWO MEN AND A TRUCK®
FRANCHISE DISCLOSURE DOCUMENTFOR USE IN THE STATE OF INDIANA

The Franchise Disclosure Document is amended for use in the State of Indiana as follows:

REGISTRATION OF THIS FRANCHISE IN THE STATE OF INDIANA DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER.

ITEM 12 - TERRITORY

Under the Franchise Agreement for use in Indiana, we are prohibited from establishing other franchises or company owned units that market similar products or services in your Marketing Area under a different service mark or trademark.

ITEM 17 - RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

The post-termination, non-competition covenant contained in Article VIII, Section 2 of the Franchise Agreement for use in the State of Indiana only applies to your Marketing Area and not an area within 20 miles of your Marketing Area or the Marketing Area or territory of any other franchisee.

The release that you must sign as a condition to transfer as stated in Article VII, Section 2 of the Franchise Agreement for use in the State of Indiana excepts claims arising under the Indiana Deceptive Franchise Practices Law, Indiana Code 23-2-2.7.

Article X, Section 1 of the Franchise Agreement for use in the State of Indiana specifies that the Franchise Agreement, the construction of the Agreement and any other disputes between the parties will be governed by the substantive laws of the State of Michigan, except that the Indiana Franchise Law (Indiana Code 23-2-2.5 and 23-2-2.7) will control where applicable.

D. Maryland Franchise Disclosure Document Addendum

ADDENDUM TO TWO MEN AND A TRUCK®
FRANCHISE DISCLOSURE DOCUMENT
FOR USE IN THE STATE OF MARYLAND

The Franchise Disclosure Document is amended for use in the State of Maryland as follows:

The following is in addition to the disclosure in Item 17 of the Franchise Disclosure Document:

Any release contained in the Franchise Agreement, Area Development Agreement or any other agreement required as a condition to the sale, renewal or transfer of the franchise will not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

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

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

E. Minnesota Franchise Disclosure Document Addendum

ADDENDUM TO TWO MEN AND A TRUCK®
FRANCHISE DISCLOSURE DOCUMENT
FOR USE IN THE STATE OF MINNESOTA

The Franchise Disclosure Document is amended for use in the State of Minnesota as follows:

Minn. Stat. Section 80C.21 and Minn. Rule 2860.4400J prohibit us from requiring litigation to be conducted outside Minnesota. In addition, nothing in the Disclosure Document or Agreement can abrogate or reduce any of your rights as provided for in Minn. Stat. Chapter 80C or your rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction.

RISK FACTORS ON COVER PAGE

The sections of the franchise documents requiring litigation in Michigan and the application of Michigan law have been revised to provide that these sections will not in any way affect or limit your rights under Minnesota Statutes 1984, Chapter 80C.

ITEM 13 - TRADEMARKS

The Minnesota Department of Commerce requires that we indemnify Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisee's use of the trademarks infringes trademark rights of the third party. We will indemnify you only if you have used the trademarks in accordance with the requirements of the Franchise Agreement. Also, as a condition to indemnification, you must provide notice to us of any such claim within 10 days and tender the defense of the claim to us. If we accept the tender of defense, we have the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim and to determine whether to appeal a final determination of the claim.

ITEM 17 - RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

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 a franchisee be

given 90 days notice of termination (with 60 days to cure) and 180 days notice for non-renewal of the Franchise Agreement.

With respect to franchises governed by Minnesota law, we will comply with Minn. Stat. Sec. 80C.14, Subds. 5. No franchisee transferring its franchise will be required to assent to a general release of the franchisor as a condition of the transfer.

The choice of forum and choice of law provisions in the Franchise Agreement will not in any way affect or limit your rights under Minnesota Statutes 1984, Chapter 80C.

_____
Franchisee

DATED: _____ By:_____

Its:_____

F. New York Franchise Disclosure Document Addendum

ADDENDUM TO TWO MEN AND A TRUCK®
FRANCHISE DISCLOSURE DOCUMENT
FOR USE IN THE STATE OF NEW YORK

The Franchise Disclosure Document is amended for use in the State of New York as follows:

1. The following information is added to the cover page of the Franchise Disclosure Document:

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT A OR YOUR PUBLIC LIBRARY FOR SOURCES OF INFORMATION. REGISTRATION OF THIS FRANCHISE BY THE STATE OF NEW YORK DOES NOT MEAN THAT THE STATE OF NEW YORK RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND NEW YORK STATE DEPARTMENT OF LAW, BUREAU OF INVESTOR PROTECTION AND SECURITIES, 120 BROADWAY, 23RD FLOOR, NEW YORK, NEW YORK 10271.

THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS

FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is added at the end of Item 3:

Except as provided above, with regard to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

A. No such party has an administrative, criminal or civil action pending against that person alleging: a felony, a violation of a franchise, antitrust or securities law; fraud, embezzlement, fraudulent conversion, misappropriation of property; unfair or deceptive practices, or comparable civil or misdemeanor allegations.

B. No such party has pending actions, other than routine litigation incidental to the business, which are significant in the context of the number of franchisees and the size, nature or financial condition of the franchise system or its business operations.

C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10 year period immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud or securities law; fraud, embezzlement, fraudulent conversion or misappropriation of property, or unfair or deceptive practices or comparable allegations.

D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State or Canadian franchise, securities, antitrust, trade regulation or trade practice law, resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

3. The following is added to the end of Item 4:

Neither the franchisor, its affiliate, its predecessor, officers, or general partner during the 10-year period immediately before the date of the Disclosure Document: (a) filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code; (b) obtained a discharge of its debts under the U.S. Bankruptcy Code; or (c) was a principal officer of a company or a general partner in a partnership that either filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code or that obtained a discharge of its debts under the U.S. Bankruptcy Code during or within 1 year after that officer or general partner of the franchisor held this position in the company or partnership.

4. The following is added to the end of Item 5:

The initial franchise fee constitutes part of our general operating funds and will be used as such in our discretion.

5. The following is added to the end of the "Summary" sections of Item 17(c), titled "**Requirements for franchisee to renew or** extend," and Item 17(m), entitled "**Conditions for franchisor approval of** transfer":

However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this proviso that the non-waiver provisions of General Business Law Sections 687.4 and 687.5 be satisfied.

6. The following language replaces the "Summary" section of Item 17(d), titled "**Termination by franchisee**":

You may terminate this agreement on any grounds available by law.

7. The following is added to the end of the "Summary" section of Item 17(j), titled "**Assignment of contract by franchisor**":

However, no assignment will be made except to an assignee who in good faith and judgment of the franchisor, is willing and financially able to assume the franchisor's obligations under the Franchise Agreement.

8. The following is added to the end of the "Summary" section of Item 17(v), titled "**Choice of forum,**" and Item 17(w), titled "**Choice of law**":

The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or upon the franchisee by Article 33 of the General Business Law of the State of New York.

G. North Dakota Appendix

APPENDIX TO DISCLOSURE DOCUMENT
FOR USE IN THE STATE OF NORTH DAKOTA

1. The following is in addition to the disclosure in Item 17 of the Franchise Disclosure Document:

THE SECURITIES COMMISSIONER HAS HELD THE FOLLOWING TO BE UNFAIR, UNJUST OR INEQUITABLE TO NORTH DAKOTA FRANCHISEES (SECTION 51-19-09, N.D.C.C.):

(a) Restrictive Covenants: Franchise Disclosure Documents which disclose the existence of covenants restricting competition contrary to Section 9-08-06, N.D.C.C., without further disclosing that such covenants will be subject to the statute. Restrictive covenants, such

as those found in Article VIII, Section 2 of the Franchise Agreement and Section 8(B) of the Area Development Agreement may not be enforceable under Section 9-08-06 of the North Dakota Century Code.

(b) Situs of Arbitration Proceedings: Franchise agreements providing that the parties must agree to the arbitration of disputes at a location that is remote from the site of the franchisee's business. The Franchise Agreement and Area Development Agreement do not contain arbitration provisions.

(c) Restrictions on Forum: Requiring North Dakota franchisees to consent to the jurisdiction of courts outside of North Dakota. The Franchise Agreement and Area Development Agreement for use in the State of North Dakota do not specify the jurisdiction or venue for any action between the parties.

(d) Liquidated Damages and Termination Penalties: Requiring North Dakota franchisees to consent to liquidated damages or termination penalties. The Franchise Agreement for use in the State of North Dakota does not contain a liquidated damage provision on termination of the Franchise Agreement.

(e) Applicable Laws: Franchise agreements that specify that they are to be governed by the laws of a state other than North Dakota. The Franchise Agreement and Area Development Agreement for use in the State of North Dakota do not specify controlling law.

(f) Waiver of Trial by Jury: Requiring North Dakota franchises to consent to a waiver of a trial by jury. The Franchise Agreement and Area Development Agreement for use in the State of North Dakota do not require waiver of a trial by jury.

(g) Waiver of Exemplary and Punitive Damages: Requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages. The Franchise Agreement and Area Development Agreement for use in the State of North Dakota do not require waiver of exemplary and punitive damages.

(h) General Release: Franchise agreements that require the franchisee to sign a general release on renewal of the franchise agreement.

(i) Limitation of Claims: Franchise Agreements that require the franchisee to consent to a limitation of claims. The statute of limitations under North Dakota law applies. The Franchise Agreement and Area Development Agreement for use in the State of North Dakota do not provide a contractual limitations period.

(j) Enforcement of Agreement: Franchise Agreements that require the franchisee to pay all costs and expenses incurred by the franchisor in enforcing the agreement. The prevailing party in any enforcement action is entitled to recover all costs and expenses including attorneys' fees.

H. Rhode Island Franchise Disclosure Document Addendum

The following is in addition to the disclosure in Item 17 of the Franchise Disclosure Document:

> § 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."

I. Virginia Franchise Disclosure Document Addendum

ADDENDUM TO TWO MEN AND A TRUCK®
FRANCHISE DISCLOSURE DOCUMENT
FOR USE IN THE STATE OF VIRGINIA

The Franchise Disclosure Document is amended for use in the State of Virginia as follows:

1. The following statements are added to Item 17.h.:

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any grounds for default or termination stated in the Franchise Agreement do 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.

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to use undue influence to induce a franchisee to surrender any right given to him under the franchise. If any provision of the Franchise Agreement involves the use of undue influence by the franchisor to induce a franchisee to surrender any rights given to him under the franchise, that provision may not be enforceable.

J. Washington Franchise Disclosure Document Addendum

ADDENDUM TO TWO MEN AND A TRUCK®
FRANCHISE DISCLOSURE DOCUMENT
FOR USE IN THE STATE OF WASHINGTON

The Franchise Disclosure Document is amended for use in the State of Washington as follows:

RISK FACTORS

The provision in the Franchise Agreement requiring application of Michigan law does not prevent application of the Washington Franchise Investment Protection Act (the "Act").

ITEM 6 - OTHER FEES

You are only required to pay a transfer fee to the extent that the fee reflects our reasonable estimated or actual costs in effecting a transfer.

ITEM 17 - RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

The State of Washington has a statute, RCW 19.100.180, which may supersede the Franchise Agreement in your relationship with us, including the areas of termination and renewal of your franchise. There may also be court decisions that may supersede the Franchise Agreement in your relationship with us, including the areas of termination and renewal of your franchise.

In any arbitration involving a franchise purchased in Washington, the arbitration site must be either in the State of Washington, or in a place mutually agreed on at the time of the arbitration, or as determined by the arbitrator.

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100.RCW will prevail.

A release or waiver of rights executed by you will not include rights under the Washington Franchise Investment Protection Act, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those that unreasonably restrict or limit the statute of limitations period for claims under the Act, rights or remedies under the Act, such as a right to a jury trial, may not be enforceable.

The provision in the Franchise Agreement requiring application of Michigan law does not prevent application of the Act.

2. State Specific Addenda to Agreements.

A. Illinois Franchise Agreement and Area Development Agreement Addenda

ADDENDUM TO THE TWO MEN AND A TRUCK® FRANCHISE AGREEMENT FOR USE IN THE STATE OF ILLINOIS

THIS ADDENDUM is made this _____ day of _____, 20___ and modifies a Franchise Agreement of this date entered into by **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office"), and _____ with its principal office at _____-_____("Franchisee").

A. Franchise Fee. Article IV, Section 1 of the Franchise Agreement is amended by adding the following:

> Notwithstanding the foregoing, in accordance with the imposition of a financial assurance requirement by the Illinois Attorney General's office and the regulations under the Illinois Franchise Disclosure Act, the initial franchise fee will be deferred until Home Office has met its obligations to Franchisee and Franchisee has commenced doing business. Once the franchise fee has been paid, no portion of the franchise fee is refundable.

B. Termination. Subsections (a), (i), and (k) in Article V, Section 5 of the Franchise Agreement are removed from Section 5 and are added to Article V, Section 6, as Subsections (h), (i), and (j).

C. Applicable Law and Jurisdiction. Article X, Section 1 of the Franchise Agreement is deleted and replaced with the following:

> Illinois law governs the Franchise Agreement.
>
> Any provision in the Franchise Agreement that designates jurisdiction or venue outside the State of Illinois is void. However, the Franchise Agreement may provide for arbitration in a venue outside of Illinois. 815 ILCS 705/4 (West 2012)
>
> 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. 815 ILCS 704/41 (West 2012)

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
"Home Office"

By:_____
Randy Shacka, President

_____
"Franchisee"

By:_____

Its:

ADDENDUM TO THE TWO MEN AND A TRUCK® AREA DEVELOPMENT AGREEMENT FOR USE IN THE STATE OF ILLINOIS

THIS ADDENDUM is made this _____ day of _____, 20___ and modifies an Area Development Agreement of this date entered into by **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office"), and _____ with its principal office at _____-_____("Area Developer").

A. Area Development Fee. Section 5(A) of the Area Development Agreement is amended by adding the following:

Notwithstanding the foregoing, in accordance with the imposition of a financial assurance requirement by the Illinois Attorney General's office and the regulations under the Illinois Franchise Disclosure Act, the area development fee will be deferred until Home Office has met its obligations to Area Developer and Area Developer has commenced doing business. Once the area development fee has been paid, no portion of the area development fee is refundable.

B. Applicable Law and Jurisdiction. Sections 11(A) and 11(B) of the Area Development Agreement are deleted and replaced with the following:

Illinois law governs the Area Development Agreement.

Any provision in the Area Development Agreement that designates jurisdiction or venue outside the State of Illinois is void. However, the Franchise Agreement may provide for arbitration in a venue outside of Illinois. 815 ILCS 705/4 (West 2012)

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. 815 ILCS 704/41 (Est 2012)

TWO MEN AND A TRUCK®/ INTERNATIONAL, Inc.
"Home Office"

By:_____
Randy Shacka, President

_____
"Area Developer"

By:_____

Its:

B. Indiana Franchise Agreement Addendum

ADDENDUM TO TWO MEN AND A TRUCK® FRANCHISE AGREEMENT FOR USE IN INDIANA

THIS ADDENDUM is made this ___ day of _____, 20___ and modifies a Franchise Agreement of this date entered into by **TWO MEN AND A TRUCK®/ INTERNATIONAL, Inc.**, a Michigan corporation, with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office"), and _____ with its principal office at _____ ("Franchisee").

A. Marketing Area. Article I, Section 1 of the Franchise Agreement is amended by adding the following language:

> "Home Office will not operate or license others to operate during the term of this Agreement, a similar business within the Marketing Area whether or not the business is operated under **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**'s marks."

B. Supplier Requirements. Article II, Section 4of the Franchise Agreement is amended by adding the following:

> "If, and to the extent, the requirement for Franchisee to purchase products from a Designated Supplier is unlawful under Indiana Law, that requirement will be void (to the extent unlawful) and Franchisee must purchase those products in accordance with Home Office's specifications and only from Approved Suppliers."

C. Restrictions on Competition. Article VIII, Section 2(b) of Franchise Agreement is amended by adding the following:

> "The post-term covenant not to compete will only apply to Franchisee's Marketing Area."

D. Release on Transfer. Article VII, Section 2(f) is amended to read as follows:

> "The Franchisee must sign an agreement terminating this Agreement and releasing any and all claims against the Home Office, the Home Office's officers, directors, agents, and employees, arising out of or related to this Agreement, except it will not release those claims arising under the Indiana Deceptive Franchise Practices Law, Indiana Code 23-2-2.7., unless otherwise allowed by Indiana law. The release shall contain such language and be of the form chosen by the Home Office."

E. Law and Jurisdiction. The first sentence of Article X, Section 1 of the Franchise Agreement is amended by adding the following at the end of that section:

> "Notwithstanding the foregoing, the Indiana Franchise Law (Indiana Code 23-2-2.5 and 23-2-2.7) will control where applicable."

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
"Home Office"

By:_____
Randy Shacka, President

_____
"Franchisee"

By:_____

Its:

C. Maryland Franchise Agreement and Area Development Agreement Addenda

ADDENDUM TO TWO MEN AND A TRUCK®/INTERNATIONAL, INC. FRANCHISE AGREEMENT FOR USE IN MARYLAND

THIS ADDENDUM is made the ___ day of _____, 20___, and modifies a Franchise Agreement of the same date entered into between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation, located at 3400 Belle Chase Way, Lansing, MI 48911-4251 (hereinafter referred to as "Home Office"), and the person signing this Addendum as Franchisee (hereinafter referred to as "Franchisee").

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, Annotated Code of Maryland, Article-Business Regulation, Title 14, §§ 14-201 to 14-233, the parties agree as follows:

1. Acknowledgements of Franchisee. The Franchise Agreement is amended by adding the following Section:

The representations in this Agreement are not intended to and will not act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

2. Release on Renewal. Article V, Section 1 of the Franchise Agreement is amended to add the following:

Any release Franchisee is required to sign as a condition of renewal will except claims arising under the Maryland Franchise and Disclosure Law.

3. Release on Transfer. Article VII, Section 2(f) of the Franchise Agreement is amended to add the following:

Any release Franchisee is required to sign as a condition of transfer will except claims arising under the Maryland Franchise and Disclosure Law.

4. Choice of Law; Jurisdiction and Venue. Article X, Section 1 of the Franchise Agreement is amended by adding the following:

Notwithstanding anything to the contrary in this Section, Franchisee may bring a claim against Home Office under the Maryland Franchise Registration and Disclosure Law in any Court of competent jurisdiction in the State of Maryland.

5. Limitations of Claims. Article XI, Section 6 of the Franchise Agreement is amended by adding the following:

Notwithstanding the foregoing, Franchisee may bring a legal claim against Home Office under the Maryland Franchise Registration and Disclosure Law within three years after the grant of the franchise.

6. Effectiveness of Amendment. Each provision of this Amendment is effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Maryland Franchise Registration and Disclosure Law are met independently without reference to this Amendment.

TWO MEN AND A TRUCK®
/INTERNATIONAL, Inc.
Home Office

By: _____
Randy Shacka, President

_____
Franchisee

By: _____

Its: _____

ADDENDUM TO TWO MEN AND A TRUCK®/INTERNATIONAL, INC.
AREA DEVELOPMENT AGREEMENT FOR USE IN MARYLAND

THIS ADDENDUM is made the ___ day of _____, 20___, and modifies an Area Development Agreement of the same date entered into between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation, located at 3400 Belle Chase Way, Lansing, MI 48911-4251 (hereinafter referred to as "Home Office"), and the person signing this Addendum as Franchisee (hereinafter referred to as "Area Developer").

In recognition of the requirements of the Maryland Franchise Registration and Disclosure Law, Annotated Code of Maryland, Article-Business Regulation, Title 14, §§ 14-201 to 14-233, the parties agree as follows:

1. Acknowledgements of Franchisee. The Area Development Agreement is amended by adding the following Section:

The representations in this Agreement are not intended to and will not act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

2. Release on Transfer. Section 9(E)(6) of the Area Development Agreement is amended to read as follows:

Area Developer must sign at the time of sale an agreement terminating this Agreement and releasing the Company from any claims, except claims arising under the Maryland Franchise Registration and Disclosure Law.

3. Choice of Law; Jurisdiction and Venue. Section 11 of the Area Development Agreement is amended by adding the following as Section 11(G):

11(G) Notwithstanding anything to the contrary in this Section 11, Area Developer may bring a claim against Home Office under the Maryland Franchise Registration and Disclosure Law in any Court of competent jurisdiction in the State of Maryland.

4. Limitations of Claims. Section 11(E) of the Area Development Agreement is amended by adding the following sentence at the end of the Section:

Notwithstanding the foregoing, Area Developer may bring a legal claim against Home Office under the Maryland Franchise Registration and Disclosure Law within three years after the grant of the franchise.

5. Effectiveness of Amendment. Each provision of this Amendment is effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Maryland Franchise Registration and Disclosure Law are met independently without reference to this Amendment.

TWO MEN AND A TRUCK®
/INTERNATIONAL, Inc.
Home Office

By: _____
Randy Shacka, President

_____
Area Developer

By: _____

Its: _____

D. Minnesota Franchise Agreement Addendum

ADDENDUM TO TWO MEN AND A TRUCK®/INTERNATIONAL, INC. FRANCHISE AGREEMENT FOR USE IN MINNESOTA

THIS ADDENDUM is made the ___ day of _____, 20___, and modifies a Franchise Agreement of the same date entered into between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation, located at 3400 Belle Chase Way, Lansing, MI 48911-4251 (hereinafter referred to as "Home Office"), and the person signing this Addendum as Franchisee (hereinafter referred to as "Franchisee").

1. Minn. Stat. Section 80C.21 and Minn. Rule 2860.4400J prohibits Home Office from requiring litigation to be conducted outside Minnesota. In addition, nothing in the Disclosure Document or Agreement can abrogate or reduce any of Franchisee's rights as provided for in Minn. Stat., Chapter 80C, or Franchisee's rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction. Furthermore, nothing in the Disclosure Document or Agreement may require the Franchisee to consent to granting injunctive relief in favor of the franchisor.

2. Release Renewal of the Franchise. Section 1(j) of Article V of the Franchise Agreement is amended by adding the following:

> Any release signed by Franchisee will exclude such claims as Franchisee may have under the Minnesota Franchises Law and the Rules and Regulations promulgated by the Commissioner of Commerce.

3. Notices of Termination and Non-Renewal. With respect to franchises governed by Minnesota law, Home Office will comply with Minn. Stat. Sec. 80C14, Subds. 3, 4 and 5, which require, except in certain specified cases, that a franchisee be given 90 days notice of termination (with 60 days to cure) and 180 days notice for non-renewal of the Franchise Agreement.

The choice of forum and choice of law provisions in the Franchise Agreement will not in any way abrogate or reduce the rights of Franchisee as provided for in Minnesota Statutes 1984, Chapter 80C.

4. Protection of Right to Use Trademark. Section 3 of Article III of the Franchise Agreement is amended by adding the following:

> The Minnesota Department of Commerce requires that the Home Office indemnify Minnesota franchisees against liability to third parties resulting from claims by third parties that the Franchisee's use of the Home Office's trademark infringes trademark rights of the third party. Home Office does not indemnify against the consequences of Franchisee's use of the Home Office's trademark except in accordance with the requirements of the franchise, and, as a condition to indemnification, Franchisee must provide notice to Home Office of any such claim within ten (10) days and tender the defense of the claim to Home Office. If Home Office accepts the tender of defense, Home Office has the right to manage the

defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

5. Immediate Termination. Section 5 of Article V of the Franchise Agreement is amended to read as follows:

Any of the following events will: (i) constitute a material default under this Agreement; (ii) constitute good cause for termination of this Agreement; and (iii) entitle Home Office to terminate the Franchise Agreement by notice effective immediately on receipt of the notice, without affording Franchisee an opportunity to cure:

(a) Franchisee voluntarily abandons the franchise relationship;

(b) Franchisee or an owner of Franchisee is convicted of an offense directly related to the Franchised Business; or

(c) Franchisee fails to cure a default under this Agreement which materially impairs the goodwill associated with Home Office's trade name, trademark, service mark, logo type or other commercial symbol after Franchisee has received written notice to cure of at least 24 hours in advance of termination.

6. Termination After Notice. Section 6 of Article V of the Franchise Agreement is amended by adding the following Subsections:

(h) Except as termination is allowed by Section 5 of Article V, Franchisee's or its affiliate's willful and material misrepresentation or acts or omissions relating to the acquisition of the franchise granted by this Agreement or the on-going operation of franchise business;

(i) Except as termination is allowed by Section 5 of Article V, Franchisee's assignment or transfer of the rights and/or obligations under this Agreement or the transfer of the Franchise Unit without complying with the provisions of this Agreement;

(j) Except as termination is allowed by Section 5 of Article V, Franchisee's, or its affiliate's conviction of or plea of guilty or no contest of: (i) a crime for which the minimum penalty includes imprisonment for more than one year; or (ii) any other crime, offense or misconduct involving moral turpitude or in any way relevant to the operation of the business licensed under this Agreement;

(k) Except as termination is allowed by Section 5 of Article V, Franchisee's breach of the same or a similar provision of this Agreement, or other agreement, including any supplemental agreement as referenced in Article II, Section 19, or the Operations Manual, where there have been three or more separate breaches in any 12 month period so long as Home Office made it known in writing to Franchisee that such an act was a breach prior to the second breach upon which Home Office is relying;

(l) Except as termination is allowed by Section 5 of Article V, Franchisee's and/or its affiliate's breach of the same or similar provision of any other **TWO MEN AND A TRUCK®** franchise agreement to which Franchisee or its affiliate is a party, including related agreements, and the Operations Manual, where there have been three or more separate breaches in any 12 month period so long as Home Office made it known in writing to Franchisee that such an act was a breach prior to the second breach upon which Home Office is relying;

(m) Except as termination is allowed by Section 5 of Article V, Franchisee's and/or any of its affiliate's acts or omissions that discourage, prevent or otherwise retard or stop a prospective or existing franchisee of the System from obtaining a household goods moving authority or other license or authority generally possessed by persons in the household moving industry, including but not limited to, the filing of protests or petitions with any governmental authority objecting to a prospective or existing franchisee from obtaining such authority, cooperating or assisting another to undertake any acts or omissions to discourage, prevent or otherwise retard or stop a prospective or existing franchisee from obtaining a household moving authority;

(n) Except as termination is allowed by Section 5 of Article V, Franchisee's or its affiliate's dishonest or unethical conduct that, in Home Office's sole opinion, adversely affects the System's reputation and/or the goodwill associated with the Marks;

(o) Except as termination is allowed by Section 5 of Article V, Franchisee's or its affiliate's intentional conduct to make any unauthorized use or disclosure of any part of the Operations Manual, or any other of Home Office's confidential and/or proprietary information;

(p) Except as termination is allowed by Section 5 of Article V, Franchisee's or its affiliate's conduct of any kind that reflects materially and adversely on Home Office's operation, Marks or System;

(q) Except as termination is allowed by Section 5 of Article V, the adjudication of bankruptcy of Franchisee, the insolvency of the Franchisee's business, appointment of a receiver or trustee to take charge of Franchisee's business by a Court of competent jurisdiction or the general assignment for the benefit of creditors of Franchisee;

(r) Except as termination is allowed by Section 5 of Article V, entry of a final judgment or the unappealed decision of a regulatory officer or agency which results in a temporary or permanent suspension of any permit or license, possession of which is a prerequisite to operation of Franchisee's business, or

(s) Except as termination is allowed by Section 5 of Article V, Franchisee's failure to satisfy any of its obligations under this Agreement that do not give Home Office the right to terminate the Franchise Agreement under Section 6 of Article V.

7. Release on Sale or Transfer of the Franchise. Section 2(f) of Article VII of the Franchise Agreement is amended by adding the following:

Any release signed by Franchisee will exclude such claims as Franchisee may have under the Minnesota Franchises Law and the Rules and Regulations promulgated by the Commissioner of Commerce.

8. Law and Jurisdiction. Section 1 of Article X of the Franchise Agreement is amended by adding the following:

This section shall not in any way abrogate or reduce the rights of the Franchisee as provided for in Minnesota Statutes 1984, Chapter 80C.

9. Injunctive Relief. Section 2 of Article X of the Franchise Agreement is amended to read as follows:

Home Office shall have the right to apply for specific enforcement of the terms of this Agreement by petitions for temporary and permanent injunctions or other equitable relief. Specifically, Home Office shall have the right to seek such relief to prevent Franchisee from engaging in the following acts, which would cause irreparable harm to Home Office:

(a) Misusing any of the rights licensed by this Agreement;

(b) Engaging in competitive operations in violation of the in-term and/or post-term covenants set forth in Section 2 of Article VIII;

(c) Disclosing to another person or using in a competitive business, the trade secrets or confidential information of Home Office;

(d) Transferring or assigning this Agreement without complying with this Agreement;

(e) Engaging in acts or practices in violation of applicable regulations or which are fraudulent, dishonest or create health or other hazards to the public;

(f) Significantly impairing the goodwill associated with Home Office's Marks or System.

Home Office's rights to apply for injunctive relief are in addition to all other remedies available to Home Office under applicable law.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the written above.

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

By:_____
Randy Shacka, President

_____
Franchisee's Name

By:_____

Its:

E. New York Franchise Agreement Addendum

ADDENDUM TO TWO MEN AND A TRUCK®/INTERNATIONAL, INC.
FRANCHISE AGREEMENT
FOR USE IN NEW YORK

THIS ADDENDUM is made this _____ day of _____, 20__ and modifies a Franchise Agreement of this date entered into by **TWO MEN AND A TRUCK® /INTERNATIONAL, Inc.**, a Michigan corporation, with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office"), and _____ with its principal office at _____("Franchisee").

A. Renewal or Transfer by Franchisee. Article V, Section 1 and Article VII, Section 2 of the Franchise Agreement are modified by adding the following:

> However, to the extent required by applicable law, all right Franchisee enjoys and any causes of action arising in favor of Franchisor from the provisions of article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this proviso that the non-waiver provisions of General Business Law Sections 687.4 and 687.5 be satisfied.

B. Termination by Franchisee. Article V, Section 3 of the Franchise Agreement is modified by adding the following:

> Notwithstanding the foregoing, Franchisee may terminate this Agreement on any grounds available by law.

C. Assignment by Home Office. Article VII, Section 1 of the Franchise Agreement is modified by adding the following:

> However, no assignment will be made except to an assignee who in the good faith and judgment of Home Office, is willing and financially able to assume Home Office's obligations under the Franchise Agreement.

B. Choice of Law and Jurisdiction. Article X, section 1 of the Franchise Agreement is modified by adding the following:

> The foregoing choice of law should not be considered a waiver of any right conferred on Home Office or Franchisee by Article 33 of the General Business Law of the State of New York.

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
Home Office

_____
Franchisee

By:_____
Randy Shacka, President

By:_____

Its:

F. North Dakota Franchise Agreement Addenda

ADDENDUM TO THE TWO MEN AND A TRUCK® FRANCHISE AGREEMENT FOR USE IN THE STATE OF NORTH DAKOTA

THIS ADDENDUM is made this _____ day of _____, 20___ and modifies a Franchise Agreement of this date entered into by **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office"), and _____ with its principal office at _____-_____("Franchisee").

In recognition of the requirements of the North Dakota Franchise Investment Law, Chapter 51-19 of the North Dakota Century Code, the parties agree as follows:

1. **THE SECURITIES COMMISSIONER HAS HELD THE FOLLOWING TO BE UNFAIR, UNJUST OR INEQUITABLE TO NORTH DAKOTA FRANCHISEES (SECTION 51-19-09, N.D.C.C.):**

(a) Restrictive Covenants: Franchise Disclosure Documents which disclose the existence of covenants restricting competition contrary to Section 9-08-06, N.D.C.C., without further disclosing that such covenants will be subject to the statute.

(b) Situs of Arbitration Proceedings: Franchise agreements providing that the parties must agree to the arbitration of disputes at a location that is remote from the site of the franchisee's business.

(c) Restrictions on Forum: Requiring North Dakota franchisees to consent to the jurisdiction of courts outside of North Dakota.

(d) Liquidated Damages and Termination Penalties: Requiring North Dakota franchisees to consent to liquidated damages or termination penalties.

(e) Applicable Laws: Franchise agreements, which specify that they are to be governed by the laws of a state other than North Dakota.

(f) Waiver of Trial by Jury: Requiring North Dakota franchises to consent to a waiver of a trial by jury.

(g) Waiver of Exemplary and Punitive Damages: Requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages.

(h) General Release: Franchise agreements that require the franchisee to sign a general release on renewal of the franchise agreement.

(i) Limitation of Claims: Franchise Agreements that require the franchisee to consent to a limitation of claims. The statute of limitations under North Dakota law applies.

(j) Enforcement of Agreement: Franchise Agreements that require the franchisee to pay all costs and expenses incurred by the franchisor in enforcing the agreement. The prevailing party in any enforcement action is entitled to recover all costs and expenses including attorneys' fees.

2. The Franchise Agreement is amended as follows:

(a) Liquidated Damages. Article VI, Section 4 is deleted.

(b) Non-Competition Covenants. Article VIII, Section 2(b) is amended by adding the following: "Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota."

(c) Choice of Law and Forum. Article X, Section 1 is deleted.

(d) Jury Waiver, Waiver of Damages, Limitations of Claims. Article XI, Section 6 is deleted.

3. Effectiveness of Amendment. Each provision of this Amendment is effective only to the extent, with respect to such provision, that the jurisdictional requirements of the North Dakota Franchise Investment Law, N.D. Cent. Code §§ 51-19-17, are met independently without reference to this Amendment.

TWO MEN AND A TRUCK®/
INTERNATIONAL, Inc.
Home Office

By:_____
Randy Shacka, President

_____
Franchisee

By:_____

Its:

G. Rhode Island Franchise Agreement Addendum

ADDENDUM TO TWO MEN AND A TRUCK® FRANCHISE AGREEMENT
FOR USE IN THE STATE OF RHODE ISLAND

THIS ADDENDUM is made this ___ day of _____, 20___ and modifies a Franchise Agreement of this same date entered into by and between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation, with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office"), and _____ with its principal office at _____ ("Franchisee").

A. Applicable Law. Article X of the Franchise Agreement is amended by adding the following:

> § 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."

IN WITNESS WHEREOF, **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** and Franchisee have caused this Addendum to be executed and entered into as of the day and year first above written.

TWO MEN AND A TRUCK®/ INTERNATIONAL, Inc. a Michigan Corporation	Franchisee
By:_____ Randy Shacka, President	By:_____ Its:

H. Washington Franchise Agreement Addendum

ADDENDUM TO TWO MEN AND A TRUCK® FRANCHISE AGREEMENT
FOR USE IN THE STATE OF WASHINGTON

THIS ADDENDUM is made this ___ day of _____, 20___ and modifies a Franchise Agreement of this same date entered into by and between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation, with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office"), and _____ with its principal office at _____ ("Franchisee").

A. Washington Franchise Investment Protection Act. The State of Washington has a statute, RCW 19.100.180, which may supersede the Franchise Agreement in your relationship with Home Office, including the areas of termination and renewal of your franchise. There may also be court decisions that may supersede the Franchise Agreement in your relationship with Home Office, including the areas of termination and renewal of your franchise.

B. Arbitration. In any arbitration involving a franchise purchased in Washington, the arbitration site shall be either in the State of Washington, or in a place mutually agreed upon at the time of the arbitration, or as determined by the arbitrator.

C. Conflict of Laws. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100.RCW shall prevail.

D. Release or Waiver. A release or waiver of rights executed by a Franchisee shall not include rights under the Washington Franchise Investment Protection Act, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those that unreasonably restrict or limit the statute of limitations period for claims under the Act, rights or remedies under the Act, such as a right to a jury trial, may not be enforceable.

E. Transfer Fees. Transfer fees are collectable only to the extent that they reflect Home Office's reasonable estimated or actual costs in effecting a transfer.

IN WITNESS WHEREOF, **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** and Franchisee have caused this Addendum to be executed and entered into as of the day and year first above written.

TWO MEN AND A TRUCK®/ INTERNATIONAL, Inc. a Michigan Corporation	Franchisee
By:_____ Randy Shacka, President	By:_____ Its:

I. Washington Area Development Agreement Addendum

ADDENDUM TO TWO MEN AND A TRUCK® AREA DEVELOPMENT AGREEMENT FOR USE IN THE STATE OF WASHINGTON

THIS ADDENDUM is made this ___ day of _____, 20___ and modifies an Area Development Agreement of this same date entered into by and between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation, with its principal office at 3400 Belle Chase Way, Lansing, MI 48911-4251 ("Home Office"), and _____ with its principal office at _____ ("Area Developer").

A. Washington Franchise Investment Protection Act. The State of Washington has a statute, RCW 19.100.180, which may supersede the Area Development Agreement in your relationship with Home Office, including the areas of termination and renewal of your franchise. There may also be court decisions that may supersede the Area Development Agreement in your relationship with Home Office, including the areas of termination and renewal of your franchise.

B. Arbitration. In any arbitration involving a franchise purchased in Washington, the arbitration site shall be either in the State of Washington, or in a place mutually agreed upon at the time of the arbitration, or as determined by the arbitrator.

C. Conflict of Laws. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100.RCW shall prevail.

D. Release or Waiver. A release or waiver of rights executed by an Area Developer shall not include rights under the Washington Franchise Investment Protection Act, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those that unreasonably restrict or limit the statute of limitations period for claims under the Act, rights or remedies under the Act, such as a right to a jury trial, may not be enforceable.

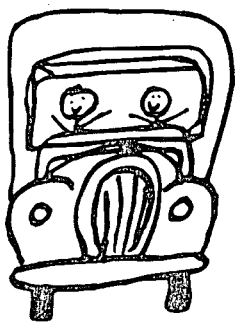
E. Transfer Fees. Transfer fees are collectable only to the extent that they reflect Home Office's reasonable estimated or actual costs in effecting a transfer.

IN WITNESS WHEREOF, **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.** and Area Developer have caused this Addendum to be executed and entered into as of the day and year first above written.

TWO MEN AND A TRUCK®/ INTERNATIONAL, Inc. a Michigan Corporation	Area Developer
By:_____ Randy Shacka, President	By:_____ Its:

Exhibit U

FRANCHISE TERMINATION AND RELEASE AGREEMENT



TWO MEN AND A TRUCK®

"Movers Who Care®"

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.
FRANCHISE TERMINATION AND RELEASE AGREEMENT

THIS AGREEMENT is made effective the ____ day of _____, 20__ between **TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.**, a Michigan corporation ("Home Office") and _____ a _____ ("Franchisee").

1. **Introduction.** Franchisee and Home Office are parties to a Franchise Agreement dated _____, _____ ("Franchise Agreement"), for the operation of a **TWO MEN AND A TRUCK®** franchise in _____ ("Franchise Business"). Franchisee has entered into an agreement to sell the Franchise Business to a buyer acceptable to Home Office ("Buyer"). Home Office has waived its right of first refusal to purchase the Franchise Business and has approved the sale subject to completion of Franchisee's obligations under Article VII, Section 2 of the Franchise Agreement. According to the conditions on transfer under the Franchise Agreement, Home Office and Franchisee are terminating the Franchise Agreement so that Home Office may enter into a new franchise agreement with the Buyer of the Franchise Business.

2. **Termination of Franchise Agreement.** Subject to the terms of this Agreement, Home Office and Franchisee agree that the Franchise Agreement is terminated as of the effective date of this Agreement.

3. **Duties of Franchisee and Guarantors on Termination.** Except as may be authorized by other franchise agreements between Home Office and Franchisee, Franchisee's rights to use the Marks and the System and all other rights associated with being a licensed franchisee of Home Office will cease and the following provisions will apply:

(a) Payment of All Debt Owed Home Office; Escrow Account. Franchisee and its principals and affiliates must pay any and all debt they owe or may in the future owe Home Office, individually or jointly, whether or not such debt arises under the Franchise Agreement. This debt may include, but is not limited to, all royalties, advertising fees, Technology and Support Fees [including those owed for the final month (or portion thereof) of operation of the Franchise Business], and indemnification obligations. Home Office may require that sufficient funds, as it determines in its sole discretion, be placed in an escrow account for up to one year to cover these obligations. Home Office may use the escrowed funds to pay Home Office any amounts that Franchisee may owe Home Office for any reason. After the end of the escrow period, Home Office will return to Franchisee any remaining amounts held in escrow not owed to third parties. Home Office may use any excess amount held in escrow to pay amounts owed by Franchisee to third parties. Since the escrowed funds are intended to cover potential future liability, Franchisee must continue to pay amounts owed to Home Office as those amounts come due and must not rely on Home Office paying those amounts from any amounts held in escrow.

(b) Payment of All Debt Owed Third Parties; Escrow Account. Franchisee must fulfill all obligations to and pay all debt owed or that may in the future be owed to third parties, including any disputed debt, undisputed debt, and customers' damage claims. Home Office may require that sufficient funds, as it determines in its sole discretion based upon past experience and current issues, be placed in an escrow account for up to one year to cover these obligations. Home Office may use the escrowed funds to pay third parties any amounts that Franchisee may

owe the third parties for any reason. After the end of the escrow period and after any pending disputes are resolved and settled, Home Office will return to Franchisee any remaining amounts held in escrow not owed to Home Office. Home Office may use any excess amount held in escrow to pay amounts owed by Franchisee to Home Office. Since the escrowed funds are intended to cover potential future liability, Franchisee must continue to pay amounts owed to third parties as those amounts come due and must not rely on Home Office paying those amounts from any amounts held in escrow.

(c) Cease Operating Business. Franchisee must cease holding itself out as a Franchisee and must stop using all Marks, processes, materials, methods, or promotional materials Home Office provided or licensed to Franchisee. Franchisee must take all necessary steps to disassociate itself from Home Office and the System, including, but not limited to, the removal of signs, destruction of letterhead, and assignment or changing of Telephone Numbers and Internet Tools and the like, unless the same are transferred to the Buyer. Franchisee must take such action as necessary to amend or cancel any assumed name, business name, or equivalent registration that contains any Marks and Franchisee must furnish Home Office with satisfactory evidence of compliance with this obligation within ten (10) calendar days after the effective date of this Agreement.

(d) Return Proprietary Materials and Other Assets. Franchisee must promptly deliver to Buyer or return to Home Office all Manuals, all of Home Office's policies and procedures, forms, any documentation or software relating to the Automation Systems and other software, all training and promotional aids and all other confidential and proprietary information.

(e) Assignment of Telephone Numbers, Email Addresses, Etc. Franchisee must immediately and permanently cease to use all Telephone Numbers and Internet Tools that have been used in the Franchise Business and, if requested by Home Office, must assign all such Telephone Numbers and Internet Tools to Buyer or Home Office. Franchisee must provide to Home Office all information necessary to allow Home Office to access Franchisee's accounts for Telephone Numbers and Internet Tools, including usernames, passwords, and security codes. Franchisee acknowledges that as between Home Office and Franchisee, Home Office has the sole rights to all Telephone Numbers and Internet Tools used in the Franchise Business and all written and online directory listings associated with the Franchise Business and Franchisee authorizes Home Office, and appoints Home Office and any officer of Home Office as its attorney-in-fact, to direct the applicable service providers and all listing agencies to transfer those items to Home Office or its agent or assignee if Franchisee fails or refuses to do so. The applicable service providers and all listing agencies may accept the direction in this Agreement as conclusive evidence of the exclusive rights of Home Office in such Telephone Numbers and Internet Tools and directory listings and as its authority to direct their transfer.

(f) Permit Inspection. Franchisee must permit Home Office to make final inspection of Franchisee's financial records, books, tax returns, and other accounting records within three (3) years after the effective date of this Agreement.

(g) Promise Not to Contest Validity or Ownership of Marks. Franchisee expressly promises that after the termination of the Franchise Agreement, Franchisee will not, directly or indirectly, contest or aid in contesting the validity or ownership of the Marks. Franchisee agrees

not to interfere with, in any manner, or attempt to prohibit the use of the Marks by any other existing or future franchisee or other licensee of Home Office. Whenever Home Office requests, Franchisee agrees to sign any and all other papers, documents, and/or assurances to effectuate this purpose and agrees to fully cooperate with Home Office and/or any other franchisee to secure the necessary and required consents of any governmental agency or legal authority to enable the franchisee to use the Marks.

(h) Confidential Information. Franchisee must immediately and permanently cease using any and all of the Confidential Information in any business or otherwise, and return to Home Office all copies of all Confidential Information that Franchisee has in its possession. Franchisee acknowledges and agrees that it will be liable to Home Office for any unauthorized use of the Confidential Information.

(i) Restrictions on Competition. For three (3) years from and after the termination of the Franchise Agreement (or from and after the date Franchisee ceases the prohibited competition, if later), Franchisee and its affiliates and the principals, officers, shareholders, members, agents, spouses of Franchisee and its affiliates must not, without Home Office's prior written consent, directly or indirectly (either as an individual or in partnership or in conjunction with any other person as principal, agent, shareholder, member or in any other capacity whatsoever) carry on, be engaged in, or be concerned with, or interested in, or advise, lend money to, lease real or personal property to, guarantee the debts or obligations of, or be employed by any person engaged in or concerned with or interested in any Competitive Business located within the Marketing Area or within 20 miles of the Marketing Area, or within the marketing area of any other **TWO MEN AND A TRUCK®** business or within 20 miles of the marketing area of any other **TWO MEN AND A TRUCK®** business existing or planned at the time the Franchise Agreement is terminated. If any covenant that restricts competitive activity is deemed unenforceable by virtue of its scope in terms of area, business activity prohibited, or length of time, but would be enforceable if modified, the parties 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. For purposes of this Agreement, the term "Competitive Business" means: (a) a business that is identical to or similar to a business using the System; (b) any moving, storage, packing, unpacking, or similar business, but not a storage business located off site of a moving business location; or (c) any business granting franchises or licenses to others to operate moving, packing, unpacking, or similar businesses.

(j) Indemnification. Franchisee will indemnify and hold harmless Home Office, it officers, directors, employees, and agents, and any of its franchisees or other licensees from all fines, charges, suits, proceedings, claims, demands, damages, liabilities, costs, and settlements with customers and/or others, including the payment of reasonable attorney's fees, arising out of any action and/or inaction of Franchisee and/or any lawsuit, proceeding of any kind or nature and/or settlement negotiations that relate in any way to the operation of the Franchise Business by Franchisee.

(k) Guarantors. The Guaranty signed by the shareholders, members, officers, directors, and representatives of Franchisee ("Guarantors") will continue in full force and effect and will constitute a guaranty by Guarantors of Franchisee's obligations under this Agreement.

4. **Release.** Franchisee hereby releases and forever discharges Home Office and the representatives, owners, employees, officers, agents and assigns of Home Office from all liability, right, claim, debt and cause of action whatsoever, known or unknown, suspected or unsuspected, which Franchisee ever had, now has or may have at any time based on, arising under or relating to the Franchise Agreement or any other agreement entered into between the parties on or before the date of this Agreement or the relationship between the parties involving the Franchise Agreement and any other agreement or any acts or omissions of Home Office occurring before the effective date of this Agreement; provided that, nothing contained in this Section will affect any obligations of Home Office under this Agreement.

5. **Controlling Law; Venue and Jurisdiction.** This Agreement and its construction and any other disputes between or among the parties will be governed by the laws of the State of Michigan (without reference to the conflicts of laws provisions). Unless otherwise precluded by law, any legal proceedings between the parties must be brought and conducted only in a State or Federal Court in the State of Michigan located in the County in which Home Office's principal office is located and Franchisee consents to those Courts having personal jurisdiction of Franchisee.

6. **Costs of Enforcement.** Franchisee agrees to pay all costs incurred by Home Office in enforcing the provisions of this Agreement, including, but not limited to reasonable attorney fees.

7. **Additional Provisions.** The following additional provisions will apply to this Agreement:

(a) Terms Defined in Franchise Agreement. Any terms defined in the Franchise Agreement (e.g. Marks, System, Confidential Information, Internet Tools, Marketing Area) will have the same meaning in this Agreement unless otherwise defined in this Agreement.

(b) Survival. This Agreement is binding on the heirs, executors, administrators, successors and assigns of the parties.

(c) Entire Agreement. This Agreement supersedes all prior written or oral representations, agreements or understandings with respect to the matters covered in this Agreement and, along with any other agreements referred to in this Agreement, contains the entire agreement between the parties with respect to the matters covered in this Agreement.

(d) Amendment. This Agreement may be amended or modified only by an agreement in writing signed by all the parties.

(e) Waiver. The failure of any party to demand strict compliance with a covenant or condition of this Agreement will not be a waiver of its right to demand strict compliance in the future.

(f) Signing: Counterparts. This Agreement may be signed in two or more counterparts, each of which will be deemed an original even if the signatures of all the parties are not contained in one document. This Agreement will be considered signed by a party if that party signs the

Agreement and faxes or emails a copy of the Agreement containing that party's signature to the other party.

The parties have signed this Agreement on the dates stated opposite their names to be effective as of the date stated at the beginning of this Agreement.

TWO MEN AND A TRUCK®/INTERNATIONAL, Inc.

Dated: _____ By: _____
Randy Shacka, President

(Franchisee)

Dated: _____ By: _____
It's Representative

Exhibit V

RECEIPTS

TWO MEN AND A TRUCK®

"Movers Who Care®"

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 Two Men and a Truck/International, Inc. offers you a franchise, it must provide this disclosure document to you 14 calendar-days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale.

Iowa, New York, and Rhode Island require that we give you this disclosure document at the earlier of the first personal meeting or 10 business days before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship.

Michigan and Oregon require that we give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Two Men and a Truck/International, Inc. 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 and state law may have occurred and should be reported to the Federal Trade Commission, Washington D.C. 20580 and the state agency listed in Exhibit A.

Issuance Date: April 1, 2018

The name, principal business address and telephone number of each franchise seller offering the franchise

_____ (Bethany Karsten and/or Pamela Batten);
3400 Belle Chase Way
Lansing, MI 48911
(800) 345-1070

Other: _____
_____
_____
_____

I received a disclosure document dated April 1, 2018 that included the following Exhibits:

A	List of State Administrators	L	Addendum—Captive Insurance Program
B	List of Agents for Service of Process	M	Records and Bookkeeping Franchise Addendum
C	Franchise Agreement	N	Risk Management and Safety Services Addendum
D	Preliminary Approval Agreement	O	Non-Disclosure and Confidentiality Agreement
E	Addendum to Franchise Agreement-Renewal	P	Confidentiality and Noncompetition Agreement
F	Addendum—Warehouse Storage Services	Q	List of Franchisees
G	Addendum—Portable Storage Services	R	List of Franchisees that Recently Left System
H	Value Flex Program Hub Addendum	S	Financial Statements
I	Value Flex Program Feeder Addendum	T	Registration State's FDD and FA Addenda
J	Addendum to Franchise Agreement-Mini-Market	U	Franchise Termination and Release Agreement
K	Area Development Agreement	V	Receipts

Please sign and date this Receipt and mail original to Franchise Development, 3400 Belle Chase Way, Lansing, MI 48911, fax number (800) 278-6114).

Date: _____

_____
(Signature of Prospective Franchisee)

_____
(Print Name)

RECEIPT

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_____
(Print Name)