

FRANCHISE DISCLOSURE DOCUMENT



ALLIANCE FRANCHISE BRANDS LLC
a Michigan Limited Liability Company
47585 Galleon Drive
Plymouth, Michigan 48170-2466
(800) 726-9050
www.alliancefranchisebrands.com

As a franchisee, you will market a full range of marketing and business communication services to businesses and the general public.

The total initial investment necessary to acquire an independent business and transition such business to an *Allegra* Center under our MatchMaker® program ranges from \$128,194 to \$410,695. This includes \$60,000 that must be paid to the franchisor or its affiliates.

We also offer a franchise to qualified candidates that own an independent business to retain ownership of the business and transition the existing business to an *Allegra* Center through our Advantage program. The total investment necessary to transition your existing business to an *Allegra* Center through our Advantage program ranges from \$27,677 to \$271,252. This includes \$17,500 that must be paid to the franchisor or its affiliates.

The total initial investment necessary to transition an existing *American Speedy Printing* center or an *Insty-Prints* center to an *Allegra* center ranges from \$10,000 to \$208,107. No amount must be paid to the franchisor or its affiliates to transition an existing *American Speedy Printing* center or an *Insty-Prints* center to an *Allegra* center.

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

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact the Legal & Franchise Compliance Department at Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466, (800) 726-9050.

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

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

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

ISSUANCE DATE: March 25, 2022

How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

QUESTION	WHERE TO FIND INFORMATION
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or Exhibits K and L.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit M includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only Allegra business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What's it like to be an Allegra franchisee?	Item 20 or Exhibits K and L lists current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need To Know About Franchising *Generally*

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

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

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

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

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

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

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

Some States Require Registration

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

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

Special Risks to Consider About *This Franchise*

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

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by mediation, arbitration and/or litigation only in Michigan. Out-of-state mediation, arbitration, or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate, or litigate with the franchisor in Michigan than in your own state.
2. **Spousal Liability.** Your spouse must sign a document that makes your spouse liable for all financial obligations under the franchise agreement even if your spouse has no ownership interest in the franchise. This guaranty will place both your and your spouse's marital and personal assets, perhaps including your house, at risk if your franchise fails.

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

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

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

- (a) A prohibition on the right of a franchisee to join an association of franchisees.
- (b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protections provided in the Michigan Franchise Investment Act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.
- (d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (i) the term of the franchise is less than 5 years and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.
- (e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.
- (f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.
- (g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:
 - (i) The failure of the proposed transferee to meet the franchisor's then current reasonable qualifications or standards.
 - (ii) The fact that the proposed transferee is a competitor of the franchisor or subfranchisor.

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

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

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

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

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

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

Any questions regarding this notice should be directed to:

Michigan Attorney General's Office
Consumer Protection Division
Attention: Franchise Section
G. Mennen Williams Building, 1st Floor
525 West Ottawa Street
Lansing, Michigan 48933
Telephone Number: 517-373-7117

Note: Despite subparagraph (f) above, we intend, and we and you agree to fully enforce the arbitration provisions of the Franchise Agreement. We believe that paragraph (f) is unconstitutional and cannot preclude us from enforcing these arbitration provisions. You acknowledge that we will seek to enforce this section as written.

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

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APPLICABLE STATE LAW MIGHT REQUIRE ADDITIONAL DISCLOSURES RELATED TO THE INFORMATION CONTAINED IN THIS FRANCHISE DISCLOSURE DOCUMENT, AND MIGHT REQUIRE A RIDER TO THE FRANCHISE AGREEMENT. THESE ADDITIONAL DISCLOSURES AND RIDERS, IF ANY, APPEAR IN EXHIBIT P.

ITEM 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

Franchisor, Parent and Affiliates

To simplify the language in this franchise disclosure document (this “Disclosure Document”), “AFB,” “we” and “us” mean Alliance Franchise Brands LLC (formerly known as Allegra Network LLC), the franchisor. “You” means the person who buys the franchise from Alliance Franchise Brands LLC. If you are a corporation, partnership or limited liability company, your owners will have to guarantee your obligations and be bound by the provisions of the franchise agreement and other agreements as described in this Disclosure Document. The spouse of an owner will also be required to acknowledge the guaranty.

We organized as a limited liability company in Michigan on October 6, 2000 under the name Allegra Network LLC. We changed our name to Alliance Franchise Brands LLC on December 31, 2019. We conduct business under our corporate name and *Alliance Global Graphics*. Our principal business address is 47585 Galleon Drive, Plymouth, Michigan 48170-2466 and our telephone number is (800) 726-9050. Our agents for service of process are listed on Exhibit A of this Disclosure Document.

We have offered franchises for *American Speedy*[®] *Printing Centers* and *Allegra*[®] *Centers* since our inception, *Insty-Prints*[®] centers since January 2002, *Signs Now*[®] centers from January 2005 to December 2016 and since January 2020, and *RSVP*[®] businesses since May 2019. As of February 2021, we own and operate one *RSVP* business. As of December 31, 2021, there were 161 franchised *Allegra* Centers, 8 franchised *American Speedy Printing* centers, 22 franchised *Insty-Prints* centers, and 54 franchised *RSVP* businesses in the United States.

On December 31, 2012, we assumed the franchise agreements for *Speedy Printing*[®] *Center* franchises, *Zippy Print* franchises, *Allegra* franchises and *Signs Now* franchises operating in Canada from Allegra of North America Inc., a former affiliate, and became the franchisor for these Canadian franchises. As of December 31, 2021, there were 27 *Allegra* franchises and 1 *Speedy Printing Center* franchise located in Canada. *Allegra*, *Insty-Prints* and *American Speedy Printing* centers offer a full range of marketing and business communication services. From June 2015 to June 2016, we offered franchises for businesses that offer digital and direct marketing services under the name *CORE Communications*[®]. As of December 31, 2021, no licensees were authorized to use the *CORE Communications* trademark.

On December 31, 2019, our former affiliate, Sign & Graphics Operations LLC (“SGO”) merged into AFB. SGO had offered franchises for *Signs by Tomorrow*[®] centers since February 2012, *Image360*[®] centers since February 2013, and *Signs Now* centers since January 2017. As a result of the merger, we became franchisor for the *Image360*, *Signs Now* and *Signs by Tomorrow* franchise systems and offer franchises for *Image360*, *Signs Now* and *Signs by Tomorrow* centers as of January 2020. *Image360* centers offer professional graphic solutions services. *Signs Now* and *Signs by Tomorrow* centers offer sign and graphics communication services. As of December 31, 2021, there were 130 franchised *Image360* centers, 70 franchised *Signs Now* centers, and 81 franchised *Signs by Tomorrow* centers in the United States. As of December 31, 2021, there were 4 franchised *Image360* centers and 2 franchised *Signs Now* centers in Canada.

On December 31, 2021, our affiliate, KK Printing Canada ULC (“KKP Canada”) transferred and assigned to AFB all its franchise agreements, and AFB assumed the franchise agreements for KKP franchises from KKP Canada and became the franchisor for these franchises. AFB began offering franchises for KKP Centers in Canada in January 2022, and has not operated any KKP Centers. On January 1, 2022, KKP Canada amalgamated with Alliance Franchise Brands Canada ULC (formerly known as Allegra

Corporation of Canada ULC). KKP Canada offered franchises for Kwik Kopy Printing centers in Canada from April 2017 to December 2021. KKP centers offer a full range of marketing and business communication services. As of December 31, 2021, there were 24 franchised KKP Centers in Canada.

Our affiliate, AFB IP Holdings LLC (formerly known as Allegra Holdings LLC) (“AFB IP Holdings”), owns the Marks (defined below) and has licensed us to use and sublicense the use of the Marks. AFB IP Holdings also owns the marks for all of our other franchise brands and licenses us to use and to sublicense the use of such marks.

Our affiliate, AFB Corporate Operations LLC (“AFBCO”) (formerly known as AN Corporate Center LLC), currently owns and operates 2 *Allegra* Centers and 2 *Image360* Centers, and may provide you with goods and services.

Alliance Franchise Holdings LLC (formerly known as Alliance Franchise Brands LLC) (“AF Holdings”), is the parent company of AFB and AFB IP Holdings. AFB IP Holdings, AF Holdings, and AFBCO share our principal place of business.

Except for the two prototype digital print centers developed by our affiliates in 2004, and except as otherwise described above, neither we, our parents, nor our affiliates or predecessors have conducted the type of business that a franchisee will operate or offered franchises in any other line of business; however, we or they may do so in the future.

Under separate disclosure documents, we offer franchises in the United States for professional graphic solutions services under the *Image360* name and trademark, for sign and graphics communication services under the *Signs By Tomorrow* and *Signs Now* names and trademarks, and for direct mail advertising services under the *RSVP* names and trademarks. We offer franchises in Canada for marketing and business communication services businesses under the *Allegra*, *KKP*, and *Speedy Printing Center* names and trademarks, for professional graphic solutions services under the *Image360* name and trademark, and for sign and graphics communications services under the *Signs Now* name and trademark.

The Franchise

Under this Disclosure Document, we offer franchises for *Allegra*, *American Speedy Printing*, and *Insty-Prints* Centers under our franchise agreement attached to this Disclosure Document as Exhibit B (the “Franchise Agreement”). We currently only grant franchises for *American Speedy Printing* and *Insty-Prints* Centers to franchisees who qualify for a renewal franchise and to purchasers of existing Centers.

Until November 2009, we offered franchises for *Allegra* Centers under the *Allegra Print & Imaging* name and mark. As of January 2010, we required all *Allegra Print & Imaging* Centers to operate under the *Allegra* name. Franchisees that operate under the *Allegra* names and trademarks operate using various taglines, including *Allegra Print & Imaging* or *Allegra Marketing Print Mail*. If you are purchasing a franchise for a MatchMaker Center, an Advantage Center, an existing Center or transitioning your existing *American Speedy Printing* Center or *Insty-Prints* Center to an *Allegra* Center, you will be required to use the tagline *Allegra Marketing Print Mail*.

We grant the following franchises for *Allegra* Centers:

- (1) franchises for the acquisition of independent marketing and business communication services businesses through our MatchMaker program. We may introduce you to owners of independent marketing and business communication services businesses who are interested in selling their businesses through our MatchMaker program. If you are purchasing a franchise to operate an

Allegra Center through our MatchMaker program, you may acquire an independent business from a third party and transition that business to an *Allegra* Center meeting our standards and specifications (a “MatchMaker Center”). Any franchisee who purchases a MatchMaker Center must sign the addendum to the Franchise Agreement attached to this Disclosure Document as Exhibit H (the “MatchMaker Addendum”). MatchMaker Centers complete most of the services they offer in house, including conventional offset printing, instead of outsourcing to third parties.

- (2) franchises to owners of independent marketing and business communication services businesses who want to retain ownership of their businesses and, through our Advantage program, transition their businesses to an *Allegra* Center meeting our standards and specifications (an “Advantage Center”). A franchisee purchasing a franchise for an Advantage Center must sign the addendum to our Franchise Agreement for Advantage Centers attached to this Disclosure Document as Exhibit G (the “Advantage Addendum”).
- (3) franchises to purchasers of existing *Allegra* Centers.
- (4) franchises to owners of existing *American Speedy Printing* or *Insty-Prints* Centers who want to transition their Centers to an *Allegra* Center. A franchisee transitioning their Center must sign the Transition Addendum to Franchise Agreement attached to this Disclosure Document as Exhibit I (the “Transition Addendum”).
- (5) franchises for renewal *Allegra* Centers.

Allegra, *American Speedy Printing* and *Insty-Prints* Centers provide marketing and business communication services, including consulting and project management, printing, mailing, graphic design, copywriting, direct mail, e-mail and web marketing and more to its customers. We may allow *Allegra*, *American Speedy Printing* and *Insty-Prints* Centers to vary in the type of products and services they offer, but all products and services must be approved by us. An *Allegra*, *American Speedy Printing* or *Insty-Prints* Center may outsource certain services approved by us to local partners, our internal Alliance Resource Center (described in Item 6), or our affiliates. Unless specifically identified, all references to “Centers” in this Disclosure Document shall refer to *Allegra*, *American Speedy Printing*, and *Insty-Prints* centers.

Under our Franchise Agreement, you must operate a Center at a designated location. You must use our distinctive business formats, systems, methods, procedures, designs, layouts, standards and specifications, all of which we may modify periodically (“System”). You also must use our trademarks, service marks, trade names, logos, trade dresses and other commercial symbols we designate periodically for your Center (collectively, the “Marks”). Your Franchise Agreement will specifically state whether you will operate a Center for the *Allegra*, *American Speedy* or the *Insty-Prints* concept (the “Designated Brand Concept”).

We also have an acquisition program under which we provide services to existing franchisees regarding the potential acquisition of independent marketing and business communication services businesses.

You will compete with local, regional and national companies offering printing, copying, signs, marketing communication and graphics services. The market for these services is developed and competitive in most areas of the United States.

Laws and Regulations

We are not aware of any laws or regulations specific to the operation of marketing and business communication services businesses other than Occupational Safety and Health Administration and environmental protection laws. You must comply with all local, state and federal laws, regulations and government orders that apply to any business. We urge you to make inquiries about these laws and regulations.

ITEM 2

BUSINESS EXPERIENCE

CHIEF EXECUTIVE OFFICER: MICHAEL MARCANTONIO

Michael Marcantonio has served as our Chief Executive Officer since July 2011 and also served as our Chief Strategy Officer from January 2006 to June 2011. He has also served as Chief Executive Officer of AF Holdings, located in Plymouth, Michigan, since December 2012. He has also served as the Manager of AFB IP Holdings, located in Plymouth, Michigan, since July 2011. He served as the Director and Chief Executive Officer of KKP Canada, located in Plymouth, Michigan, from August 2016 to December 2021. He served as SGO's Manager, located in Middle River, Maryland, from December 2011 to December 2019 and SGO's Chief Executive Officer from November 2012 to December 2019. He served as Chief Executive Officer of Alliance Brands Staffing LLC ("ABS"), located in Plymouth, Michigan, from September 2013 to December 2019. He is the founder and has served as Manager of MKM Ventures LLC, an investment company located in Plymouth, Michigan, since February 2000.

CHIEF TECHNOLOGY OFFICER: JOSEPH D'AGUANNO

Joseph D'Aguanno has served as our Chief Technology Officer since August 2013. He also served as Chief Technology Officer of KKP Canada, located in Plymouth, Michigan, from August 2016 to December 2021. Mr. D'Aguanno also served as the Chief Technology Officer of SGO, in Middle River, Maryland, from August 2013 to December 2019.

CHIEF ADMINISTRATIVE OFFICER: LAURA PIERCE

Laura Pierce has served as our Chief Administrative Officer since January 2021. Ms. Pierce previously served as our Executive Vice President Finance & Administration from January 2015 to December 2020, Vice President of Finance & Administration from January 2012 to January 2015, Vice President and Controller from October 2004 to December 2011, and Controller from October 2000 to October 2004. She has served as Chief Administrative Officer of AF Holdings, located in Plymouth, Michigan, since January 2021, and was AF Holdings' Executive Vice President of Finance & Administration from January 2015 to December 2020, and its Vice President of Finance & Administration of AF Holdings from December 2012 to January 2015. She also served as Chief Administrative Officer of KKP Canada, located in Plymouth, Michigan, from January 2021 to December 2021, as its Secretary from August 2016 to December 2021, and as its Executive Vice President of Finance & Administration from August 2016 to December 2020. She also served as SGO's Executive Vice President of Finance & Administration, located in Middle River, Maryland, from January 2015 to December 2019, and was SGO's Vice President of Finance & Administration from February 2012 to January 2015. She served as Executive Vice President of Finance & Administration of ABS, located in Plymouth, Michigan, from January 2015 to December 2019, and was the Vice President of Finance & Administration of ABS from September 2013 to January 2015.

CHIEF DEVELOPMENT OFFICER: MICHAEL CLINE

Michael Cline has served as our Chief Development Officer since January 2021. Mr. Cline previously served as our Vice President Franchise Development & Mergers and Acquisitions from January 2020 to December 2020. Prior to that he served as SGO's Vice President of Franchise Development, in Middle River, Maryland, from January 2015 to December 2019, and was previously SGO's Director of Franchise Development from February 2012 to January 2015. Mr. Cline also previously held the same positions with us, until his responsibilities with us ended in December 2016. Prior to that, he was the Director of Franchise Development for SBT-USA in Columbia, Maryland from October 2007 to February 2012.

PRESIDENT FRANCHISE OPERATIONS: RAMON PALMER, JR.

Ramon Palmer, Jr. has served as our President Franchise Operations since January 2021. Mr. Palmer previously served as our President – Sign & Graphics Division from January 2020 to December 2020. Prior to that he served as SGO's President, in Middle River, Maryland, from February 2012 to December 2019. He also served as President of our Sign & Graphics Division from June 2012 to December 2016. From November 2010 to February 2012, he was President and Chief Executive Officer of Signs by Tomorrow – USA Inc. (“SBT-USA”) in Columbia, Maryland.

VICE PRESIDENT LEGAL & FRANCHISE COMPLIANCE: MEREDITH FLYNN

Meredith Flynn has been our Vice President Legal & Franchise Compliance since May 2016, and was our Vice President of Financial Services & Franchise Compliance from June 2010 to April 2016, our Director of Financial Services & Franchise Compliance from November 2004 to May 2010, and our Financial Services Manager from October 2000 to November 2004. She also served as Vice President of Legal & Franchise Compliance of KKP Canada, located in Plymouth, Michigan, from August 2016 to December 2021. She also served as SGO's Vice President of Legal & Franchise Compliance, located in Middle River, Maryland, from May 2016 to December 2019, and its Vice President of Financial Services & Franchise Compliance from February 2012 to May 2016.

VICE PRESIDENT MARKETING: BURKE CUENY

Burke Cueny has served as our Vice President Marketing since January 2021. Mr. Cueny previously served as our Vice President Marketing & Communications – Sign & Graphics Division from January 2020 to December 2020. Prior to that he served as SGO's Vice President of Marketing & Communications, in Middle River, Maryland, from October 2015 to December 2019. He also provided services to our Sign & Graphics Division from October 2015 to December 2016.

VICE PRESIDENT BUSINESS DEVELOPMENT: JESSICA ENG

Jessica Eng joined AFB in July 2003 and has served as our Vice President Business Development since January 2021. Prior to that she served as our Vice President Marketing & Communications – Marketing & Print Division from January 2020 to December 2020, and Vice President of Marketing from May 2010 to December 2019. She also served as Vice President Business Development of KKP Canada, located in Plymouth, Michigan, from January 2021 to December 2021, and as KKP Canada's Vice President of Marketing from August 2016 to December 2020.

VICE PRESIDENT FRANCHISE BUSINESS CONSULTING: JOHN CASTILLO

John Castillo has served as our Vice President Franchise Business Consulting since January 2021. Mr. Castillo previously served as our Vice President Operations – Sign & Graphics Division from January 2020 to December 2020. Prior to that he served as SGO’s Vice President of Field Operations, in Middle River, Maryland, from January 2019 to December 2019, and as its Director of Field Operations from January 2015 to December 2018.

VICE PRESIDENT TRAINING & RIGHTSTART: STEPHEN HOYLE

Stephen Hoyle has served as our Vice President Training & RightStart since January 2021. Mr. Hoyle previously served as our Vice President Franchise Services – Sign & Graphics Division from January 2020 to December 2020. Prior to that he served as SGO’s Vice President of Franchise Operations from January 2019 to December 2019, and was SGO’s Senior Director of Franchise Operations from February 2012 to January 2019.

ITEM 3

LITIGATION

Concluded:

Phil McIntyre and Begotten Son Corp. v. Sign & Graphics Operations LLC, Alliance Franchise Brands LLC, and Image360, No. 17-10-12132 (284th Judicial District Court of Montgomery County, Texas) and No. 4:18-cv-00403 (United States District Court for the Southern District of Texas, Houston Division); Sign & Graphics Operations LLC v. Begotten Son Corp., Phillip McIntyre, and Anita Kay McIntyre, AAA No. 01-18-0000-7252 (American Arbitration Association); Sign & Graphics Operations LLC v. Begotten Son Corp., Phil McIntyre and Anita Kay McIntyre, No. 2:19-cv-12727-PDB-APP (United States District Court for the Eastern District of Michigan). On October 6, 2017, a former Image360 franchisee, Begotten Son Corp., and its owner, Phil McIntyre, filed a petition in the 284th Judicial District Court of Montgomery County, Texas against SGO, AF Holdings, and Image360 for breach of contract, fraud in real estate and stock transactions, conversion, fraud, negligent misrepresentation, promissory estoppel, accounting, unjust enrichment, and violations of the Texas Deceptive Trade Practices Act and Business Opportunity Act based on allegations that defendants (1) failed to provide the support and infrastructure promised to plaintiffs, (2) limited plaintiffs’ access to other franchisees prior to signing the franchise agreement, (3) revoked plaintiffs’ exclusive franchised territory, and (4) filed an improper exemption from the Texas Business Opportunity Act. Plaintiffs also claimed the franchise agreement is void and unenforceable because it is unconscionable and a contract of adhesion. Plaintiffs requested a disclosure under Texas Rule of Civil Procedure 194.2 and sought an unspecified amount of monetary damages together with interest and an award of their attorneys’ fees and costs. On February 12, 2018, SGO and AF Holdings filed a notice of removal to the United States District Court for the Southern District of Texas, Houston Division. On February 15, 2018, SGO and AF Holdings filed an answer and affirmative defenses, denying each of plaintiffs’ allegations against them. On February 16, 2018, SGO and AF Holdings filed an unopposed motion to stay pending arbitration, which was granted by the court on February 23, 2018. On February 9, 2018, SGO filed an arbitration demand before the American Arbitration Association against the former Image360 franchisee, Begotten Son Corp., and its guarantors, Phillip and Anita Kay McIntyre, for breach of contract based on respondents’ failure to comply with their post-termination obligations under the parties’ franchise agreement and guaranty and assumption of obligations, including their failure to pay past due amounts and lost future royalties and marketing and advertising contributions owed. On May 7, 2019, the arbitrator issued a final award in SGO’s favor, awarding SGO liquidated

damages, attorneys' fees and costs in excess of \$113,000, and ordering respondents to comply with their post-termination obligations under the franchise agreement. On September 19, 2019, SGO filed a petition to confirm the arbitration award in the United States District Court for the Eastern District of Michigan. On November 20, 2019, SGO requested the clerk of court to enter a default against the respondents, and a default was entered by the clerk as to each respondent that same day. On January 27, 2020, AFB (as successor to SGO) moved for entry of default judgment. The motion was granted and judgment was entered in favor of AFB on April 29, 2020.

Signs by Tomorrow of Siouxland, Inc., Douglas Potts, and Joan Fickler v. Sign & Graphics Operations LLC, No. LACV 175038 (Iowa District Court for Woodbury County). On April 3, 2017, a Signs By Tomorrow franchisee and its shareholders filed a complaint in the Iowa District Court for Woodbury County against our former affiliate SGO for breach of contract and breach of the duty of good faith and fair dealing pursuant to Iowa Code Section 537A.10 based on SGO's termination of the Signs By Tomorrow development fund. Plaintiffs sought a declaratory judgment that (1) SGO materially breached the parties' franchise agreement, (2) plaintiffs were excused from performing their obligations under the franchise agreement, and (3) the franchise agreement was null and void due to SGO's alleged breaches. Plaintiffs also sought an unspecified amount of monetary damages together with an award of their attorneys' and experts' fees and costs. On May 15, 2017, SGO filed an answer and affirmative defenses, denying plaintiffs' claims. On August 9, 2017, plaintiffs moved for summary judgment on each of their claims, which the court denied in full on November 22, 2017. SGO moved for summary judgment against plaintiffs on February 6, 2018, and the estate of Douglas Potts was substituted in as plaintiff Douglas Potts. On March 27, 2018, the parties entered into a settlement agreement in which (1) plaintiffs agreed to dismiss their claims against SGO with prejudice, (2) the parties entered into mutual releases, (3) the parties agreed to extend the term of the franchise agreement by three years (contingent upon the estate's approval of the transfer of Douglas Potts's shares in Signs by Tomorrow of Siouxland, Inc. to Joan Fickler), and (4) the estate of Douglas Potts was released from the franchise agreement. Plaintiffs dismissed their claims against SGO with prejudice on March 27, 2018.

Allegra Network LLC v. United Sign Ventures, LLC, Gary Warnecke and Kirk Seager, AAA No. 01-16-0003-5074. On August 18, 2016, we filed a demand for arbitration with the American Arbitration Association against a former franchisee, United Sign Ventures, LLC, and its guarantors for failure to pay amounts due under the franchise agreement and promissory note, and failure to comply with their post-termination obligations under the franchise agreement and guaranty. We sought monetary damages. On September 30, 2016, respondents filed an answer and counterclaim against us requesting an accounting of all financial receipts and information we received that was related to the appropriation or amount of fees paid or owed by respondents, and alleging breach of contract and fraudulent and false claims. On November 14, 2016, respondents filed an amended counterclaim alleging breach of contract, silent fraud, negligent fraud and fraudulent misrepresentations, breach of fiduciary duty, economic duress, and breach of the Michigan Franchise Investment Law. On April 5, 2018, the parties entered into a settlement agreement in which defendants agreed to pay us \$100,000 and comply with their post-termination obligations under their franchise agreement in exchange for a mutual general release. Also on April 5, 2018, the arbitrator entered the Consent Arbitration Award and closed its file.

Suit to Enforce a Non-Competition Provision and Other Post-Termination Obligations:

Alliance Franchise Brands LLC v. IPS New, Inc., James Breedlove, and Tina Breedlove, AAA No. 01-21-0016-8953, filed October 12, 2021, against a former franchisee and its personal guarantors.

Other than the above matters, no litigation is required to be disclosed in this Item.

ITEM 4

BANKRUPTCY

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

ITEM 5

INITIAL FEES

INITIAL FRANCHISE FEE FOR ADVANTAGE CENTER

You must pay us an initial franchise fee of \$10,000 if you are purchasing a franchise for an Advantage Center. The initial fee is due and fully earned when you sign the Franchise Agreement, and is not refundable under any circumstance.

INITIAL FRANCHISE FEE FOR EXISTING OR ADDITIONAL CENTER

If you are purchasing an existing Center (an “Existing Center”), you must pay us an initial franchise fee of \$25,000. The initial fee is due in a lump sum before we consent to the transfer and is not refundable under any circumstance.

If you are our existing franchisee, and you are in compliance with your franchise agreement with us and meet the then-current qualifications for new franchisees, we will charge you a reduced initial franchise fee in the amount of \$10,000 if you buy a franchise for a Center. The initial franchise fee is due in a lump sum when you sign the Franchise Agreement and is not refundable under any circumstance.

INITIAL FRANCHISE FEE FOR MATCHMAKER CENTERS

You must pay us an initial franchise fee of \$45,000 if you are purchasing a franchise for a MatchMaker Center. The initial franchise fee is due in a lump sum when you sign the Franchise Agreement. If we have not presented at least two qualified independent businesses to you within six months of signing the Franchise Agreement, then you may terminate the Franchise Agreement and we will refund 25% of the initial franchise fee to you. If you do not provide us written notice of termination of the Franchise Agreement within 30 days following the expiration of the six month period, the initial franchise fee is fully earned by us. However, if you do not complete the acquisition of the independent business within one-year after you sign the Franchise Agreement, either party may terminate the Franchise Agreement. In such event, we will refund 50% of the initial franchise fee if no seller has accepted a letter of intent from you for the acquisition of any independent business. As a condition to the refund, you and your owners must sign a general release in the form prescribed by us of any and all claims against us and our affiliates and their respective owners, directors, officers, employees, and agents. If neither party terminates the Franchise Agreement within ten days after the one year anniversary of the date of the Franchise Agreement, then you have an additional 180 days to acquire an independent business and we will retain all of the initial franchise fee. Except as described above, the initial franchise fee is not refundable under any circumstance.

INITIAL FRANCHISE FEES FOR CONVERSION

If you are an existing franchisee converting your *American Speedy Printing Center* or *Insty-Prints Center* into an Allegra Center, we will not charge you an initial franchise fee or a conversion fee.

KICKSTART INITIAL MARKETING DEPOSIT

If you are purchasing a franchise for a MatchMaker Center, you must submit to us a one-time deposit equal to \$15,000 for our KickStart initial marketing program that we have developed to promote the Center. However, if you are an existing franchisee and are purchasing a franchise for an additional Center, you are purchasing a franchise for an Advantage Center, you are purchasing an Existing Center, or you purchase an *American Speedy Printing* or *Insty-Prints* Existing Center that we require you to transition to an *Allegra* Center, the deposit for your KickStart initial marketing program will be \$7,500. If you are an existing franchisee transitioning your existing Center to an *Allegra* Center, you will not be required to purchase the KickStart initial marketing program. The initial marketing deposit is payable in full, is fully earned by us when you sign the Franchise Agreement, and is not refundable under any circumstances.

We will determine the contents of the KickStart initial marketing program based on the sales volume and marketing needs of the Center. The KickStart initial marketing program includes first year required spending on direct mail, digital advertising, marketing collateral (including brochures and folders), and a portion of your convention attendance for one person during your first year of operation.

REFERRAL FEE

If you were referred to us by an existing franchisee and purchase a MatchMaker franchise from us, we will pay such franchisee a referral fee of \$15,000. This does not apply if an existing franchisee sells you their Existing Center.

IFA VETFRAN PROGRAM, IFA DIVERSITYFRAN PROGRAM AND FIRST RESPONDER DISCOUNT

We are a member of the International Franchise Association (“IFA”) and participate in the IFA’s VetFran Program, which provides a 25% discount on the initial franchise fee for veterans of the U.S. Armed Forces who meet the requirements of the VetFran Program. We also participate in the IFA’s DiversityFran Program, which provides a 25% discount on the initial franchise fee for individuals who meet the requirements of the DiversityFran Program and are referred to us through the DiversityFran Program.

First responders also will receive a 25% discount on the initial franchise fee. First responders are persons with specialized training, who are among the first to arrive and provide assistance at the scene of an emergency, such as an accident, natural disaster, or other catastrophic event, and include paramedics, emergency medical technicians, police officers, sheriffs and firefighters.

ITEM 6

OTHER FEES

Type of Fee ¹	Amount	Due Date	Remarks
Royalties ^{2,3}	Sliding scale as follows: - 6% of Gross Sales ⁴ in each calendar year up to and including \$1,129,498; - 4% of Gross Sales in each calendar year in excess of \$1,129,498 up to and including \$2,258,996; and - 1.5% of Gross Sales in each calendar year in excess of \$2,258,996.	Payable by 20th day of each month via electronic funds transfer	

Type of Fee ¹	Amount	Due Date	Remarks
Marketing Fund contribution ²	<p><u>Allegra and American Speedy Printing Centers:</u> 1% of Gross Sales, not to exceed \$10,871 for the 2022 calendar year (as adjusted by us to reflect any changes in the Consumer Price Index) per Center, per annum⁵</p> <p><u>Insty-Prints Centers:</u> 2% of Gross Sales, not to exceed \$22,850 for the 2022 calendar year (as adjusted by us to reflect any change in the Consumer Price Index) per Center, per annum⁵</p>	Payable by 20th day of each month, via electronic funds transfer	If you own an <i>Allegra</i> or <i>American Speedy Printing Center</i> , we may raise the fee to a maximum of 3% of Gross Sales. (See Item 11) The Marketing Fund caps will be adjusted for each calendar year on or before March 15, of such calendar year.
Acquisition Service Fee	If you retain us to provide acquisition consulting services to you regarding the potential acquisition of an independent marketing and business communication services business, \$1,500 to \$3,000. ⁶ (However, if these services are retained in connection with the acquisition of the original independent marketing and business communication services business for your first Center, we will waive this fee.)	Payable at the time the acquisition closes	The amount of these fees is subject to change at our discretion. If you have signed a MatchMaker Addendum, this fee does not apply to the MatchMaker Center you acquire.
Additional Assistance Expense	Travel and lodging expenses incurred, plus our then applicable per diem charges (currently \$250 per day per person)	As incurred	If you request additional or special guidance, assistance, certification programs or training, we may charge you our then applicable fees.
Alliance Resource Center (“ARC”) Fees ⁷	Will vary based on project, typically you will be charged \$60 to \$90 per hour	As incurred, payable by credit card	You must pay us or our affiliates ARC fees for projects that you outsource to the ARC.
Audit	Cost of audit, including the charges of any attorneys and independent accountants, travel expenses, room and board, and per diem personnel charges plus our fees and interest (currently \$1,000 per day per person)	15 days after audit report received	This fee is payable only if we find that you have underreported any amount to us by 5% or more, or if the audit is caused by your failure to provide required information or documents.
Brand Audit Fee	Cost of audit including lodging, travel expenses and per diem personnel charges (currently \$1,000)	15 days after brand audit is completed	This fee is payable only if the audit is caused by your failure to comply with the brand standards applicable to your Designated Brand Concept, as described in the Operations Materials.

Type of Fee ¹	Amount	Due Date	Remarks
Convention registration fees	The then-current registration fee (currently, \$350)	Prior to attendance at the convention, payable by credit card	You must pay this fee for each person who attends the annual convention. Any individual attending the convention who has not signed the Franchise Agreement or a form of Guaranty and Assumption of Obligations (See Exhibit D) must execute our then-current form of Confidentiality and Non-Solicitation Agreement (See Exhibit E for current form).
Costs, accounting and attorneys' fees	Will vary based on circumstances	As incurred	These fees are payable if we prevail in a proceeding initiated by you or us.
Dual-Brand Fee	Currently \$100 per month but subject to change	Paid monthly by credit card	If you will operate both an <i>Allegra</i> Center and an <i>Image360</i> Center under franchise agreements with us, then you will pay this fee to us for dual-brand marketing materials, programs and support.
Indemnification	Will vary under circumstances	As incurred	You must reimburse us if we are held liable for claims from operation or resale of your franchised business or from your breach of the Franchise Agreement.
Insufficient Funds Fee	Currently \$25 but subject to change	Upon demand	This fee is payable if there are insufficient funds in your account to cover electronic fund transfer withdrawals. We may also attempt to debit your account again periodically until funds are available (but no more than once every 5 days) and you will be charged the insufficient funds fee per each instance in which the funds are not available.
Insurance	Amount needed to reimburse us for mandatory insurance coverage	Upon demand	We have the right to purchase insurance for you if you fail to do so.
Interest	Lesser of 1.5% of the monthly outstanding balance or highest contract rate of interest allowed by law	When billed	Interest applies to all amounts owed to us or our affiliates.

Type of Fee ¹	Amount	Due Date	Remarks
Liquidated Damages	Will vary under circumstances	As incurred	If the Franchise Agreement is terminated because of your (or your owners) default or by you without cause, you will pay us the then net present value of the standard Royalty fees, Marketing Fund contributions and Local Marketing Cooperative contributions that would have become due from the date of termination to the earlier of (a) three years following termination, or (b) the scheduled expiration date of the Franchise Agreement. For this purpose, the Royalty fees, Marketing Fund contributions and Local Marketing Cooperative contributions shall be calculated based on Gross Sales of your Center for the 12 months preceding the termination date. In the event your Center was not in operation or you did not report Gross Sales for at least 12 months preceding the termination date, the Royalty fees, Marketing Fund contributions and Local Marketing Cooperative contributions will be calculated based on the average monthly Gross Sales of all Centers of your Designated Brand Concept during the fiscal year immediately preceding the termination date.
Local Marketing Cooperative contribution ²	Not to exceed 1% of Gross Sales without approval of the Local Marketing Cooperative	Payable by 20th day of each month, via electronic funds transfer	If a Local Marketing Cooperative is formed in your geographic region, your contribution may increase if the members of the Local Marketing Cooperative approve a higher percentage according to the bylaws adopted by the Local Marketing Cooperative. We may collect your Local Marketing Cooperative contribution on behalf of the Local Marketing Cooperative. (See Item 11)
Local Website	Currently, \$50 per month	Paid quarterly by credit card	You will pay this fee for maintenance and hosting of your Local Website.
Non-Compliance Fee	\$250 per default per month	If incurred, payable via electronic funds transfer with the next Royalties payment	If you are in default of the Franchise Agreement, we may charge you a non-compliance fee for each default, and may charge you each month until such default has been cured.
Optional Marketing Programs	Each program will typically vary from \$100 to \$500	As incurred, payable by credit card	Marketing programs available for franchisees who desire additional assistance with data analysis, local search marketing, appointment setting, cross-channel campaigns, etc.

Type of Fee ¹	Amount	Due Date	Remarks
Relocation Expense	Our administrative costs associated with our evaluation of a proposed site	As incurred	If you request to relocate your Center and we agree to consider approving a new location, we may require you to reimburse us for the administrative costs we incur.
Technology Services Fee	Currently, \$50 per month	Payable monthly on the date we determine by credit card	We will charge you a technology services fee for ongoing subscription, maintenance and support of various technology systems, platforms and resources. The fee charged may vary periodically based on the services we provide. Some technology services may also be offered separately for an additional fee.
Termination Fee	<p><u>For Advantage Centers:</u> During the Initial Term (defined in Item 17), a termination fee of \$55,000 (as periodically adjusted by us to reflect any changes in the Consumer Price Index); following the Initial Term, a termination fee equal to the greater of (a) \$55,000 (as periodically adjusted by us to reflect any changes in the Consumer Price Index) or (b) the previous 12 months of aggregate Royalties paid multiplied by 5.</p> <p><u>For All Centers Other Than an Advantage Center:</u> A termination fee equal to the greater of (a) \$55,000 (as periodically adjusted by us to reflect any changes in the Consumer Price Index) or (b) the previous 12 months of aggregate Royalties paid multiplied by 5.</p>	Effective date of termination	<p>You may terminate the Franchise Agreement with 60 days prior notice, at your option, if you are then in compliance with your Franchise Agreement and you pay amounts owed to us plus this Termination Fee.</p> <p>We do not charge this Termination Fee if we terminate the Franchise Agreement, though you may be required to pay lost revenue damages (see below).</p>
WorkStream eCommerce ⁸	Initial set up fee of \$750 to \$800, plus a monthly fee of \$135 to \$455, plus sales tax, if applicable	Paid monthly by credit card	WorkStream eCommerce is an online storefront platform, offering support for static, inventory and variable products. Participation is optional, and monthly fees vary based on services. Additional elective services available for additional cost.

Note 1: All fees imposed by and payable to us and all payments for purchases from us are not refundable under any circumstances. Fees may not be uniform for all franchisees. Some existing franchisees may have their Royalties, Marketing Fund contributions and Local Marketing Cooperative contributions calculated based on Total Receipts (as defined in Item 11) rather than Gross Sales.

Note 2: Royalties, Marketing Fund contributions, Local Marketing Cooperative contributions, and other amounts due to us or our affiliates are paid by electronic funds transfer. You must submit the financial reports in the form and manner we dictate to report your Gross Sales and other financial data we designate. If you do not timely submit Gross Sales statements, we may estimate your Gross Sales based on 110% of the average of the last three months' Gross Sales (whether reported or estimated) and debit your

account for Royalty and Marketing Fund / Local Marketing Cooperative contributions based on those estimated Gross Sales. If the amounts that we debit from your account are less than the amounts you actually owe us (once we have determined your Center's true and correct Gross Sales), we will debit your account for the balance on the day we specify. If the amounts that we debit from your account are greater than the amounts you actually owe us, we will credit the excess against the amounts we otherwise would debit from your account during the following month.

Note 3: You will pay Royalty based on the percentages described in the chart above. If at any time you are not in compliance with your Franchise Agreement, or any other agreement between you or your affiliates and us or our affiliates, the calculation of the Royalty will be based on the highest rate described in the chart.

We may annually increase the Gross Sales threshold amounts by the most recently published National Consumer Price Index-All Urban Consumers-All Items (1982-1984 = 100) as most recently published by the U.S. Department of Labor, or a successor index ("CPI"). We have no obligation to decrease these thresholds if the CPI decreases. The threshold amounts in this Disclosure Document apply for the 2022 calendar year and will be adjusted for the 2023 calendar year on or before March 15, 2023.

If you operate an Advantage Center, from the effective date of the franchise agreement through the end of the calendar year in which the franchise agreement is signed, Royalty payments due to us from your Center will be \$500 per month; for the second calendar year in which you operate your Center, Royalty payments due to us from your Center shall be equal to 1% of Gross Sales; and, for the third calendar year in which you operate your Center, Royalty payments due to us from your Center shall be equal to 2% of Gross Sales. After the third calendar year, you must make all subsequent Royalty payments based on our standard Royalty percentages.

The above described Royalty structure is for a single Center. If you operate more than one Center and we allow you to aggregate the Gross Sales for your Centers for purposes of calculating the Royalty, your Royalty thresholds may be higher.

Note 4: "Gross Sales" means all revenue from sales conducted at, from or through your Center, including amounts received from the sale of services and products of every kind and nature. It excludes: (i) all taxes imposed by any federal, state, municipal or other governmental authority so long as it is added to the selling price and actually paid by you to such governmental authority; (ii) all amounts paid by customers for postage; (iii) customer refunds or credits; and (iv) any revenue from the sale of services and products from your Center to another Center. Gross Sales also includes the proceeds of any business interruption insurance policies related to the operation of your Center.

Note 5: We may modify or remove the cap on Marketing Fund contributions.

Note 6: Currently, the fee is based on the previous annual gross sales of the acquisition candidate for the calendar year before the acquisition as follows:

- (a) \$3,000 if the total gross sales were in excess of \$1,000,000;
- (b) \$2,500 if the total gross sales were in excess of \$500,000 up to and including \$1,000,000;
- (c) \$2,000 if the total gross sales were in excess of \$250,000 up to and including \$500,000;
- and
- (d) \$1,500 if the total gross sales were equal to or under \$250,000.

Note 7: The ARC is staffed with highly experienced marketing communications professionals who can provide franchisee with a wide range of consulting and tactical services, depending on franchisee customers' needs. Project managers and graphic design specialists are available to help franchisees fulfill overflow graphic design work, assist with sales presentations, or oversee complex project management work – all on a fee-for-service basis. Vetted digital marketing outsource partners are also available to assist owners with email campaigns, social media, and other digital strategies. The ARC may produce a project internally or outsource it to a third party. We may periodically alter the ARC or cease offering it at any time.

Note 8: The WorkStream™ e-commerce platform is a cloud-based B2B or B2C online storefront that is feature-rich and staged for growth to meet the increasing demands of the Centers' customers. The standard options include support for modern e-commerce workflow options, including mobile optimized themes, approval workflows, integrated shipping and various payment methods, including credit card and budgeted funds. The system also supports requirements for online commerce such as custom domain names, SSL Certificates and secure checkout. eDocBuilder™, a template-based variable data and online design publishing solution embedded into our solution provides support for both traditional forms-based and interactive designer products.

ITEM 7

YOUR ESTIMATED INITIAL INVESTMENT

THE FOLLOWING IS AN ESTIMATE OF THE INITIAL INVESTMENT FOR MATCHMAKER CENTERS:

Type of Expenditure¹	Estimated Amount or Estimated Low-High Range²	Method of Payment	When Payable	To Whom Paid
Initial Franchise Fee	\$45,000	As arranged	On signing the Franchise Agreement	Us
Training Expenses ³	\$3,499 - \$12,257	As arranged	As incurred	Outside suppliers
Rent Deposit ⁴	\$0 - \$4,000	Lump sum	As specified in lease	Landlord
Utility Deposits	\$0 - \$3,500	As arranged	As incurred	Utility companies
Software and Equipment ⁵	\$150 - \$132,422	As arranged	As incurred – generally financed	Outside suppliers and Us
Leasehold Improvements, Construction, Remodeling, Decorating ⁶	\$2,750 - \$8,800	As arranged	As incurred and as needed	Outside suppliers
Exterior Signage ⁷	\$4,200 - \$12,000	As arranged	As incurred	Outside suppliers
Marketing and Brand Identification ⁸	\$0 - \$8,683	Lump sum	As incurred	Outside suppliers

Type of Expenditure¹	Estimated Amount or Estimated Low-High Range²	Method of Payment	When Payable	To Whom Paid
KickStart Initial Marketing Deposit	\$15,000	As arranged	As arranged	Us
Insurance (for 12 months) ⁹	\$2,695 - \$9,433	As arranged	As incurred and as needed	Outside suppliers
Business Licenses and Permits	\$500 - \$1,000	As arranged	As incurred	Government agencies
Professional fees (lawyer, accountant, etc.) ¹⁰	\$2,900 - \$23,600	Lump sum	As incurred	3 rd party professionals
Additional Funds (for 12 months) ¹¹	\$51,500 - \$135,000	As arranged	As incurred	Employees & other outside suppliers
ESTIMATED INITIAL INVESTMENT^{13, 14}	\$128,194 - \$410,695			

THE FOLLOWING IS AN ESTIMATE OF THE INITIAL INVESTMENT FOR ADVANTAGE CENTERS¹⁵:

Type of Expenditure¹	Estimated Amount or Estimated Low-High Range²	Method of Payment	When Payable	To Whom Paid
Initial Franchise Fee	\$10,000	Lump sum	On signing the Franchise Agreement	Us
Training Expenses ³	\$1,177 - \$6,119	As arranged	As incurred	Outside suppliers
Software and Equipment ⁵	\$150 - \$133,727	As arranged	As incurred – generally financed	Outside suppliers or Us
Leasehold Improvements, Construction, Remodeling, Decorating ⁶	\$2,750 - \$8,800	As arranged	As incurred and as needed	Outside suppliers
Exterior Signage ⁷	\$4,200 - \$12,000	As arranged	As incurred	Outside suppliers
Marketing and Brand Identification ⁸	\$0 - \$17,006	Lump sum	As incurred	Us and outside suppliers
KickStart Initial Marketing Deposit	\$7,500	As arranged	On signing the Franchise Agreement	Us
Professional fees (lawyer, accountant, etc.) ¹⁰	\$1,900 - \$21,100	Lump sum	As incurred	3 rd party professionals
Additional Funds (for 12 months) ¹²	\$0 - \$55,000	As arranged	As incurred	Employees & other outside suppliers

Type of Expenditure ¹	Estimated Amount or Estimated Low-High Range ²	Method of Payment	When Payable	To Whom Paid
ESTIMATED INITIAL INVESTMENT¹⁴	\$27,677 - \$271,252			

THE FOLLOWING IS AN ESTIMATE OF THE INITIAL INVESTMENT FOR AN EXISTING AMERICAN SPEEDY PRINTING CENTER OR AN INSTY-PRINTS CENTER TRANSITIONING TO AN ALLEGRA CENTER:

Type of Expenditure ¹	Estimated Amount or Estimated Low-High Range	Method of Payment	When Payable	To Whom Paid
Software and Equipment ⁵	\$0 - \$132,182	As arranged	As incurred – generally financed	Outside suppliers or Us
Leasehold Improvements, Construction, Remodeling, Decorating ⁶	\$2,750 - \$8,800	As arranged	As incurred and as needed	Outside suppliers
Exterior Signage ⁷	\$4,200 - \$12,000	As arranged	As incurred	Outside suppliers
Marketing and Brand Identification ⁸	\$1,150 - \$4,025	Lump sum	As incurred	Us and outside suppliers
Professional fees (lawyer, accountant, etc.) ¹⁰	\$1,900 - \$21,100	Lump sum	As incurred	3 rd party professionals
Additional Funds (for 12 months) ¹²	\$0 - \$30,000	As arranged	As incurred	Employees & other outside suppliers
ESTIMATED INITIAL INVESTMENT¹⁴	\$10,000 - \$208,107			

NOTES:

Note 1: None of the fees in this Item 7 that are payable to us are refundable under any circumstances. Amounts payable to third-parties are non-refundable unless the supplier agrees otherwise.

Note 2: You may incur additional expenses in transitioning an independent marketing and business communication services center to a Center. Your actual costs will depend on factors such as: the Center size and location; remodeling costs; your discretionary expenditures; the availability of leasing or financing arrangements; your credit rating; and other factors.

Note 3: You will pay the expenses of travel, meals and lodging for any persons attending the training program. The amount expended will depend upon the distance those persons must travel and the type of accommodations chosen. For Advantage Centers, the estimate contemplates attendance of 2 people for up to 5 days of training at our corporate office in Michigan (or another location we designate). For all other Centers, the estimate contemplates attendance of 2 people for up to 3 weeks of training at our corporate office in Michigan (or another location we designate).

Note 4: The initial cost to lease the premises for your MatchMaker Center will vary based on local market conditions. It is likely that you will not purchase the business premises, but will lease them, so estimates for the purchase of real property are not included in the above table. The low end of this

estimate assumes that you are acquiring the rent deposit as a prepaid asset from the existing business owner. Variables affecting the cost include property location, building size, improvements, desirability of location, access to major streets, real estate taxes, common area maintenance charges and the like.

Typically, the business premises for a MatchMaker Center is about 2,000 to 6,000 square feet of net rentable space. Because of the wide variation in rental rates for commercial and retail space throughout the country, you should thoroughly investigate the costs of business premises and all other initial investment costs in your market area.

Note 5: We have assumed that you will have most of the operating equipment you need. However, you may need to purchase additional operating equipment and there may be some additional software and computer components that need to be purchased, which need to conform to our standards. We also strongly recommend that you replace outdated software and operating equipment to improve the efficiency of your Center. Typically, the software would include a point-of-sale order entry and estimating system and QuickBooks for financial management. The high end of the range includes an estimate for the outright purchase of wide format and mailing equipment, and the first 12 months' lease payments on a 5-year lease of a color copier. The low end of this estimate assumes that you already have all of the necessary software and equipment and they meet our mandatory specifications, standards, operating procedures, and rules ("System Standards"). Customarily, payments are due each month over the term of the lease, which is typically 36 to 60 months. At the end of the lease, there is a negotiated buyout or the equipment can be returned to the leasing company. You will lease the equipment from a third party unrelated to us. These amounts include the first three months' Technology Services Fee payable to us. We highly recommend that you engage an IT infrastructure consultant to assist you with the IT infrastructure, PCI compliance, and data security; the high end of the range includes the cost to hire such a consultant.

Note 6: If you are transitioning an independent business or an *American Speedy Printing* Center or an *Insty-Prints* Center to an *Allegra* Center, it may be necessary to remodel the lobby or customer area. These changes need to conform to our standards. The actual cost to implement these changes will depend on the condition of the existing business and may exceed the range that we provide. Typically, you will negotiate most leasehold improvement, construction, remodeling and decorating costs with your landlord. To the extent that the landlord requires you to pay some or all of the costs, all or part may be amortized over the remaining term of the lease, and added to the monthly rent.

Note 7: We will specify the signs and graphics, including window and vehicle graphics, and only those we approve may be used. You must maintain the signs and graphics in a condition acceptable to us at all times.

Note 8: We have developed a package of materials to promote your brand transition and launch mandatory marketing activities. Some of these materials are only available through us. (See Item 5) Other materials may be purchased from third-party vendors. This is a suggested amount, which includes the minimum requirement. The high end of the range includes expenses for optional activities that you may choose to do to promote your Center. The best interests of the Franchise system and your Center are likely to be maximized by also participating in recommended marketing activities and additional local marketing fund expenditures so we strongly encourage you to spend a significant amount on other promotional efforts.

Note 9: You must maintain in force at your sole expense the insurance policies we require in connection with your Center's operation. The estimates provided above are for your annual premiums for your first year of operations for the minimum coverage we require for all Centers but does not include the premiums for any additional policies that may be required if you elect to provide certain types of products and services from your Center. See Item 8 for a description of our current requirements.

Note 10: This amount includes the first three months' fee you are required to pay to the third party we designate for bookkeeping services during your first year of operation (currently, \$300 to \$500 per month), and the estimated expense for a payroll service and CPA.

Note 11: The additional funds represent working capital that will be used in the operation of the business. You may need these additional funds to operate the MatchMaker Center during its 12-month initial phase. The estimated amount covers items such as employees' salaries (including \$2,500 per month for the required outside salesperson, though it does not include any commission you may owe to such person), rent, and miscellaneous expenses. You must have the minimum amount in cash or its equivalent when you open the Center. The amount does not cover any salary or other compensation for you or your owners. The amount of additional funds required will depend on the financial condition and cash flow of the existing business being purchased.

Note 12: Additional funds may not be necessary for the operation of an ongoing business. The low range of this estimate assumes that you will not need additional funds resulting from the transition of your independent business or Existing Center to an Allegra Center since you are transitioning an existing business to an Allegra Center. The high range of this estimate covers the salary for the required outside salesperson at \$2,500 per month, though it does not include any commission you may owe to such person. We have also assumed that you have all insurance, business permits and licenses necessary to operate your Center.

Note 13: In purchasing an existing marketing and business communication services business for a MatchMaker Center, you will typically make a down payment and the balance of the purchase price will be financed by the seller and/or a financial institution. You may also assume some existing equipment leases. We have not included the amount you will spend to acquire the existing business or any costs of financing as it will vary based on the location and size of the existing marketing and business communication services business you purchase and the purchase price you agree upon with the seller.

Note 14: We have relied on our and our predecessor's experience in the printing and related services business since 1977 to compile these estimates. We do not finance any portion of your initial investment.

Note 15: A franchisee purchasing an existing *Allegra* Center will need to bring the Center up to our current System Standards and therefore may incur similar costs, except for training expenses, which will be similar to those incurred by Advantage Centers.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

We grant you a franchise for a Center located at a site we approve. If you lease the site, we must approve the lease. If you sign a Franchise Agreement for an Advantage Center or an Existing Center, you must operate the Center at the site of the existing business and you may not sign a new or renewal lease without our prior written approval.

We will furnish you with plans and specifications for a Center of your Designated Brand Concept, which will include requirements for design, image, interior and exterior layout, signs, fixtures, and color scheme. You must prepare, at your expense, all required build out plans and specifications, and ensure that they comply with ordinances, building codes and permit requirements.

You must maintain, at your expense, the insurance coverage that we require under policies that meet our terms and conditions. Currently, we require you to maintain commercial general liability (we currently require a minimum of \$1 million per occurrence and \$2 million in the aggregate), workers' compensation, cyber and privacy liability, and errors and omissions insurance policies in connection with your Center's operation. You also will be required to maintain certain other types of insurance policies (such as automobile liability, media errors and omissions, technology errors and omission, or environmental/pollution), depending on the types of products and services your Center provides, and whether you own and/or allow employee use of personal vehicles to provide products and services from the Center. We may periodically change the amounts of coverage required under the insurance policies and require different or additional kinds of insurance at any time, including excess liability insurance, to reflect inflation, identification of new risks, changes in law or standards of liability, higher damage awards, or other relevant changes in circumstances.

Your insurance must be written by an insurance company with a Best rating of "A" or better. You must provide us with 30 days' written notice of material changes to or cancellation or expiration of any policy. You must provide us with copies of all insurance policies, together with current certificates of insurance, on an annual basis. You must also provide us with a certificate of insurance naming us and any affiliates we designate as additional insureds for all liability coverage policies, using a form of endorsement we have approved.

You will purchase from us or our affiliates certain marketing materials and services, including initial marketing collateral, as well as technology and website services and products. We also are an approved supplier of graphic design and project management services. You will purchase from designated suppliers certain software and software subscriptions. During your first year of operation of your Center you will engage a designated third party for bookkeeping services, and at our discretion, engage such third party for bookkeeping services beyond your first year of operation as we may require.

You must obtain, at your expense, all required permits, licenses and approvals for build out and operation of a Center, and you must build out and decorate the Center to conform to our specifications. We will not require you to purchase all new fixtures, equipment and supplies if you are a MatchMaker Center, an Advantage Center, or an Existing Center transitioning to an Allegra Center. However, depending on the type and condition of the existing fixtures, equipment and supplies of your acquired or Existing Center, we may require you to modify and/or purchase certain additional items. You must remodel and decorate the Center to conform to our System Standards.

You must purchase or lease certain fixtures, computer hardware and software, equipment, marketing materials (branded items including boxes, apparel, lobby décor, tradeshow exhibits and other items), signage, and supplies that meet our specifications. Also, you must purchase, lease or (if applicable) retain initial equipment and supplies that we approve in order to utilize our experience in the business and to provide proper initial planning, training and recordkeeping. Approximately 20% of products and services used in establishing a MatchMaker Center or an Advantage Center and approximately 30% of products and services used in the operation of a Matchmaker Center or an Advantage Center are subject to our specifications.

Specifications, which we have formulated for quality, design, appearance, function and performance, are described in our Operations Materials. (See Item 11) We may modify these specifications on reasonable written notice to you. We will consider your written request for a modification of a specification, if you explain the reason for the requested modification (or for the approval of any equipment or supply we have not previously approved) and provide us with sufficient technical data to enable us to evaluate your request. We will provide you with notification of approval or disapproval within 60 days after receipt of your request.

We maintain, and provide you access to, a list of recommended suppliers. We recommend suppliers (which may be us or our affiliates) of fixtures, equipment and supplies that meet our specifications, including specifications for product quality, pricing, reliability, support and customer relations. We are an approved supplier of certain software (including variable data, workflow and point-of-sale software) and outsourced marketing services projects (such as graphic design, copywriting, etc.), but you are not required to purchase any of these items from us. We are also an approved supplier of certain marketing programs, which you may utilize at your option. Under the Marketing Program (See Item 11), we currently recommend, but may require, that you purchase certain marketing materials from us.

You may request in writing our approval of additional recommended suppliers. Currently, we will grant or revoke approvals of recommended suppliers based on our standard criteria for recommending suppliers, which criteria are not available to you, and based on inspections and performance reviews. We may grant approvals of new recommended suppliers or revoke past approvals of recommended suppliers on reasonable written notice to you. We will provide you with written notification of the approval or disapproval of a recommended supplier you propose within 60 days after receipt of your request. We periodically may change our supplier approval process and criteria.

During fiscal year 2021, our revenue from purchases by franchisees of all of our concepts of software, marketing materials and programs, ecommerce, project management, creative services, and other outsourced services was \$1,829,629, which represents approximately 8.4% of our total revenue of \$21,786,927. According to its accounting records and point-of-sale system, our affiliate AFBCO had \$637,231 in revenue from franchisee purchases during fiscal year 2021. Otherwise, we and our affiliates did not derive revenue from franchisee purchases.

We and our affiliates have the right to receive payments from suppliers based on franchisee purchases. We currently receive a 5% rebate from franchisee purchases of selected e-mail marketing services and a rebate of 2 cents per customer from franchisee purchases of certain prospective customer lists. In fiscal year 2021, we received a total of \$385,024 from third-party suppliers as a result of purchases by franchisees of all our concepts. Portions of the revenue are used to supplement the marketing funds and to defray costs to franchisees, such as the cost of the annual convention. However, we may retain the credit of any discounts, rebates or incentives received as a result of your purchases or contribute them to the Marketing Fund. None of our affiliates received any commissions or rebates from third party suppliers during the 2021 fiscal year.

Except as discussed above, we derive no revenue or any other material benefits from suppliers that sell or lease products or services to our franchisees. However, some of our recommended suppliers sponsor events and/or rent display booths at our convention and other meetings in order to market and advertise their products and services. We provide no material benefits to you based on your use of approved suppliers. We have no purchasing or distribution cooperatives.

We have negotiated volume discounts with several suppliers for purchases by our franchisees. These discounts currently range from 5% to 40% off retail prices, but are subject to change. We may continue to negotiate volume discounts with vendors for our franchisees.

We and our officers do not own any interest in any approved supplier, except for direct and indirect ownership interest in us, our parents, and our affiliates.

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 of Franchise Agreement	Disclosure Document Item
a. Site selection and acquisition/lease	Section 2 of Franchise Agreement; Sections 1 and 2 of the MatchMaker Addendum; Section 2 of the Advantage Addendum	Items 7 and 11
b. Pre-opening purchases/leases	Sections 2.B and 2.C of Franchise Agreement; Section 3 of the MatchMaker Addendum; Section 2 of the Advantage Addendum	Items 7, 8 and 11
c. Site development and other pre-opening requirements	Franchise Agreement – N/A; Section 3 of the MatchMaker Addendum; Section 2 of the Advantage Addendum	Items 6, 7 and 11
d. Initial and ongoing training	Section 4 of Franchise Agreement; Section 6 of the MatchMaker Addendum; Section 6 of the Advantage Addendum; Section 5 of the Transition Addendum; Section 4 of the Dual-Brand Addendum	Item 11
e. Opening	Franchise Agreement – N/A; Section 2 of the Advantage Addendum	Item 11
f. Fees	Section 3; Sections 4 and 5 of the MatchMaker Addendum; Sections 3-5 of the Advantage Addendum; Sections 2-4 of the Transition Addendum; Sections 2 and 3 of the Dual-Brand Addendum	Items 5, 6 and 7
g. Compliance with standards and policies/operating manual	Sections 4.C and 8.G of Franchise Agreement	Items 8 and 11
h. Trademarks and proprietary information	Sections 5 and 6 of Franchise Agreement; Section 2 of the Advantage Addendum; Section 6 of the Transition Addendum	Items 13 and 14
i. Restrictions on products/services offered	Sections 8.B and 8.D of Franchise Agreement; Section 3 of the MatchMaker Addendum	Items 8, 11 and 16
j. Warranty and customer service requirements	Not applicable	
k. Territorial development and sales quotas	Not applicable	
l. Ongoing product/service purchases	Section 8.D of Franchise Agreement	Item 8

Obligation	Section of Franchise Agreement	Disclosure Document Item
m. Maintenance, appearance and remodeling requirements	Sections 8.A and 8.G of Franchise Agreement; Section 3 of the MatchMaker Addendum; Sections 2 and 7 of the Advantage Addendum; Section 7 of the Transition Addendum	Item 11
n. Insurance	Section 8.F of Franchise Agreement; Section 3 of the MatchMaker Addendum; Section 8 of the Advantage Addendum	Items 7 and 8
o. Advertising	Section 9 of the Franchise Agreement	Items 6, 7 and 11
p. Indemnification	Section 16.D of Franchise Agreement	Item 6
q. Owner's participation/management/staffing	Section 8.C of Franchise Agreement	Items 11 and 15
r. Records and reports	Section 11 of Franchise Agreement; Section 4 of the Advantage Addendum	
s. Inspections and audits	Section 11 of Franchise Agreement	Item 6
t. Transfer	Section 12 of Franchise Agreement	Item 17
u. Renewal	Section 13 of Franchise Agreement; Section 9 of the Advantage Addendum	Item 17
v. Post-termination obligations	Section 15 of Franchise Agreement	Item 17
w. Non-competition covenants	Sections 7 and 15 of Franchise Agreement	Item 17
x. Dispute resolution	Section 17.G of Franchise Agreement	Item 17

ITEM 10

FINANCING

Neither we nor any agent or affiliate offers direct or indirect financing to you, or guarantees any of your notes, leases or obligations.

ITEM 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS, AND TRAINING

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

OUR OBLIGATIONS TO FRANCHISEES BEFORE OPENING THEIR CENTER

Before you open your Center or transition a business to a Center, we will provide you the following assistance:

- (1) If you enter into a lease, consultation on and approval of lease terms. (Sections 2.A and 2.B of the Franchise Agreement; Section 2 of the MatchMaker Addendum)

- (2) If you are signing a Franchise Agreement for a MatchMaker Center, approval of the independent marketing and business communication services center. (Section 1 of the MatchMaker Addendum)
- (3) Initial training for 2 persons at Alliance University in Plymouth, Michigan or another location designated by us, or virtually, as we determine. This training generally lasts up to 3 weeks (or, if you are purchasing an Advantage Center, up to 5 days), but may vary depending on the number of people in attendance and their experience. (Section 4 of the Franchise Agreement; Section 5 of the Transition Addendum)
- (4) Provide you with on-site assistance at your Center for up to 10 days (or, if you are purchasing an Advantage Center, up to 5 days) (which may or may not be consecutive), within 90 days of the effective date of your Franchise Agreement. (Section 4.A of the Franchise Agreement; Section 6 of Advantage Addendum)
- (5) We may, but are not obligated to, provide you with a link to your Local Website on the Franchise System Website. (Section 9.D of the Franchise Agreement)
- (6) Electronic access to our Operations Materials (as defined below). (Section 4.C of the Franchise Agreement)
- (7) Specifications for all required equipment (including computer system), furniture, fixtures and signs. (Section 2.C of the Franchise Agreement; Section 3 of the MatchMaker Addendum; Section 2 of the Advantage Addendum)

OUR OBLIGATIONS TO FRANCHISEES DURING OPERATION OF THEIR CENTER

During the operation of the Center, we will:

- (1) If you desire to relocate the Center and receive our permission to do so, consultation on and approval of a site for your Center. (Section 2.A of the Franchise Agreement)
- (2) Administer a Marketing Fund. (See “Marketing and Promotion” below). (Section 9.B of the Franchise Agreement)
- (3) Update the electronic Operations Materials to incorporate improvements and new developments in the System, including improvements in products and services you offer to your customers. We may revise the Operations Materials at any time. (Section 4.C of the Franchise Agreement)
- (4) Periodically advise you, as the need for such advice is determined by us, concerning the operation of your Center. (Section 4.B of the Franchise Agreement)
- (5) Approve your marketing materials. (Section 9.A of the Franchise Agreement)
- (6) Maintain a Website for the promotion of Centers. (Section 9.C of the Franchise Agreement)
- (7) Provide you with a list of recommended vendors and suppliers for the products, goods, merchandise, supplies, machinery, signs, furniture, fixtures, equipment and services. (Section 8.D of the Franchise Agreement)

- (8) Assist you in marketing your Center for sale if you desire to sell it during the first 3 years of your Franchise Agreement's term. (Section 12.G of the Franchise Agreement)

MARKETING AND PROMOTION

Marketing Fund

We currently maintain and administer a marketing fund for *Allegra Centers*, *American Speedy Printing Centers*, and *Speedy Printing Centers* located in the United States and in Canada for the advertising, marketing, and public relations programs and materials we deem appropriate (the "Allegra Marketing Fund"). We also maintain and administer a separate marketing fund for *Insty-Prints Centers* ("Insty-Prints Marketing Fund"). (Unless otherwise indicated, the Allegra Marketing Fund and the Insty-Prints Marketing Fund are referred to each as a "Marketing Fund"). You will contribute to the applicable Marketing Fund. For the Allegra Marketing Fund, we currently require franchisees to contribute 1% of Gross Sales, subject to a \$10,871 annual cap for the 2022 calendar year. However, we may raise this contribution to a maximum of 3% of Gross Sales. Some existing franchisees contribute to the Marketing Fund based on Total Receipts (defined below) rather than Gross Sales. For the Insty-Prints Marketing Fund, we currently require franchisees to contribute 2% of Gross Sales, subject to a \$22,850 annual cap for the 2022 calendar year. We may modify or remove the cap on all contributions to the applicable Marketing Fund. We also may combine the Allegra Marketing Fund and the Insty-Prints Marketing Fund and maintain and administer one marketing fund for all Centers, or to combine the Marketing Funds with the marketing funds of other brands we or our affiliates franchise, and maintain and administer one marketing fund for all brands. Centers that we or our affiliates own may not contribute to the applicable Marketing Fund on the same percentage basis as franchisees. "Total Receipts" means all receipts from all of the sales conducted at, from or through a Center, including amounts received from the sale of services and products of every kind and nature and collections on credit sales. It excludes: (i) all taxes imposed by any federal, state, municipal or other governmental authority directly on sales and collected from customers so long as it is added to the selling price and actually paid by the franchisee to such governmental authority; (ii) all amounts paid by customers for postage; (iii) customer refunds or credits; and (iv) sales made on credit if the franchisee is not paid.

We will direct all programs that each Marketing Fund finances, with sole control over the creative concepts, materials, and endorsements used and their geographic, market, and media placement and allocation. Each Marketing Fund may pay for preparing and producing video, audio, and written materials and electronic media; developing, implementing, and maintaining a franchise system website and/or related strategies; administering regional and multi-regional marketing and advertising programs, including, without limitation, purchasing trade journal, direct mail, and other media advertising and using advertising, promotion, and marketing agencies and other advisors to provide assistance; administering online advertising and marketing campaigns (including search engine, social media, e-mail, and display ad campaigns); developing and maintaining application software designed to run on computers and similar devices, including tablets, smartphones and other mobile devices, as well as any evolutions or "next generations" of such devices; implementing a loyalty program or other marketing programs designed to encourage the use of Centers; supporting public relations, market research, and other advertising, promotion, and marketing activities; sales training and support of franchisees' sales personnel; and such other use as we deem appropriate, in our sole discretion, for the promotion of the *Allegra*, *American Speedy Printing*, *Speedy Printing*, and *Insty-Prints* brands. As long as you are in compliance with the Franchise Agreement, including the System Standards, the Marketing Fund periodically may give you samples of advertising, marketing, and promotional formats and materials at no cost. The Marketing Fund will sell you multiple copies of these materials at its direct cost of producing them, plus any related shipping, handling, and storage charges.

We will account for each Marketing Fund separately from our other funds and not use either Marketing Fund for any of our general operating expenses. However, we may use each Marketing Fund to pay the reasonable salaries and benefits of personnel who manage and administer such Marketing Fund, such Marketing Fund's other administrative costs, travel expenses of personnel while they are on Marketing Fund business, meeting costs, overhead relating to Marketing Fund business, and other expenses that we incur in activities reasonably related to administering or directing such Marketing Fund and its programs, including, without limitation, conducting market research, public relations, preparing advertising, promotion, and marketing materials, and collecting and accounting for Marketing Fund contributions. We will not use the Marketing Fund contributions for advertising that principally is a solicitation for the sale of franchises.

Neither Marketing Fund will be our asset. Neither Marketing Fund is a trust. We do not owe any fiduciary obligation to you for administering the Marketing Funds or any other reason. We will hold all Marketing Fund contributions for the benefit of the contributors and use contributions for the purposes described in this Subsection. Each Marketing Fund may spend in any fiscal year more or less than the total Marketing Fund contributions in that year, borrow from us or others (paying reasonable interest) to cover deficits, or invest any surplus for future use. We will use all interest earned on contributions to each Marketing Fund to pay costs before using such Marketing Fund's other assets. We will prepare an annual, unaudited statement of Marketing Fund collections and expenses of each Marketing Fund and give you a copy of the statement upon your written request to us. We may have either Marketing Fund audited annually, at such Marketing Fund's expense, by an independent certified public accountant. We may incorporate either Marketing Fund or operate either through a separate entity whenever we deem appropriate.

We intend for each Marketing Fund to promote the applicable Marks, patronage of Centers and the *Allegra*, *American Speedy Printing*, *Speedy Printing*, and *Insty-Prints* brands generally. Although we will try to use each Marketing Fund to develop advertising and marketing materials and programs, and to place advertising and marketing, that will benefit all Centers of the brand(s) for which the Marketing Fund is intended to cover, we need not ensure that Marketing Fund expenditures in or affecting any geographic area are proportionate or equivalent to Marketing Fund contributions by Centers operating in that geographic area or that any Center benefits directly or in proportion to its Marketing Fund contribution from the development of advertising and marketing materials or the placement of advertising and marketing. We have the right, but no obligation, to use collection agents and institute legal proceedings to collect Marketing Fund contributions at such Marketing Fund's expense. We also may forgive, waive, settle, and compromise all claims by or against a Marketing Fund. Except as expressly provided in the Franchise Agreement, we assume no direct or indirect liability or obligation to you for collecting amounts due to maintaining, directing, or administering the Marketing Fund.

We may at any time defer or reduce contributions of a Center franchisee and, upon 30 days' prior notice to you, reduce or suspend Marketing Fund contributions and operations for 1 or more periods of any length and terminate (and, if terminated, reinstate) the Marketing Fund. If we terminate the Marketing Fund, all remaining contributions will be spent prior to its termination.

During the 2021 fiscal year, we used the Marketing Fund contributions as follows:

Expenses	Allegra Marketing Fund Expenditures	Insty-Prints Marketing Fund Expenditures
Media placement – paid and unpaid media advertising through social media, public relations, pay-per-click advertising, retargeting and display advertising	47.6%	51.0%
Creative Development – production of traditional and digital creative and media assets including marketing collateral, digital ads, website development and search engine optimization	0.2%	0%
Rebates – funds returned to franchisees as incentives for participating in marketing programs and placement of local marketing	0.1%	6.7%
Administration – marketing and sales staff costs, Network Advisory Council/Franchise Advisory Board travel and meeting expenses, membership expenses, legal, accounting and banking expenses. These expenses may be higher or lower depending upon whether we administer and deliver programs which would otherwise have been outsourced	42.4%	34.7%
Retained for use in future years	9.7%	7.6%

Local Marketing Cooperative

We may establish a local marketing cooperative in geographical areas in which 2 or more Centers are operating under the same brand. Generally, a geographic area for a cooperative will be defined as a Dominant Market Area ("DMA"). Franchisees of *Allegra Centers*, *American Speedy Printing Centers* and *Insty-Prints Centers* will contribute to their respective cooperatives. If a local marketing cooperative is established in your geographic region, you must contribute your share to the cooperative which will not exceed 1% of your Gross Sales, whichever is applicable, unless the members of the cooperative approve a higher percentage according to the bylaws adopted by the cooperative. We may collect your contribution on behalf of the cooperative, in which case your contribution will be payable in the same manner as the Royalty. Fees remitted to the cooperative usually will be used at the discretion of the cooperative to promote the services provided by Centers that are members of the cooperative. We have the right to approve all of the cooperative's marketing programs, marketing materials and media selections. We will account for cooperative fees separately from our other funds. We will not use cooperative fees to solicit the sale of franchises. A cooperative will provide us with an annual financial statement, which will be reviewed by one of our officers.

We may use collection agents and bring legal proceedings to collect amounts owed to any local marketing cooperative, and may forgive, waive, settle and compromise claims by or against a cooperative. We have no liability or obligation to you for the maintenance, direction or administration of a cooperative. Each cooperative will be organized and governed in a form and manner, and begin operating on a date, that we determine in advance. We may change, dissolve or merge any cooperative.

Advisory Councils

We have established a Network Advisory Council of *Allegra*, *American Speedy Printing*, *Speedy Printing*, *Insty-Prints* and *KKP* franchisees. We consult with the Network Advisory Council on various issues, including marketing programs and materials, but we may make all decisions independently. The members of the Network Advisory Council are generally self-nominated and selected by current Network Advisory Council members. The Network Advisory Council does not have a certain number of designated slots for the various brands; therefore, not all brands will have a representative on the Network Advisory Council at all times. The Network Advisory Council has its own by-laws; currently, we do have the right to change or dissolve the Network Advisory Council.

Marketing Program

We have established a comprehensive turnkey marketing program called the MarketBuilder Program (the “Marketing Program”) which is designed and administered by us or our third-party designees. The Marketing Program currently includes customer and prospect communications, pay-per-click advertising programs, social media and local search engine optimization programs. We currently recommend, but may require, that you participate in the Marketing Program. Participation may require you to incur additional costs. We may periodically alter the Marketing Program. We also may discontinue the Marketing Program upon notice to you. We will establish prices for all materials and services we provide under the Marketing Program.

Marketing Materials

You must submit to us, for our approval, all materials to be used for local marketing, unless we have previously approved them or they consist only of materials we have provided. All materials containing our proprietary marks must include the designation service mark SM, trademark TM, registered ®, or copyright ©, or any designation we specify.

If you do not receive the written or oral disapproval of any materials submitted to us within 20 days after the date we received the materials, the materials are approved. We may require you to withdraw and/or discontinue the use of any materials, even if we previously approved them. We must make this requirement in writing, and you will have 5 days after receipt of our notice to withdraw and discontinue use of the materials.

If you will operate both an *Allegra* Center and an *Image360* Center under franchise agreements with us, then you will sign our current form of Dual-Brand Addendum attached to this Disclosure Document as Exhibit J, and will pay us a dual-brand marketing fee (currently \$100 per month) for dual-branded marketing materials, programs and support.

Website(s) and Social Media Platforms

We maintain a corporate website on the Internet for each Designated Brand Concept, www.allegramarketingprint.com, www.americanspeedy.com and www.instyprints.com, to promote the System, and to advertise the services and products marketed by us and our franchisees and/or franchise opportunities (each a “Franchise System Website”). We may, but are not obligated to, provide you with a link to your Local Website (as defined below) on the applicable Franchise System Website. We may require that you: (i) provide us the information and materials we request to develop, update, and modify the Franchise System Website; and (ii) notify us whenever any information on the Franchise System Website regarding your Center is not accurate. We may discontinue or modify any Franchise System Website, or

consolidate a Franchise System Website with the website of any other Designated Brand Concept, at any time we determine.

You will also be required to have a Website for your Center (the “Local Website”) that we host. We must own the domain name for the Local Website, and will assign the domain name to you. The content of the Local Website must comply with our specifications and standards that we periodically designate; all updates and changes to the Local Website must be approved by us. You must prepare and maintain a privacy policy and terms and conditions for such Local Website, which must be linked to the Local Website. The privacy policy and terms and conditions must comply with all applicable laws, System Standards, and other requirements we may prescribe in writing. You will pay us our then-current monthly maintenance and hosting fee (currently, \$50 per month) for the Local Website. You may also utilize any website, domain name, homepage, e-mail address, social media account (such as LinkedIn[®], Twitter[®], Facebook[®], Instagram[®], or YouTube[®]), user name, other online presence or presence on any electronic medium of any kind (“Online Presence”) that we approve under our then-current social media policy, which we may modify periodically. The Local Website and any other social media Website you maintain must identify your Center as an independently owned and operated business. If we approve the use of any Online Presence, you will develop and maintain such Online Presence in accordance with our then-current social media policy, including guidelines for posting any messages or commentary on third-party websites. We will own the rights to each Online Presence. All advertising, marketing, and promotional materials that you develop for your Center must contain notices of the Website’s domain name in the manner we designate. Except as described in Section 9.D of the Franchise Agreement, you may not develop, maintain, register or authorize any other website that mentions or describes you or your Center or displays any of the Marks.

You must list your Center in such online subscriptions as we periodically prescribe. You also agree to establish any other Online Presence we require. You may only establish or maintain an Online Presence as approved and according to the guidelines described in our policies and in the Operations Materials.

COMPUTER SYSTEM

You must obtain and use specified integrated computer hardware and/or software system and other technology components that meets our System Standards. Currently, we recommend the use of Windows based PC computers, Apple computers and routers with a vendor supported operating system. The computers are available through a variety of manufacturers. We estimate the cost range for purchasing the computer systems to be up to \$9,005. You will not be required to repurchase items you already own that meet our standards and specifications.

We require that you use the following software:

- Management information system software (currently, either Printer’s Plan or Print Smith Vision) for order entry and estimating system. If you select Printer’s Plan software, the estimated cost is approximately \$3,495 for up to five users, with an annual maintenance contract of approximately \$800. If you select Print Smith Vision, the estimated cost is approximately \$5,580 for up to five users and a report manager, with an annual maintenance contract of approximately \$920.
- QuickBooks Online with subscription fees of \$150 per year.
- Adobe Creative Cloud subscription (for each prepress workstation) with an estimated cost of \$80 per month.

The fees described above are subject to change. You will also be required to obtain anti-virus security software with an estimated cost of \$100 per year for up to 5 devices, and Microsoft Office365 Business Standard for email, office applications, and secure cloud storage with an estimated cost of \$12.50 per user per month. We recommend that you use Extensis Suitcase (for font management) with an estimated cost of \$99 per user per year. If you provide mailing services in-house, you also will be required to obtain postal presort software which costs approximately \$1,995 per year and variable printing software which costs \$1,200. If you provide wide format services in-house, you will need to obtain poster software. There also may be other software that you opt to use.

The Printer's Plan software and PrintSmith Vision software are currently the only approved point-of-sale programs. We may designate a different point-of-sale program as an approved point-of-sale program in the future, or may designate only one point-of-sale program as approved software in the future.

The components and programs generate, and we will collect, point-of-sale and sales data, accounting data, and other financial data and information we designate. We currently do not have independent access to this data, but may have such access in the future. We may require you to use a system that will allow us to access your sales figures electronically or by other means. There are no contractual limitations on our right to access this information and data.

We may require you to upgrade or update your computer hardware or software during the term of the Franchise Agreement. There are no contractual limitations on the frequency or cost of this obligation. All hardware and software components are the proprietary property of their manufacturers who have no obligation to provide ongoing maintenance, repairs, upgrades or updates.

We require you to pay a fee (the "Technology Services Fee") to us (or our affiliates) for ongoing subscription, maintenance and support of various technology systems, platforms and resources. We may periodically modify the amount of the Technology Services Fee. You must pay the Technology Services Fee at the times, and in the manner, designated by us. We may require you to enter into written agreements with us or our affiliates to receive such services, with terms and conditions we approve. Currently, we charge a Technology Services Fee of \$50 per month. Some technology services may also be offered separately for an additional fee.

OPERATIONS MATERIALS

We provide guidance through operations materials, which may include one or more separate manuals as well as digital media, computer software, information available on an internet site, other electronic media, and/or written materials (collectively, the "Operations Materials"). The Operations Materials currently have a total of 249 pages. See Exhibit N for the Table of Contents to the Operations Materials.

We currently post the Operations Materials on a restricted website to which you will have access. You must monitor and access the website for any updates to the Operations Materials or System Standards. Any passwords or other digital identifications necessary to access the Operations Materials will be deemed to be part of our confidential information.

SITE SELECTION

You must obtain and maintain a site acceptable to us for your Center.

We will consult with you on a site, which we will approve or disapprove based on factors such as business count, traffic count, accessibility, parking, visibility and competition. When you have given us all

the necessary information on the site you have selected, we generally will approve or disapprove the site within two weeks. If you and we cannot agree on a site, we may terminate the Franchise Agreement. We will assist you by reviewing the lease and making recommendations regarding terms in the lease, but we recommend that you retain an attorney to assist you.

As referenced in Item 1, under our MatchMaker program, we may introduce you to owners of independent marketing and business communication services businesses who are interested in selling their businesses. You may only acquire a franchise for a MatchMaker Center if you are purchasing an independent marketing and business communication services center and transitioning it to an *Allegra* Center. We anticipate that you will operate your Center at the site of the independent business you purchase.

If you sign a Franchise Agreement for an Advantage Center, we anticipate that you will operate your Center at the site of your current business.

OPENING OF CENTER

If you are purchasing a franchise for a MatchMaker Center, you must complete the acquisition of the independent print business for operation under our Marks within 1 year after you sign the Franchise Agreement. Upon your acquisition of the independent marketing and business communication services business, you will have 180 days to transition such business to an *Allegra* Center meeting our specifications and standards. If you do not complete such transition within the 180-day period, we may terminate the Franchise Agreement or at our election we may exclude your participation from programs and services we provide to you.

If you sign a Franchise Agreement for an Advantage Center, you must keep your Advantage Center open and operating throughout the transition process. You also must have the transition of your Advantage Center completed within 180 days after the effective date of the Franchise Agreement. Factors that affect the transition time include financing arrangements, lease negotiations, delivery and installation of equipment, and renovation of the premises. If you fail to transition the Advantage Center within this time, we may terminate the Franchise Agreement and retain the entire franchise fee unless we have agreed to extend the time, or at our election we may exclude your participation from programs and services we provide to you.

TRAINING

You (or your Managing Owner if you are an entity) must complete the initial training to our satisfaction. This training generally lasts up to 3 weeks (or, if you are purchasing an Advantage Center, up to 1 week). Prior to attending the classroom training at Alliance University, you (or your Managing Owner if you are an entity) will be required to complete approximately 20 hours of online, self-paced learning sessions. We may lengthen, shorten or restructure the contents of this program. The classroom portion of the program is currently conducted on an as-needed basis at our headquarters (but we may designate an alternate location, or elect to provide the classroom training virtually), and has been conducted by a training staff currently under the direction of Holly Harding, our Manager of Training. Ms. Harding has 19 years of experience with us and she has 19 years of experience in certain of the subjects taught.

You (or your Managing Owner, if you are an entity) must complete the program, to our satisfaction (i) if you are purchasing an Existing Center, prior to closing on the purchase transaction; (ii) if you are acquiring an independent business to transition to a MatchMaker Center, before the close of the purchase transaction; or (iii) if you are acquiring a franchise for an Advantage Center, within 45 days of the effective date of the Franchise Agreement. Scheduling of the training program is based on your availability, your Center's timing requirements and the training staff's availability. The initial training program covers

general business procedures, Center marketing programs and processes, Center sales planning, pricing methodology, workflow production, marketing services, point-of-sale system overview and how to effectively utilize Quickbooks. Training materials include access to our online learning center, digital access to our Operations Materials and access to our franchisee-facing communications portal.

You (or your Managing Owner) may request additional training at the end of the initial training program, to be provided at our then current per diem charges, if you (or your Managing Owner) do not feel sufficiently trained in the operation of a Center. We and you will jointly determine the duration of this additional training. If you have a new Managing Owner, the new Managing Owner must complete our then current initial training program to our satisfaction. We may charge reasonable fees for training new Managing Owners. You also agree to pay all travel and living expenses which your Managing Owner incurs during all training courses and programs.

The initial training program is designed to cover all phases of the operation of a Center. Any non-owner employees attending employee-accessible portions of initial training must execute our then-current form of Confidentiality and Non-Solicitation Agreement.

You are responsible for covering your and your personnel’s travel and lodging costs for attending training. If you are purchasing an Existing Center or a MatchMaker Center, initial on-site training will last up to 10 days (not necessarily consecutive), and will cover the set-up and organization of a Center, training of personnel, identifying and contacting outside suppliers, installing the computerized order entry system, developing a successful outbound sales plan, and implementing the KickStart initial marketing program. With respect to an Advantage Center, initial on-site training will last up to 5 days (not necessarily consecutive), and will cover transition, order entry systems, sales plan and activities, and the KickStart initial marketing of an Advantage Center. The on-site training will be conducted at your Center within 90 days after the effective date of the Franchise Agreement, or, if you sign a Franchise Agreement for an Advantage Center, within 6 months after the effective date of the Franchise Agreement.

As of the date of this Disclosure Document, we provide the following initial training:

TRAINING PROGRAM

(for MatchMaker Centers and franchisees acquiring an existing Center)

Subject¹	Hours of Classroom Training²	Hours of On the-Job Training²	Location³
Business Administration & Center Operations <ul style="list-style-type: none"> • “Day in the Life” Daily Tasks • Ongoing Support Structure • Safety, OSHA • Business Analysis and Planning • QuickBooks Online Review and Accounting Best Practices • General Personnel Best Practices • Pricing and General Finance 	25	15	Alliance University

Subject¹	Hours of Classroom Training²	Hours of On the-Job Training²	Location³
Business Growth Strategies; General Products & Services <ul style="list-style-type: none"> • Mailing Services • Wide Format • Promotional Products • eCommerce 	15	15	Alliance University
Marketing <ul style="list-style-type: none"> • Marketing Research • Marketing Programs and Services • Best Practices • Identity Standards and Marketing Review/Recap 	12	0	Alliance University
Sales⁴ <ul style="list-style-type: none"> • Consultative Sales • Sales Plan & Benchmarking • Frontline Training and Coaching • Customer Experience Training 	25	10	Alliance University
Infrastructure <ul style="list-style-type: none"> • Management Information Systems (MIS) and Point of Sale • Computer/Printer Equipment and Management • Design Software Management • eCommerce 	20	10	Alliance University
Center Visit	6	0	Alliance University
Total:	103	50	

TRAINING PROGRAM

(for Advantage Centers)

SUBJECT¹	HOURS OF CLASSROOM TRAINING²	HOURS OF ON-THE-JOB TRAINING²	LOCATION³
Computer/Design/Production <ul style="list-style-type: none"> • Sign Making and Graphic Design Software, File Maintenance, File Conversion • Digital Printing 	6	10	Alliance University
Business Operations/Accounting <ul style="list-style-type: none"> • Software, including POS 	3	8	Alliance University
Sales/Marketing⁴ <ul style="list-style-type: none"> • Target Marketing • Customer Relations • Sales and Business Development 	8	20	Alliance University
Center Operations <ul style="list-style-type: none"> • Pricing, Sign Materials, Day-to-Day Center Management, Personnel, Center Visit 	10	20	Alliance University

SUBJECT ¹	HOURS OF CLASSROOM TRAINING ²	HOURS OF ON-THE-JOB TRAINING ²	LOCATION ³
Finance <ul style="list-style-type: none"> • Financial Analysis • Price-Volume-Costs - Pricing Theory • Cash Flow • Financial Planning & Planning for Transition 	17	0	Alliance University
TOTAL	44	58	

Note 1: The hours devoted to each subject are estimates and may vary substantially based on your prior experience, your needs, and scheduling. In addition to this initial training, you will have access to additional online training classes that cover many topics relevant to the operation of your business, including technology, business communications, customer service, accounting and finance, and general business management.

Note 2: Some of the on-the-job training may be completed through hands-on and role playing in the classroom.

Note 3: Classroom training will be conducted at Alliance University, which is currently located in Plymouth, Michigan, or another location we designate, or we may elect to provide the classroom training virtually.

Note 4: Sales training will last a minimum of 2 full days, but up to 5 days. Some of the sales training and coaching also may be provided to you virtually or by phone.

We may require you (or your Managing Owner) and/or previously trained and experienced employees to attend and complete to our satisfaction various training courses that we periodically choose to provide at the times and locations that we designate, including courses and programs provided by third-parties we designate. We will not require attendance at more than 2 such courses, or for more than a total of 3 business days, during a calendar year. Besides attending these courses, you agree to attend an annual meeting of all Center franchisees at a location we designate. All training and the annual meeting may be held virtually. Attendance will not be required for more than 5 days during any calendar year. You agree to pay all costs to attend.

You must engage an outside salesperson meeting the minimum qualifications as we may designate in the Operations Materials or otherwise in writing. The outside salesperson is not required to attend training, but may attend employee-accessible portions of training, if space is available, for the additional training fee specified above. You are required to have a minimum of 3 full-time staff members, including yourself (or your Managing Owner if you are an entity). For staff members that do not attend the employee-accessible training, various training modules may be available to them, which may include e-learning, webinars, video conferences and other training methods we may choose to offer, as will be set forth in the Operations Materials from time to time.

ITEM 12

TERRITORY

We and our affiliates will not operate or grant a franchise for the operation of a new *Allegra*, *American Speedy* or *Insty-Prints* Center, the physical premises of which is located within an area around your Center that we will determine before you sign the Franchise Agreement (the “Protected Territory”);

this limitation does not apply to franchises granted for the renewal of existing franchises, franchises granted to purchasers of existing Centers, or franchises granted for the transition of an existing Center to a different Designated Brand Concept. However, you will not receive an exclusive territory. You may face competition from other franchisees, from Centers that we own or from other channels of distribution or competitive brands we control. Typically the Protected Territory encompasses a business count of 4,000 to 5,000 businesses.

Other Centers (including Centers of your Designated Brand Concept or Centers owned by us or our affiliates) may market and solicit customers in your market area and, likewise, you may market and solicit customers in the market area of the other Centers. However, except as permitted in your Franchise Agreement, you may not engage in any promotional or similar activities, directly or indirectly, through or on the Internet. We may not modify your Protected Territory except as described in this Item 12.

We and our affiliates may engage in any and all activities that we (and they) deem appropriate and are not expressly prohibited under the Franchise Agreement, including the right to:

- (1) acquire and operate, and allow others to acquire and operate, one or more businesses offering products and services which are identical or similar to products and services offered by a Center, and/or franchising, licensing or creating similar arrangements with respect to these businesses, wherever these businesses (or the franchisees or licensees of these businesses) are located or operating (including in the Protected Territory);
- (2) offer and sell products and services offered by Centers to national, regional and governmental accounts or our affiliates (including customers or accounts located within the Protected Territory);
- (3) establish, and allow others to establish, other distribution channels (including the Internet), wherever located or operating and regardless of the nature or location of the customers with whom such other distribution channels do business, that operate under the Marks or any other trade names, trademarks, service marks or commercial symbols that are the same as or different from a Center, and that sell products and/or services that are identical or similar to, and/or competitive with, those that a Center customarily sells;
- (4) be acquired (whether through acquisition of assets, ownership interests or otherwise, regardless of the form of transaction), by a business providing products and services similar to those provided at Centers, or by another business, even if such business operates, franchises and/or licenses competitive businesses in the Protected Territory; and
- (5) engage in all other activities not expressly prohibited by the Franchise Agreement.

We are not required to pay you if we exercise any of the rights specified above inside or outside your Protected Territory.

Your retention of the Protected Territory is not dependent on the achievement of any market penetration. However, we may terminate the Franchise Agreement or opt not to grant you a successor franchise if your Center fails to achieve at least \$300,000 in Gross Sales for two or more years beginning with the 4th full calendar year of operation of your Center. Also, if the business count in the Protected Territory increases by at least 50% we may reduce your Protected Territory. The business count in the new Protected Territory will be at least 4,000.

You will operate from one location and must receive our permission before relocating. If, after receiving our permission, you relocate the Center, we may change your Protected Territory.

The Franchise Agreement does not give you any right of first refusal or similar rights to acquire additional franchises within any given area.

Our affiliate operates *Image360 Centers* and *Allegra Centers*. We also have franchised centers and will continue to offer franchises under each of the *Allegra*, *American Speedy*, *Insty-Prints*, *Image360*, *Signs By Tomorrow*, *Signs Now* or *RSVP* name and mark. We, our affiliates and franchisees that operate under these marks may solicit or accept orders in your market area. While we do not anticipate conflicts between franchisees of each brand concept or that the signs businesses will compete for your business, in the future such brands may offer additional products and services that may be competitive with products and services you will offer at your Center. However, if a conflict should arise, we will analyze it and take action (if any) that we deem appropriate. As disclosed in Item 1, we share a principal business address for each Designated Brand Concept, though we and our affiliates currently maintain separate offices for certain support functions of the *Image360*, *Signs By Tomorrow*, and *Signs Now* franchise systems.

ITEM 13

TRADEMARKS

We grant you the non-exclusive right and obligation to use certain Marks based on your Designated Brand Concept and type of Center operated. You must use the Marks as we require. You may not use any of the Marks as part of your firm or corporate name. You may not use the Marks in the sale of unauthorized products or services or in any manner we do not authorize. You may not use the Marks in any advertising for the transfer, sale or other disposition of the Center or any interest in the franchise. The Marks are owned by AFB IP Holdings, our affiliate. We are authorized to use and to sublicense the use of the Marks under the Intellectual Property License Agreement dated December 31, 2019 (the “License Agreement”). The License Agreement has a term of 99 years, and can be terminated on 30 days’ notice if we materially breach the License Agreement and fail to cure the breach, or if we cease to be an affiliate of AFB IP Holdings. Your rights to use the Marks under the Franchise Agreement will not be affected by the termination of the License Agreement. All rights in and goodwill from the use of the Marks accrue to us and our affiliates.

The principal Marks are:

Mark	Reg. No. & Principal (P) or Suppl. (S)	Registration Date
“A” (stylized)	Reg. 3,787,018 (P)	05/11/10
“A Allegra” (and design)	Reg. 3,783,744 (P)	05/04/10
“Allegra”	Reg. 2,200,840 (P)	11/03/98
“Allegra”	Reg. 2,219,861 (P)	01/26/99
“American Speedy Printing Centers” and design	Reg. 1,408,004 (P)	09/02/86
“Insty-Prints”	Reg. 3,761,277 (P)	03/16/10
“Allegra Marketing Print Mail”	Reg. 5,668,694 (P)	02/05/19

Mark	Reg. No. & Principal (P) or Suppl. (S)	Registration Date
"A Allegra Marketing Print Mail" (and design)	Reg. 5,668,695 (P)	02/05/19

For each registration noted above, AFB IP Holdings has filed all required affidavits and has applied for or obtained any required renewals.

Other than the License Agreement, no agreements limit our right to use or license the use of the Marks in a manner material to the franchise. We do not know of any superior prior rights in the Marks. We do not know of any infringing uses of the Marks that could materially affect your use of the Marks.

If we decide to modify or discontinue use of any of the Marks or to use one or more additional or substitute Marks, you must follow our directions to modify or discontinue use of the Marks or to use one or more additional or substitute Marks within a reasonable time after notice. We have no obligation to reimburse you for any expenses resulting from a change in Marks, for your expenses for promoting a modified or substitute trademark or service mark, or for any indirect expense, such as advertising expenses, or for any goodwill associated with any discontinued Mark.

You must notify us immediately when you learn about an infringement of or challenge to your use of any of the Marks. We may take action we think appropriate, and we will control any litigation or administrative proceeding.

If you have timely notified us of a claim or proceeding and comply with the Franchise Agreement, we will indemnify you for all damages for which you are held liable in any proceeding from your authorized use of any of the Marks. We will indemnify you for all costs that you reasonably incur in defending the claim brought against you or any proceeding where you are named as a party because of your authorized and proper use of the Marks. We may defend and control the defense of any proceeding from your use of any of the Marks.

There are no currently effective material determinations of the Patent and Trademark Office, the Trademark Trial and Appeal Board, the trademark administrator of any state, or any federal or state court, nor are there any pending infringement, opposition or cancellation proceedings, or material litigation, involving the Marks which are relevant to their use by our franchisees.

ITEM 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

We do not own any patents that are material to the franchise. We have not filed any patent applications that are material to the franchise.

Various marketing, sales, training and management materials which we have created, including the Operations Materials, marketing materials, newsletters, training and informational materials, printing, advertising and promotional materials, and related items, used in operating a Center, are protected under the U.S. Copyright Act, whether or not we have obtained registrations. You may use these copyrighted materials during the term of the franchise, in a manner consistent with our ownership rights, for the purpose of promoting your Center, but you do not receive any rights in those materials.

There are no determinations of the U.S. Copyright Office (Library of Congress) or any court, nor are there any pending infringement, opposition or cancellation proceedings or material litigation, involving the copyrighted materials which are relevant to their use by our franchisees.

No agreements limit our right to use or license the use of our copyrighted materials. We are not obligated under any agreement to protect or defend our copyrights, although we intend to do so. We do not know of any infringing uses of or superior rights in our copyrighted materials.

We have developed and may continue to develop confidential information for the operation of a Center, including: the Operations Materials, marketing materials, training materials, methods, techniques, formats, specifications, systems (including accounting systems), procedures, recommended prices and pricing methods, sales and marketing techniques, and marketing and advertising programs and materials.

The confidential information includes our trade secrets. We disclose it to you on the condition that you do not use the information in any other business, or in violation of the Franchise Agreement, during and after the term of the franchise, that you not make unauthorized copies of any portion of the information, and that you implement all procedures we require to prevent unauthorized use or disclosure of the information. We may require you to have your employees and contractors execute a Confidentiality and Non-Solicitation Agreement and shall have the right to regulate the form of and to be a party to or third-party beneficiary under any such agreements with independent enforcement rights.

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

If you are a corporation, partnership or limited liability company you must name as managing owner one of your shareholders or owners who owns at least a 20% interest in the corporation, partnership or limited liability company and who is your chief executive officer (the “Managing Owner”).

If you are a corporation, partnership or limited liability company, each owner must sign a Guaranty and Assumption of Obligations (See Exhibit D), guaranteeing the performance of your obligations under the Franchise Agreement. The spouse of each owner will also be required to consent in writing to his or her spouse’s execution of the guaranty, which serves to bind the assets of the marital estate to the guarantor’s performance of the Guaranty and Assumption of Obligations.

You must diligently perform all your obligations under the Franchise Agreement and exert your best efforts to promote the Center. You (and your owners if you are a corporation, partnership or limited liability company) may not engage in a similar or competitive business.

You (or your Managing Owner) must devote substantially all of your (or his or her) effort and time to the on-premises supervision of the Center and manage the Center on a full-time basis. Your on-site manager (or any replacement manager) does not need to successfully complete our training program. However, you (or your Managing Owner) must supervise, train and evaluate the performance of your employees so that they provide competent and efficient service to customers.

Additionally, you must hire, and have an ongoing obligation to retain, an outside salesperson meeting the minimum specifications we may designate, who must be someone other than you. Any outside salesperson may (but is not required to) attend initial training for our then-current training fee if space is

available. An original or a replacement outside salesperson does not need to have an equity interest in your Center.

Any of your Center’s employees who will have access to our confidential and proprietary information or who will participate in our training programs must sign a Confidentiality and Non-Solicitation Agreement (See Exhibit E).

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You may not use the Center or the premises of the Center for any purpose other than the operation of a Center in compliance with the Franchise Agreement. You must use our specifications for products, materials and supplies, and you must follow our specifications and marketing plans for certain brands of products, materials and supplies.

You may not offer any products or services that we have not approved. You must offer all products and services that we require to be offered at a Center. We may change the types of products and services required to be offered at a Center on reasonable written notice to you and there are no limits on our right to do so. You may not offer any products or services that we have not approved. You must discontinue selling and offering for sale any products or services that we disapprove at any time. We have the right to add additional authorized products and services that you are required to offer. There are no limits on our right to do so. We do not restrict the customers to whom you may sell approved products and services.

ITEM 17

RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

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

PROVISION	SECTION IN FRANCHISE AGREEMENT	SUMMARY
(a) Length of the franchise term	Section 1.D; Section 1 of the Transition Addendum; Section 1 of the Advantage Addendum	<u>Advantage Center</u> : Franchise Agreement term is 10 years (the “Initial Term”). <u>Existing Centers Transitioning to an Allegra Center</u> : Franchise Agreement term is 10 years. However, if the term remaining on your existing franchise agreement is greater than 10 years, you can choose 10 years or your existing remaining term. <u>All Other Centers</u> : Franchise Agreement term is 20 years.

PROVISION	SECTION IN FRANCHISE AGREEMENT	SUMMARY
(b) Renewal or extension of the term	Section 13; Section 9 of the Advantage Addendum; Section 1 of the Transition Addendum; Section 1.a of the Dual-Brand Addendum	<p><u>Advantage Center</u>: The Franchise Agreement may be renewed for an additional 10-year term (the “Renewal Term”) if you are in full compliance, and you execute our then current form of renewal addendum if we so require. After the expiration of the Renewal Term, if you are in full compliance, you may acquire one successor franchise on our then current terms (which may be materially different from existing terms) for 10 years.</p> <p><u>All Centers Other Than an Advantage Center</u>: If you are in full compliance, you may acquire one successor franchise on our then current terms (which may be materially different from existing terms) for 20 years.</p> <p><u>Existing Centers Transitioning to an Allegra Center</u>: You can choose to renew early and have an expiration date that is the expiration date of your existing franchise agreement plus 10 years.</p> <p><u>For all Centers</u>: If you later sign a franchise agreement with us or an affiliate to operate another brand concept at the Center’s premises such that the Center’s premises will be used for a dual-brand center, then you may be required to sign an agreement extending the term of the Franchise Agreement so that its term expires on the same date as such franchise agreement.</p>
(c) Requirements for franchisee to renew or extend	Section 13	<p>Give us timely notice; maintain possession of your Center’s premises or find acceptable substitute premises; remodel your Center according to our then current standards (regardless of cost); timely sign new franchise agreement and other documents we use to grant franchises; annual Gross Sales not being less than \$300,000 two or more years beginning with the 4th full calendar year of the Center’s operation; sign general release; and if we so require, transition your Center into a different Designated Brand Concept.</p> <p>If you seek to renew your franchise at the expiration of the term, you will be required to sign a new franchise agreement that contains terms and conditions materially different from those in your previous franchise agreement, such as different fee requirements. As a matter of policy, existing franchisees under older franchise agreements are allowed to sign a renewal addendum to the franchise agreement in place of a new franchise agreement, which contains a general release and may amend certain terms of the franchise agreement, including financial terms. We may change this policy in the future and require all franchisees to sign a new franchise agreement.</p>
(d) Termination by franchisee	Section 14.A; Section 10 of the Advantage Addendum	You may terminate the Franchise Agreement if we materially breach the agreement and do not cure default after notice from you; you may also terminate if you pay us a termination fee (see Item 6).
(e) Termination by franchisor without cause	Not applicable	We may not terminate the Franchise Agreement without cause.

PROVISION	SECTION IN FRANCHISE AGREEMENT	SUMMARY
(f) Termination by franchisor with cause	Section 14.B; Section 11 of the Advantage Addendum	We may terminate only if you or your owners commit one of several violations.
(g) “Cause” defined — curable defaults	Section 14.B	Under the Franchise Agreement, you have 10 days to cure monetary defaults and failure to maintain required insurance; 72 hours to cure violations of laws, ordinances, rules or regulations of a governmental agency; and 30 days to cure operational defaults and other defaults not listed in (h) below.
(h) “Cause” defined — non-curable defaults	Section 14.B; Section 7 of the MatchMaker Addendum; Section 11 of the Advantage Addendum; Section 8 of Transition Addendum; Section 4 of Dual-Brand Addendum	Non-curable defaults under Franchise Agreement include failure to transition an independent business to a MatchMaker Center within 180 days of acquisition, or transition and develop your Advantage Center within 180 days after the Franchise Agreement’s effective date (if applicable) or transition your existing Center into an <i>Allegra</i> Center within 90 days after the Franchise Agreement’s effective date (if applicable); failure to complete training; abandonment; unapproved transfers of your Center; you lose the right to occupy the premises; material misrepresentations or omissions; conviction of a felony; dishonest or unethical conduct; unauthorized use or disclosure of the Operations Materials or other confidential information; failure to pay taxes; understating Gross Sales, whichever is applicable; repeated defaults (even if cured); an assignment for the benefit of creditors; appointment of a trustee or receiver; failure to comply with anti-terrorism laws; your Center’s annual Gross Sales are less than \$300,000 during any two calendar years, beginning with the 4 th full calendar year of operation of your Center; failure to comply with other agreements with us or our affiliates and do not correct such failure within the applicable cure period, if any; and failure to pay any third-party, including the lessor of your premises, any amounts owed in connection with your Center when due.
(i) Franchisee’s obligations on termination/nonrenewal	Section 15	Obligations include paying outstanding amounts; closing the Center and cease selling products and services; cease all use of the Marks; cease identifying any business as a Center or franchisee and cancel all fictitious or assumed names using any Mark; returning or destroying all confidential information, as we require; delivering all customer artwork to your customers within 10 days; deliver to us within 10 days a copy of your management information system, including all customer information; complete de-identification; cease using and assign all telephone numbers, facsimile numbers and all Online Presences to us; providing evidence of compliance with the de-identification requirements within 15 days; and paying liquidated damages, if applicable (also see (o) and (r) below).
(j) Assignment of contract by franchisor	Section 12.A	No restriction on our right to assign; we may assign without your approval.

PROVISION	SECTION IN FRANCHISE AGREEMENT	SUMMARY
(k) “Transfer” by franchisee — definition	Section 12.B	Includes transfer of Franchise Agreement, sale of your Center’s assets, transfer of ownership interest in you or your owners.
(l) Franchisor approval of transfer by franchisee	Section 12.B	No transfer without our prior written consent.
(m) Conditions for franchisor approval of transfer	Section 12.C	New franchisee qualifies; you pay us, our affiliates, and third party vendors all amounts due and submit all required reports; no default during 60 day period before transfer request or during period between request and transfer’s proposed effective date; new franchisee (and its owners and affiliates) are not in a competitive business; training completed; lease transferred; transferee agrees to upgrade and remodel your Center according to our specifications within 45 days after transfer’s effective date; if we so require, transferee agrees to transition the Center into a different Designated Brand Concept; you or transferee signs our then current franchise agreement and other documents; transferee paid initial franchise fee for Existing Center; we approve purchase price and payment terms; you subordinate amounts due to you at our request; you de-identify; and you sign release (if law allows) (also see (r) below).
(n) Franchisor’s right of first refusal to acquire franchisee’s business	Section 12.F	We may match any offer for your Center or an ownership interest in you.
(o) Franchisor’s option to purchase franchisee’s business	Section 15.E	We may buy your Center, after the Franchise Agreement is terminated or expires (without renewal).
(p) Death or disability of franchisee	Section 12.E	Assignment of franchise or an ownership interest in you to approved party within 180 days; we may manage your Center if there is no qualified manager approved by us.

PROVISION	SECTION IN FRANCHISE AGREEMENT	SUMMARY
(q) Non-competition covenants during the term of the franchise	Section 7	No diverting business (or assisting others to divert business); no behavior injurious of the Marks; no appropriating the System for use in other businesses or endeavors; no ownership interest in, or performing services for, or leasing premises to, competitive business anywhere (“competitive business” means (i) any business offering, selling or producing products or services that we may authorize Centers to sell, offer or produce, including, without limitation digital offset printing, wide format printing, copying, marketing services, binding, mailing services, promotional products and related products and services, or (ii) any business granting franchises or licenses to others to operate the types of businesses specified in subparagraph (i) (other than a business operated under a franchise agreement with us). We may periodically change the products and services that Centers are authorized to sell and, therefore, you may be restricted from engaging in certain business activities in the future involving the offer and sale of products and services which are not currently offered by the Centers) (subject to state law).
(r) Non-competition covenants after the franchise is terminated or expires	Section 15.D	For 2 years, no direct or indirect ownership interest in, or performing services for, or leasing premises to, a competing business within 10 mile radius of your Center or within 5 mile radius of any other Center in operation or under construction on date of termination or expiration of Franchise Agreement (same restrictions apply after transfer) (subject to state law).
(s) Modification of the agreement	Section 17.M	No modifications except in writing, but we may change Operations Materials and System Standards.
(t) Integration/merger clause	Section 17.O	Only the terms of the Franchise Agreement (including System Standards in the Operations Materials) are binding (subject to state law). Any representations or promises outside of this Disclosure Document and the Franchise Agreement may not be enforceable.
(u) Dispute resolution by arbitration or mediation	Section 17.G	We and you must arbitrate all disputes at a location within 50 miles of our or, as applicable, our successor’s or assign’s then current principal place of business (currently Plymouth, Michigan) (subject to state law).
(v) Choice of forum	Section 17.I	Subject to arbitration requirement, litigation must be exclusively in the state or federal court which is closest to our or, as applicable, our successor’s or assign’s then current principal place of business (currently Plymouth, Michigan) (subject to state law).
(w) Choice of law	Section 17.H	Except for U.S. Federal Arbitration Act and other federal laws in the U.S., laws of State of Michigan (subject to state law).

ITEM 18

PUBLIC FIGURES

We do not use any public figure to promote our franchise. Although the Franchise Agreement does not prohibit you from using a public figure in promotion or advertising, we must approve any public figure, media, time and text that you propose to use.

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

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

A. FRANCHISED ALLEGRA CENTERS' ANNUAL GROSS SALES¹ – COMPARISON OF 2019, 2020 AND 2021

The numbers in this Section A for calendar year 2019 reflect the annual Gross Sales of 165 franchised *Allegra* Centers located in the United States that were in operation for at least 1 full calendar year as of December 31, 2019. This excludes 4 *Allegra* Centers whose sales were reported on an aggregated basis and 4 *Allegra* Centers that failed to report sales numbers for the full year.

The numbers in this Section A for calendar year 2020 reflect the annual Gross Sales of 158 franchised *Allegra* Centers located in the United States that were in operation for at least 1 full calendar year as of December 31, 2020. This excludes 4 *Allegra* Centers whose sales were reported on an aggregated basis and 2 *Allegra* Centers that failed to report sales numbers for the full year.

The numbers in this Section A for calendar year 2021 reflect the annual Gross Sales of 148 franchised *Allegra* Centers located in the United States that were in operation for at least 1 full calendar year as of December 31, 2021. This excludes 4 *Allegra* Centers whose sales were reported on an aggregated basis, 1 not operating under the *Allegra* Marks, and 5 *Allegra* Centers that failed to report sales numbers for the full year.

	<u>Centers Open More Than 1 Year</u>	<u>Average Annual Gross Sales</u>	<u>Centers That Achieved or Exceeded the Average</u>	<u>Median Annual Gross Sales</u>	<u>Range</u>
<u>Calendar Year 2019</u>					
All Franchised	165	\$1,059,934	52 (31.52%)	\$782,686	\$24,503 to \$4,763,223
Top 50%	82	\$1,670,762	29 (35.37%)	\$1,297,481	\$787,796 to \$4,763,223
Bottom 50%	83	\$456,466	39 (46.99%)	\$446,303	\$24,503 to \$782,686

Calendar Year 2020					
All Franchised	158	\$845,095	44 (27.85%)	\$581,833	\$2,842 to \$5,382,168
Top 50%	79	\$1,325,217	24 (30.38%)	\$899,376	\$583,153 to \$5,382,168
Bottom 50%	79	\$364,973	38 (48.10%)	\$350,346	\$2,842 to \$580,514
Calendar Year 2021					
All Franchised	148	\$980,036	42 (28.38%)	\$665,491	\$4,218 to \$8,039,423
Top 50%	74	\$1,535,498	23 (31.08%)	\$1,105,783	\$667,337 to \$8,039,423
Bottom 50%	74	\$424,572	37 (50.00%)	\$436,163	\$4,218 to \$663,646

NOTE:

1. “Gross Sales” means all revenue from sales conducted at, from or through a Center, including amounts received from the sale of services and products of every kind and nature. It excludes: (i) all taxes imposed by any federal, state, municipal or other governmental authority so long as it is added to the selling price and actually paid by the Center to such governmental authority; (ii) all amounts paid by customers for postage; (iii) customer refunds or credits; and (iv) any revenue from the sale of services and products from Center to Center. Gross Sales also includes the proceeds of any business interruption insurance policies related to the operation of a Center.

B. OPERATING RATIO STUDY FOR ALLEGRA FRANCHISEES^{1,2}

2020 PERCENTAGE OF COSTS, EXPENSES AND PROFITS IN RELATION TO SALES

	Average ³	Median ⁴	Range
Sales ⁵	\$1,106,030 ¹¹	\$818,353	\$171,599 to \$8,151,726
Cost of Goods Sold ⁶	34.80% ¹²	33.83%	17.49% to 71.74%
Staff Cost ⁷	27.24% ¹³	27.04%	0.02% to 55.83%
Operating Expenses ⁸	26.91% ¹⁴	24.84%	11.51% to 73.79%
Capital Asset Cost ⁹	7.04% ¹⁵	6.05%	-0.43% to 24.52%
EBITDA ¹⁰	11.05% ¹⁶	12.25%	-34.76% to 34.04%

NOTES:

1. We or our affiliates have conducted an annual Operating Ratio Study that summarizes and reports information provided on financial statements prepared by Participating Centers (defined below). The data provided above has been extracted from the results of the latest study which was conducted in 2021 for fiscal year ending December 31, 2020. This chart does not include data for all franchised *Allegra* Centers; rather, a total of 94 *Allegra* Centers (the “Participating Centers”) out of 165 *Allegra* Centers (56.97%) located in the U.S. (the “Total Centers”) participated in this study. Total Centers include all *Allegra* Centers as of December 31, 2020. The 94 Participating Centers were operated by 80 franchisees (the “Participating Franchisees”). With respect to a franchisee that

operates multiple Centers, we aggregate the financial information received for all the franchisee's Centers and report the information as one Participating Center. Participating Centers do not include 71 Centers that fall into one of these categories: (i) Centers that were not open for a full year as of December 31, 2020, (ii) Centers that were dual-branded as an Allegra Center and an Image360 Center, and (iii) Centers that chose not to participate in the Operating Ratio Study or did not submit complete financial information in the format we required for participation.

2. Of the 71 Centers not included in the chart, 2 were not open for at least 1 full year as of December 31, 2020, 31 were dual-branded, 1 was operating under a different trademark, and 2 did not provide sales reports for the entire calendar year. The average sales for the remaining 35 Centers that did not participate in the operating ratio study was \$736,048 (with 8 of the 35 (22.86%) exceeding that average), the median was \$503,815, and the range was \$131,619 to \$3,475,032. Some of the franchisees that did not participate in the operating ratio study report Total Receipts rather than annual sales for purposes of determining their Royalties; therefore, for those franchisees, we used their Total Receipts to calculate the average sales of non-participating Centers. "Total Receipts" means all receipts from all of the sales conducted at, from or through a Center, including amounts received from the sale of services and products of every kind and nature and collections on credit sales. It excludes: (i) all taxes imposed by any federal, state, municipal or other governmental authority directly on sales and collected from customers so long as it is added to the selling price and actually paid by the franchisee to such governmental authority; (ii) all amounts paid by customers for postage; (iii) customer refunds or credits; and (iv) sales made on credit if the franchisee is not paid.
3. The "average" for each sales, profit and expense category is the sum value of the sales, profit or expense for each Participating Franchisee divided by the total number of Participating Franchisees.
4. The "median" is the middle value of the Participating Franchisees' in a particular category arranged in order. The same number of Participating Franchisees are above and below the median. The sum of the percentages from each category will not equal 100% because these are median percentages.
5. "Sales" means all revenue from sales conducted at, from or through a Center, including amounts received from the sale of services and products of every kind and nature. Sales also includes the proceeds of any business interruption insurance policies related to the operation of the Center.
6. "Cost of Goods Sold" means the percentage of revenue spent by the franchisee on paper and other materials used in the production process.
7. "Staff Costs" means the percentage of revenue spent by the franchisee on wages, taxes, benefits, recruitment and other employee related expenditures.
8. "Operating Expenses" means the percentage of revenue spent on rent, advertising, utilities, insurance and other overhead expenses. Amounts paid to us for Royalties and Marketing Fund contributions are included as expenses.
9. "Capital Asset Costs" means the percentage of revenue spent on capital asset costs, including amortization, depreciation, operating leases and interest expense.
10. "EBITDA" means the percentage of the franchisee's revenue that was earnings before deducting interest, tax, depreciation and amortization expenses.
11. 21 of the 80 Participating Franchisees (26.25%) achieved or exceeded the average sales.

12. 36 of the 80 Participating Franchisees (45.00%) exceeded the average Cost of Goods Sold.
13. 39 of the 80 Participating Franchisees (48.75%) exceeded the average Staff Cost.
14. 34 of the 80 Participating Franchisees (42.50%) exceeded the average Operating Expenses.
15. 36 of the 80 Participating Franchisees (45.00%) exceeded the average Capital Asset Cost.
16. 42 of the 80 Participating Franchisees (52.50%) exceeded the average EBITDA.

Written substantiation of the data used to prepare the information provided above will be made available to you on reasonable request.

This financial information is prepared without an audit. Prospective franchisees should be advised that no certified public accountant has audited these figures or expressed his or her opinion with regard to the content or form.

Some Centers have sold or earned this amount. Your individual results may differ. There is no assurance that you will sell or earn 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 our management by contacting Meredith Flynn, Vice President Legal & Franchise Compliance, Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466, (800) 726-9050; the Federal Trade Commission; and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

TABLE NO. 1

**SYSTEMWIDE CENTER SUMMARY FOR
YEARS 2019 to 2021¹**

Outlet Type	Year	Centers at the Start of the Year	Centers at the End of the Year	Net Change
Franchised	2019	221	212	-9
	2020	212	197	-15
	2021	197	191	-6
Company-Owned ²	2019	2	2	0
	2020	2	2	0
	2021	2	2	0

Outlet Type	Year	Centers at the Start of the Year	Centers at the End of the Year	Net Change
Total Outlets	2019	223	214	-9
	2020	214	199	-15
	2021	199	193	-6

1. The numbers are as of December 31 of each year.
2. Company-owned includes affiliate-owned outlets.

TABLE NO. 2

**TRANSFERS OF CENTERS FROM FRANCHISEES TO
NEW OWNERS (OTHER THAN FRANCHISOR OR AN AFFILIATE)
FOR YEARS 2019 to 2021¹**

State	Year	Number of Transfers
Georgia	2019	0
	2020	1
	2021	0
Idaho	2019	0
	2020	1
	2021	0
Indiana	2019	0
	2020	0
	2021	1
Michigan	2019	0
	2020	1
	2021	0
Tennessee	2019	1
	2020	0
	2021	1
Wisconsin	2019	1
	2020	0
	2021	0
Total	2019	2
	2020	3
	2021	2

1. The numbers are as of December 31 of each year.

TABLE NO. 3

**STATUS OF FRANCHISED CENTERS
FOR YEARS 2019 to 2021¹**

State	Year	Centers at Start of Year	Centers Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Centers at End of Year
Alabama	2019	2	0	1	0	0	0	1
	2020	1	0	1	0	0	0	0
	2021	0	1	0	0	0	0	1
Arizona	2019	6	0	0	0	0	0	6
	2020	6	0	0	0	0	0	6
	2021	6	0	0	0	0	0	6
Arkansas	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
California	2019	5	0	0	0	0	1	4
	2020	4	0	1	0	0	0	3
	2021	3	0	0	0	0	0	3
Colorado	2019	2	1	0	0	0	0	3
	2020	3	0	0	0	0	0	3
	2021	3	0	0	0	0	0	3
Connecticut	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
Florida	2019	14	1	0	0	0	0	15
	2020	15	0	0	0	0	2	13
	2021	13	0	0	0	0	0	13
Georgia	2019	7	0	0	0	0	0	7
	2020	7	0	1	0	0	0	6
	2021	6	0	0	0	0	0	6
Idaho	2019	3	0	0	0	0	0	3
	2020	3	0	0	0	0	0	3
	2021	3	0	0	0	0	0	3
Illinois	2019	20	0	0	1	0	0	19
	2020	19	0	0	0	0	1	18
	2021	18	0	0	0	0	1	17
Indiana	2019	6	0	0	0	0	0	6
	2020	6	0	0	0	0	0	6
	2021	6	0	0	0	0	0	6
Iowa	2019	4	0	0	0	0	0	4
	2020	4	0	0	0	0	0	4
	2021	4	0	0	0	0	0	4

State	Year	Centers at Start of Year	Centers Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Centers at End of Year
Kentucky	2019	3	0	0	0	0	0	3
	2020	3	0	0	0	0	0	3
	2021	3	0	0	0	0	0	3
Louisiana	2019	1	0	0	0	0	0	1
	2020	1	0	1	0	0	0	0
	2021	0	0	0	0	0	0	0
Maryland	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
Massachusetts	2019	4	0	1	0	0	0	3
	2020	3	0	0	0	0	0	3
	2021	3	0	0	0	0	0	3
Michigan	2019	28	0	0	1	0	0	27
	2020	27	0	0	0	0	1	26
	2021	26	0	0	0	0	1	25
Minnesota	2019	19	0	0	0	0	1	18
	2020	18	0	0	0	0	0	18
	2021	18	1	0	0	0	1	18
Missouri	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
Montana	2019	11	0	0	0	0	1	10
	2020	10	0	0	0	0	0	10
	2021	10	0	0	0	0	0	10
Nevada	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
New Hampshire	2019	3	0	0	0	0	0	3
	2020	3	0	0	0	0	0	3
	2021	3	0	0	0	0	0	3
New Jersey	2019	2	0	0	0	0	0	2
	2020	2	0	0	0	0	0	2
	2021	2	0	0	0	0	0	2
New Mexico	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
New York	2019	4	0	0	0	0	0	4
	2020	4	0	0	0	0	0	4
	2021	4	0	0	0	0	0	4
North Carolina	2019	13	0	1	0	0	2	10
	2020	10	0	0	0	0	1	9
	2021	9	1	0	0	0	1	9

State	Year	Centers at Start of Year	Centers Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Centers at End of Year
Ohio	2019	6	0	0	0	0	1	5
	2020	5	0	0	0	0	1	4
	2021	4	0	0	0	0	0	4
Oklahoma	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
Oregon	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
Pennsylvania	2019	6	0	0	0	0	0	6
	2020	6	0	0	0	0	0	6
	2021	6	0	0	0	0	0	6
Rhode Island	2019	2	0	0	0	0	0	2
	2020	2	0	0	0	0	0	2
	2021	2	0	0	0	0	1	1
South Carolina	2019	8	0	0	0	0	0	8
	2020	8	0	0	0	0	0	8
	2021	8	0	0	0	0	0	8
South Dakota	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
Tennessee	2019	8	1	0	0	0	1	8
	2020	8	0	1	0	0	0	7
	2021	7	0	0	0	0	2	5
Texas	2019	9	0	0	0	0	0	9
	2020	9	0	0	1	0	2	6
	2021	6	0	0	0	0	0	6
Virginia	2019	6	0	0	0	0	0	6
	2020	6	1	1	0	0	0	6
	2021	6	0	0	0	0	1	5
Washington	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	1	0
	2021	0	0	0	0	0	0	0
Wisconsin	2019	9	0	0	0	0	0	9
	2020	9	0	0	0	0	0	9
	2021	9	0	0	0	0	1	8
Totals^{2,3}	2019	221	3	3	2	0	7	212
	2020	212	1	6	1	0	9	197
	2021	197	3	0	0	0	9	191

1. The numbers are as of December 31 of each year.
2. As of December 31, 2021, there were 27 Allegra Centers and 1 Speedy Printing Center in Canada.

3. For 2019, the total number of franchised businesses operating at year end included 176 Allegra Centers, 25 Insty-Prints Centers, and 11 American Speedy Printing Centers. For 2020, the total number of franchised businesses operating at year end included 165 Allegra Centers, 24 Insty-Prints Centers, and 8 American Speedy Printing Centers. For 2021, the total number of franchised businesses operating at year end included 161 Allegra Centers, 22 Insty-Prints Centers, and 8 American Speedy Printing Centers.

TABLE NO. 4

**STATUS OF COMPANY-OWNED CENTERS
FOR YEARS 2019 TO 2021¹**

State	Year ¹	Centers at Start of Year	Centers Opened	Centers Reacquired from Franchisee	Centers Closed	Centers Sold to Franchisee	Centers at End of Year
Michigan	2019	2	0	0	0	0	2
	2020	2	0	0	0	0	2
	2021	2	0	0	0	0	2
Totals	2019	2	0	0	0	0	2
	2020	2	0	0	0	0	2
	2021	2	0	0	0	0	2

1. The numbers in this table are as of December 31 of each year.

TABLE NO. 5

**PROJECTED OPENINGS
AS OF DECEMBER 31, 2021 FOR 2022**

State	Franchise Agreements Signed But Centers Not Opened as of December 31, 2021	Projected New Franchised Centers in 2022	Projected New Company-Owned Centers in 2022
California	0	1	0
Colorado	0	1	0
Florida	0	1	0
Nevada	0	1	0
New York	0	2	0
Texas	0	1	0
Washington	0	1	0
Totals	0	8	0

Exhibit K is a list of the names, addresses and telephone numbers of our U.S. franchisees as of December 31, 2021.

Exhibit L is a list of the names, cities, states and business telephone numbers (or, if unknown, the last known home telephone numbers) of every U.S. franchisee who had an outlet terminated, cancelled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under a Franchise Agreement during the most recently completed fiscal year, or who has not communicated with us within 10 weeks of the issuance date of this Disclosure Document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

During the last 3 fiscal years, current and former franchisees have signed confidentiality clauses. In some instances, current and former franchisees have signed provisions restricting their ability to speak openly about their experience with us. You may wish to speak with current and former franchisees, but be aware that not all such franchisees will be able to communicate with you.

The Network Advisory Council is sponsored by us; its members are generally self-nominated and selected by current Network Advisory Council members. You can reach the organization by contacting Kyle Spencer at Allegra Marketing Print Mail, 40 West Lawrence St., Suite E, Helena, MT 59601 (406) 449-2847.

ITEM 21

FINANCIAL STATEMENTS

Attached as Exhibit M is the audited consolidated financial statements of Alliance Franchise Brands LLC (formerly known as Allegra Network LLC) as of December 31, 2021, December 31, 2020, and December 31, 2019.

ITEM 22

CONTRACTS

The following contracts are exhibits to this Disclosure Document:

Exhibit B	Franchise Agreement
Exhibit C	Application for Franchise
Exhibit D	Guaranty and Assumption of Obligations
Exhibit E	Confidentiality and Non-Solicitation Agreement
Exhibit F	Representations and Acknowledgment Statement
Exhibit G	Advantage Addendum to Franchise Agreement
Exhibit H	MatchMaker Addendum to Franchise Agreement
Exhibit I	Transition Addendum to Franchise Agreement
Exhibit J	Dual-Brand Addendum to Franchise Agreements
Exhibit O	Sample General Release
Exhibit P	State-Specific Riders to Franchise Agreement

ITEM 23

RECEIPTS

Exhibit R contains detachable documents acknowledging your receipt of the Disclosure Document.

EXHIBIT A

STATE ADMINISTRATORS/AGENTS FOR SERVICE OF PROCESS

EXHIBIT "A"

STATE ADMINISTRATORS/AGENTS FOR SERVICE OF PROCESS

Listed here are the names, addresses and telephone numbers of the state agencies having responsibility for the franchising disclosure/registration laws. We may not yet be registered to sell franchises in any or all of these states. There may be states in addition to those listed below in which we have appointed an agent for service of process. There may also be additional agents appointed in some of the states listed.

CALIFORNIA

Department of Financial Protection &
Innovation:

Toll Free: 1 (866) 275-2677

Los Angeles

Suite 750
320 West 4th Street
Los Angeles, California 90013
(213) 576-7505

Sacramento

2101 Arena Blvd.
Sacramento, California 95834
(916) 445-7205

San Diego

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

San Francisco

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

HAWAII

(state administrator)

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

(agent for service of process)

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

ILLINOIS

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

INDIANA

(state administrator)

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

(agent for service of process)

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

MARYLAND

(state administrator)

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

(agent for service of process)

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

MICHIGAN

(state administrator)

Michigan Attorney General's Office
Consumer Protection Division
Attn: Franchise Section
G. Mennen Williams Building, 1st Floor
525 West Ottawa Street
Lansing, Michigan 48909
(517) 373-7177

(agent for service of process)

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

MINNESOTA

(state administrator)

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

(agent for service of process)

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

NEW YORK

(state administrator)

NYS Department of Law
Investor Protection Bureau
28 Liberty Street, 21st Floor
New York, NY 10005
(212) 416-8236 Phone
(212) 416-6042 Fax

(agent for service of process)

Attention: New York Secretary of State
New York Department of State
One Commerce Plaza,
99 Washington Avenue, 6th Floor
Albany, NY 12231-0001
(518) 473-2492

NORTH DAKOTA

(state administrator)

North Dakota Securities Department
600 East Boulevard Avenue
State Capitol - Fifth Floor
Bismarck, North Dakota 58505
(701) 328-4712

(agent for service of process)

Securities Commissioner
600 East Boulevard Avenue
State Capitol - Fifth Floor
Bismarck, North Dakota 58505
(701) 328-4712

OREGON

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

RHODE ISLAND

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

SOUTH DAKOTA

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

VIRGINIA

(state administrator)

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

(agent for service of process)

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

WASHINGTON

(state administrator)

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

(agent for service of process)

Director
Department of Financial Institutions
Securities Division
150 Israel Road, S.W.
Tumwater, Washington 98501

WISCONSIN

(state administrator)

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

(agent for service of process)

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

EXHIBIT B

FRANCHISE AGREEMENT

ALLIANCE FRANCHISE BRANDS LLC

FRANCHISE AGREEMENT

FRANCHISEE

DATE OF AGREEMENT

CENTER ADDRESS

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ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT (the “Agreement”) is made and entered into on _____ (the “Effective Date”) (regardless of the dates of the parties’ signatures) by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, Michigan 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. PREAMBLES, ACKNOWLEDGMENTS, AND GRANT OF FRANCHISE.

A. PREAMBLES.

(1) We and our affiliates have, over a considerable time period and with considerable effort, developed a marketing and business communication services business offering a full range of marketing and business communication services and related products and services known as *Allegra*[®] Centers, *American Speedy*[®] *Printing* Centers or *Insty-Prints*[®] Centers (individually, “Center” and collectively, “Centers”). The franchise concept under which you will operate your Center is defined in Section 1.D as the “Designated Brand Concept.”

(2) We and our affiliates use, promote, and license certain trademarks, service marks, and other commercial symbols in operating the Centers, including, without limitation, the *Allegra*[®], *American Speedy*[®] *Printing* and *Insty-Prints*[®] marks, which have gained public acceptance and goodwill, and may create, use, and license other trademarks, service marks, and commercial symbols for the Centers (collectively, the “Marks”).

(3) We grant to persons who meet our qualifications, and are willing to undertake the investment and effort, a franchise to own and operate a Center offering the products and services we authorize and using our and our affiliates’ distinctive business formats, methods, rules, procedures, signs, designs, layouts, standards, specifications, and Marks (the “Franchise System”).

(4) You have applied for a franchise to own and operate a Center.

B. ACKNOWLEDGMENTS. You acknowledge:

(1) That you have independently investigated this franchise opportunity and recognize that, like any other business, the nature of the business a Center conducts may, and probably will, evolve and change over time.

(2) That an investment in a Center involves business risks that could result in the loss of a significant portion or all of your investment and that your business abilities and efforts are vital to your success and the success of your Center.

(3) That you have not received from us, and are not relying upon, any representations or guarantees, express or implied, as to the potential volume, sales, income, or profits of a Center, that any information you have acquired from other Center franchisees regarding their sales, profits, or cash flows was not information obtained from us, and that we make no representation about that information’s accuracy.

(4) That in all of their dealings with you, our officers, directors, employees, and agents act only in a representative, and not in an individual, capacity and that business dealings between you and them as a result of this Agreement are deemed to be only between you and us.

(5) That you have represented to us, to induce our entry into this Agreement, that all statements you have made and all materials you have given us, including the description of franchise ownership set forth on Exhibit A of this Agreement, are accurate and complete and that you have made no misrepresentations or material omissions in obtaining the franchise.

(6) That we have not made any representation, warranty, or other claim regarding this franchise opportunity, other than those made in this Agreement and our franchise disclosure document, and that you have independently evaluated this opportunity, including by using your business professionals and advisors, and have relied solely upon those evaluations in deciding to enter into this Agreement.

(7) That you have been afforded an opportunity, and have been encouraged by us, to have this Agreement and all other agreements and materials we have given or made available to you reviewed by an attorney and have either done so or elected not to do so.

(8) That you have a net worth which is sufficient to make the investment in the franchise opportunity represented by this Agreement, and you will have sufficient funds to meet all of your obligations under this Agreement.

C. **CORPORATION, LIMITED LIABILITY COMPANY, OR PARTNERSHIP.** If you are at any time a corporation, limited liability company, or partnership (each, an “Entity”), you agree and represent that:

(1) You will have the authority to execute, deliver, and perform your obligations under this Agreement and all related agreements and are duly organized or formed and validly existing in good standing under the laws of the state of your incorporation or formation;

(2) Your organizational documents will recite that this Agreement restricts the issuance and transfer of any ownership interests in you, and all certificates and other documents representing ownership interests in you will bear a legend referring to this Agreement’s restrictions;

(3) Exhibit A to this Agreement completely and accurately describes all of your owners and their interests in you and identifies each of your principal officers as of the Effective Date and each of your owners during this Agreement’s term will execute a guaranty in the form we prescribe undertaking personally to be bound, jointly and severally, by all provisions of this Agreement and any ancillary agreements between you and us. The spouse of each owner will also be required to acknowledge the guaranty. Subject to our rights and your obligations under Section 12, you and your owners agree to sign and deliver to us a revised Exhibit A to reflect any permitted changes in the information that Exhibit A now contains;

(4) You shall not use any Mark as part of your Entity name;

(5) Your Center and other Centers, if applicable, will be the only business(es) you operate (although your owners may have other, non-competitive business interests); and

(6) You must identify on Exhibit A one of your owners who is a natural person with at least 20% ownership interest and voting power in you and who will have the authority of a chief executive officer (the “Managing Owner”). You must obtain our written consent prior to changing the Managing Owner and agree to deliver to us a revised Exhibit A to accurately identify the Managing Owner.

D. **GRANT OF FRANCHISE.** You have applied for a franchise to own and operate a Center at _____ (the “Premises”). (If the Premises has not been determined as of the Effective Date, the Premises shall be the site selected in accordance with Section 2.A hereof.) Subject to this Agreement’s terms, we grant you a franchise (the “Franchise”) to operate a Center (“your Center”) under the brand [] *Allegra*[®], [] *American Speedy*[®] *Printing* or [] *Insty-Prints*[®] at the Premises (the “Designated Brand Concept”), and to use the Franchise System in its operation, for a term beginning on the Effective Date and expiring 20 years from that date, unless sooner terminated under Section 14. Notwithstanding the foregoing, if subsequent to your execution of this Agreement you sign another franchise agreement with us to operate another brand concept at the Premises such that the Premises will operate as a dual brand center, then you may be required to sign an agreement extending the term of this Agreement so that its term expires on the same date as such franchise agreement.

You agree at all times faithfully, honestly, and diligently to perform your obligations under this Agreement and to use your best efforts to promote your Center. You may use the Premises only for your Center. You agree not to conduct the business of your Center at any location other than the Premises. In addition, except as permitted under Section 9.D below, you may not engage in any promotional or similar activities, whether directly or indirectly, through or on the internet, or any other similar proprietary or common carrier electronic delivery system. You acknowledge that once you commence operation of your Center, you must actively and continuously operate the Center during normal business hours (as we may periodically prescribe in the Operations Materials) for the entire term of this Agreement.

E. **EXCLUSIVITY AND RESERVATION OF RIGHTS.** We and our affiliates will not operate or grant a franchise for the operation of a new *Allegra*, *American Speedy Printing* or *Insty-Prints* Center, the physical premises of which is located within the area described on Exhibit B attached hereto (the “Protected Territory”); for the avoidance of doubt, this limitation does not apply to franchises granted for the renewal of existing Centers, franchises granted to purchasers of existing Centers, or franchises granted for the transition of an existing Center to a different Designated Brand Concept. If the aggregate business count for the Protected Territory increases by more than 50%, we may reduce the Protected Territory, provided that the business count in the new Protected Territory will be at least 4,000. You acknowledge and agree that other Centers may market and solicit customers in your Protected Territory and, likewise, you may market and solicit customers in the protected territory of the other Centers. Except as expressly limited above, you acknowledge that we (and our affiliates) retain the right at all times during this Agreement’s term to engage in any and all activities that we (and they) deem appropriate and are not expressly prohibited under this Agreement, wherever and whenever we (and they) desire, and whether or not such activities compete with your Center, including, without limitation, the right to:

(1) acquire and operate, and allow others to acquire and operate, one or more businesses offering products and services which are identical or similar to products and services offered by the Centers, and/or franchising, licensing or creating similar arrangements with respect to these businesses, wherever these businesses (or the franchisees or licensees of these businesses) are located or operating (including in the Protected Territory);

(2) offer and sell products and services offered by Centers to national, regional and governmental accounts or our affiliates (including customers or accounts located within the Protected Territory);

(3) establish, and allow others to establish, other distribution channels (including, but not limited to, the internet), wherever located or operating and regardless of the nature or location of the customers with whom such other distribution channels do business, that operate under the Marks or any other trade names, trademarks, service marks or commercial symbols that are the same as or different from the Centers, and that sell products and/or services that are identical or similar to, and/or competitive with, those that the Centers customarily sell under any terms and conditions we deem appropriate;

(4) be acquired (whether through acquisition of assets or ownership interests, regardless of the form of transaction), by a business providing products and services similar to those provided at Centers, or by another business, even if such business operates, franchises and/or licenses competitive businesses in the Protected Territory; and

(5) engage in all other activities not expressly prohibited by this Agreement.

2. SITE SELECTION, LEASE OF PREMISES, AND COMPUTER SYSTEM.

A. **SITE SELECTION.** We must approve the Premises and you may operate your Center only at the Premises. You must receive our permission to relocate; if we approve of a relocation, we may change the Protected Territory. You acknowledge and agree that, if we recommend or give you information regarding a site for the Premises, it is not a representation or warranty of any kind, express or implied, of the site's suitability for a Center or any other purpose. Our recommendation indicates only that we believe that the site meets our then acceptable criteria. Applying criteria that have appeared effective with other sites might not accurately reflect the potential for all sites and premises, and demographic and/or other factors included in or excluded from our criteria could change, altering the potential of a site. The uncertainty and instability of these criteria are beyond our control, and we are not responsible if a site or premises we recommend fails to meet your expectations. You acknowledge and agree that your acceptance of the Franchise and selection of the Premises are based on your own independent investigation of the suitability of the site for your Center.

B. **LEASE OF PREMISES.** We have the right to approve the terms of any lease or sublease for the Premises (the "Lease") before you sign it, and you may not sign the Lease without our prior written approval. We may require the Lease to contain certain terms and provisions to protect our rights (although we will not directly negotiate your Lease). If the Lease expires or is terminated without your fault, or if the site for the Premises is destroyed, condemned, or otherwise rendered unusable, we will allow you to relocate your Center to a new site acceptable to us. Relocation of the Center requires our prior approval. Any relocation will be at your sole expense, and we reserve the right to require you reimburse us for our administrative costs associated with our evaluation of a proposed site. We recommend that you engage professional advisors, including legal counsel, to assist with the negotiation of the Lease.

C. COMPUTER SYSTEM.

You agree to obtain (if necessary to meet our System Standards (as defined in Section 4.C)) and use specified integrated computer hardware and/or software, including an order-entry system, franchise management system and social media management (the "Computer System"). We may require that you purchase part or all of the Computer System from the supplier we designate (which may be us or an

affiliate). We may modify specifications for, and components of, the Computer System. You also agree to maintain all specified points of high-speed internet connection. Our modification of specifications for the Computer System, and/or other technological developments or events, might require you to purchase, lease, and/or license new or modified computer hardware and/or software and to obtain service and support for the Computer System. Although we cannot estimate the future costs of the Computer System or required service or support, and although these costs might not be fully amortizable over this Agreement's remaining term, you agree to incur the costs of obtaining the computer hardware and software comprising the Computer System (or additions and modifications) and required service or support, including service agreements for ongoing support. We have no obligation to reimburse you for any Computer System costs. Within 60 days after you receive notice from us, you agree to obtain the Computer System components that we designate and to ensure that your Computer System, as modified, is functioning properly.

You agree that we or our affiliates may condition any license of proprietary software to you, or your use of technology that we or our affiliates develop or maintain, on your signing a software license agreement or similar document that we or our affiliates prescribe to regulate your use of, and our and your respective rights and responsibilities with respect to, the software or technology. We and our affiliates may charge you a monthly or other fee for any proprietary software or technology that we or our affiliates license to you and for other maintenance and support services that we or our affiliates provide during this Agreement's term.

Although you agree to buy, use, and maintain the Computer System according to our standards and specifications, you will have sole and complete responsibility for: (1) the acquisition, operation, maintenance, and upgrading of the Computer System; (2) the manner in which your Computer System interfaces at our specified levels of connection speed with our and any third party's computer system; and (3) any and all consequences if the Computer System is not properly operated, maintained, and upgraded.

3. FEES AND PAYMENT OBLIGATIONS.

A. **INITIAL FRANCHISE FEE.** You agree to pay us a one-time initial franchise fee of [] \$25,000 if you are acquiring an existing Center; or [] \$10,000 if you are our existing franchisee and are acquiring an additional Center (check whichever is applicable). The initial franchise fee is due in a lump sum when you sign this Agreement. The initial franchise fee is fully earned by us when you sign this Agreement and is not refundable under any circumstances.

B. **ROYALTY FEE.** You agree to pay us a monthly royalty (the "Royalty") on or before the 20th day of each month equal to the following percentages of Gross Sales (as defined below):

- a. 6% of Gross Sales in each calendar year up to and including \$1,129,498 of aggregate Gross Sales for such calendar year;
- b. 4% of Gross Sales in each calendar year in excess of \$1,129,498 up to and including \$2,258,996; and
- c. 1.5% of Gross Sales in each calendar year in excess of \$2,258,996.

If at any time you are not in compliance with this Agreement, or any other agreement between you or your affiliates and us or our affiliates, the calculation of the Royalty will be based on the highest rate described above.

C. **ROYALTY TERMS.** The above thresholds are for the 2022 calendar year. We may annually increase the Gross Sales thresholds by the most recently published National Consumer Price Index-All Urban Consumers-All Items (1982-1984 = 100) as most recently published by the U.S. Department of Labor, or a successor index (the “CPI”). We have no obligation to decrease Gross Sales thresholds if the CPI decreases. We will notify you in writing on or before March 15 of each calendar year as to any changes in the Gross Sales ranges for that calendar year. The Royalty shall be paid per Center per annum, commencing the first month of operation and continuing thereafter until the expiration of the term of this Agreement.

D. **GROSS SALES.** “Gross Sales” means all revenue from sales conducted at, from or through your Center, including amounts received from the sale of services and products of every kind and nature. It excludes: (i) all taxes imposed by any federal, state, municipal or other governmental authority so long as it is added to the selling price and actually paid by you to such governmental authority; (ii) all amounts paid by customers for postage; (iii) customer refunds or credits; and (iv) any revenue from the sale of services and products from your Center to another Center. Gross Sales also includes the proceeds of any business interruption insurance policies related to the operation of your Center.

E. **MARKETING FUND CONTRIBUTION.** You agree to pay us a Marketing Fund (as defined in Section 9.B) contribution of 1% of your Gross Sales, not to exceed an annual cap determined by us each year (\$10,871 for the 2022 calendar year), as adjusted from time to time by us to reflect any changes in the CPI, payable on the 20th day of the calendar month following the calendar month in which such Gross Sales are received (*unless you operate an **Insty-Prints** Center, then your Marketing Fund contribution rate is 2% of Gross Sales and the annual cap for the 2022 calendar year is \$22,850*). We reserve the right to modify or remove the cap on Marketing Fund contributions. We also reserve the right to raise the amount of the Marketing Fund contribution, not to exceed 3% of your Gross Sales. We have no obligation to decrease the annual cap on the Marketing Fund contribution if the CPI decreases.

F. **TECHNOLOGY SERVICES FEE.** We require you to pay a fee (the “Technology Services Fee”) to us (or our affiliates) for ongoing subscription, maintenance and support of various technology systems, platforms and resources. We may in our discretion periodically modify the amount of the Technology Services Fee (currently, \$50 per month). You must pay the Technology Services Fee at the times, and in the manner, designated by us. We may require you to enter into written agreements with us or our affiliates to receive such services, with terms and conditions we approve. Some technology services may also be offered separately for an additional fee.

G. **INITIAL MARKETING DEPOSIT.** You agree to submit to us a one-time deposit of [] \$15,000 if you are purchasing a MatchMaker Center, or [] \$7,500 if you are an existing franchisee or you are purchasing an Advantage Center or an existing Center, for our KickStart initial marketing program that we have developed to promote the Center. We may determine the contents of the KickStart initial marketing program based on the sales volume and marketing needs of the Center. The KickStart initial marketing program includes first year required spending on direct mail, digital advertising, initial marketing collateral (including brochures and folders), and a portion of your convention attendance for one person during your first year of operation. This amount is due in a lump sum when you sign this Agreement and is not refundable under any circumstances.

H. **INTEREST ON LATE PAYMENTS.** All amounts which you owe us for any reason will bear interest accruing as of their due date at 1.5% per month or the highest commercial contract interest rate the law allows, whichever is less. We may debit your bank account automatically for the service charge and interest. You acknowledge that this Section does not mean we agree to accept any payments after they are due or that we are committing to extend credit to, or otherwise finance your

operation of, your Center. Interest assessments will be in addition to any other rights or remedies that we may have under this Agreement or otherwise.

I. **NON-COMPLIANCE FEE.** In addition to our other rights and remedies, if you are in default of this Agreement we may charge you a non-compliance fee in the amount of \$250 per default per month. We may charge you for each month that such default remains uncured. The non-compliance fee is payable to us in the same manner as Royalties.

J. **METHOD OF PAYMENT AND APPLICATION OF PAYMENTS.** Concurrently with the execution hereof, you agree to sign and deliver to us the documents we require to authorize us to debit your business checking account automatically for the Royalty, Marketing Fund (as defined in Section 9.B) contributions, Local Marketing Cooperative (as defined in Section 9.C) contributions, and other amounts due under this Agreement (the “EFT Authorization”), which is attached as Exhibit C. Such EFT Authorization shall remain in full force and effect during the term of this Agreement. We will debit the business account you designate in the EFT Authorization for these amounts on their due dates (or the subsequent business day if the due date is a national holiday or a weekend day). You agree to ensure that funds are available in your designated account to cover our withdrawals.

If there are insufficient funds in your designated account to cover our withdrawals, we may charge you the insufficient funds fee for each such instance (currently, \$25), as we may modify from time to time, to compensate us for our administrative expenses. In such circumstances, we may also attempt to debit your account again periodically until funds are available (but no more than once every 5 days) and you will be charged the insufficient funds fee for each instance in which the funds are not available.

You must submit the financial reports in the form and manner we dictate to report your Gross Sales and other financial data we designate. If you fail to report the Gross Sales, we may estimate your Gross Sales based on 110% of the average of the last three months’ Gross Sales (whether reported or estimated) and debit your account for Royalty and Marketing Fund/Local Marketing Cooperative contributions based on such estimated Gross Sales. If the amounts that we debit from your account are less than the amounts you actually owe us (once we have determined your Center’s true and correct Gross Sales), we will debit your account for the balance on the day we specify. If the amounts that we debit from your account are greater than the amounts you actually owe us, we will credit the excess against the amounts we otherwise would debit from your account during the following month.

Despite any designation you make, we may apply any of your payments to any of your past due indebtedness to us. We may offset any amounts you or your owners owe us or our affiliates against any amounts we or our affiliates owe you or your owners.

We may require you to pay any amounts due under this Agreement or otherwise by means other than automatic debit (*e.g.*, by credit card or web-based application) whenever we deem appropriate, and you agree to comply with our payment instructions. If you fail to comply with our payment instructions, we reserve the right to exclude your participation from certain programs; provided that such failure shall also be deemed a default under this Agreement.

4. TRAINING AND ASSISTANCE.

A. **TRAINING.** Before you begin operating your Center, we will provide up to three weeks of training for you (or your Managing Owner if you are an Entity) and one additional owner, on the material aspects of operating a Center, at one of our principal offices, at a designated training facility of our choice or virtually, as we determine in our discretion. Prior to attending training, you (or your Managing Owner if you are an Entity) will be required to complete 20 hours of online, self-paced learning

sessions. You (or your Managing Owner) must complete initial training to our satisfaction prior to operating your Center (or, if you are purchasing an existing Center, prior to closing on the purchase transaction). If we determine that you (or your Managing Owner) cannot complete initial training to our satisfaction, we may terminate this Agreement. You will be responsible for your employee's travel and living expenses, wages and workers' compensation insurance while attending training, if applicable.

You (or your Managing Owner) may request additional training at the end of the initial training program, to be provided at our then current per diem charges, if you (or your Managing Owner) do not feel sufficiently trained in the operation of a Center. We and you will jointly determine the duration of this additional training. However, if you (or your Managing Owner) complete our initial training program to our satisfaction and have not expressly informed us in writing at the end of that program that you (or your Managing Owner) do not feel sufficiently trained in the operation of a Center, then you will be deemed to have been trained sufficiently to operate a Center.

After you open the Center, you may send additional employees to our regularly scheduled training programs. You must pay our then-current per diem charges for this training. You must bear the cost of trainees' wages and benefits, and trainees' travel, lodging and meal expenses. Any non-owner employees attending employee-accessible portions of initial training must execute our then-current form of confidentiality and non-solicitation agreement.

Within 90 days of the Effective Date, such timing to be determined in our discretion, we will, at our own cost, send one of our representatives to your Center to assist you with the Center's operations for an aggregate of up to ten days. You also must successfully complete this phase of the initial training program.

If you request, and we agree to provide, additional or special guidance, assistance, or training during this initial phase, we may charge you the then applicable fee, including our personnel's per diem charges and travel and living expenses. Notwithstanding the foregoing, we will not be required to send any of our representatives to your Center to provide training or assistance if, in our sole determination, it is unsafe to do so. Such determination by us will not relieve you from your obligations under this Agreement (including, without limitation, to pay monies owed) and will not serve as a basis for your termination of this Agreement.

We may require you (or your Managing Owner) and/or previously trained and experienced employees to attend and complete to our satisfaction various training courses that we periodically choose to provide at the times and locations that we designate, including courses and programs provided by third parties we designate. We will not require attendance at more than two such courses, or for more than a total of three business days, during a calendar year. Besides attending these courses, you agree to attend the annual meeting of all Center franchisees each year at a location we designate. All training and the annual meeting may be held virtually, in our sole discretion. Attendance will not be required for more than five days during any calendar year. You agree to pay all costs to attend.

If you have a new Managing Owner during this Agreement's term, the new Managing Owner must complete to our satisfaction our then current initial training program. We may charge reasonable fees for training new Managing Owners. You also agree to pay all travel and living expenses which your Managing Owner incurs during all training courses and programs.

You understand and agree that any specific ongoing training or advice we provide does not create an obligation (whether by course of dealing or otherwise) to continue to provide such specific training or advice, all of which we may discontinue and modify from time to time. We reserve the right to require

any employees attending training to sign a confidentiality and non-solicitation agreement pursuant to Section 6 hereof.

B. **GENERAL GUIDANCE.** We will advise you from time to time regarding your Center's operation based on your reports or our inspections and will guide you with respect to: (1) standards, specifications, and operating procedures and methods that Centers use; (2) purchasing required and authorized equipment (including the Computer System), furniture, fixtures and signs (collectively the "Operating Assets"), and other products and services; (3) advertising and marketing materials and programs; (4) sales and sales management training; and (5) administrative, bookkeeping, accounting, and financial management.

We will furnish to you guidance in connection with the operation of your Center. Such guidance will be furnished in the form of our operations materials for the operation of Centers, which may include one or more separate manuals as well as computer software, information available on an internet site, other digital media, and/or written materials (collectively, the "Operations Materials"). We may also provide guidance via telephonic conversations and/or consultation at our offices. If you request, and we agree to provide, additional or special guidance, assistance, certification programs or training, we may charge you our then applicable fee, including our personnel's per diem charges and travel and living expenses.

C. **OPERATIONS MATERIALS.** During the term of this Agreement, we will provide you with access to the Operations Materials. The Operations Materials contain mandatory specifications, standards, operating procedures, and rules that we periodically prescribe for operating Centers ("System Standards"), and information on suggested procedures and your other obligations under this Agreement. We may modify the Operations Materials periodically to reflect changes in System Standards. If there is a dispute over its contents, our master copy of the Operations Materials controls. You agree that the Operations Materials' contents are confidential and that you will not disclose the Operations Materials to any person other than your employees who need to know its contents. You may not at any time copy, duplicate, record, or otherwise reproduce any part of the Operations Materials.

You agree to monitor and access the website, extranet or web-based application for any updates to the Operations Materials or System Standards. Any passwords or other digital identifications necessary to access the Operations Materials will be deemed to be part of Confidential Information (as defined in Section 6).

D. **DELEGATION OF PERFORMANCE.** You agree that we have the right to delegate the performance of any portion or all of our obligations under this Agreement to third-party designees, whether these designees are our agents or independent contractors with whom we have contracted to perform these obligations.

5. MARKS.

A. **OWNERSHIP AND GOODWILL OF MARKS.** Your right to use the Marks is derived only from this Agreement and limited to your operating your Center according to this Agreement and all System Standards we prescribe during its term. Your or your owners' unauthorized use of the Marks is a breach of this Agreement and infringes our and our affiliates' rights in the Marks. You acknowledge and agree that your use of the Marks and any goodwill established by that use are exclusively for our and our affiliates' benefit and that this Agreement does not confer any goodwill or other interests in the Marks upon you (other than the right to operate your Center under this Agreement). All provisions of this Agreement relating to the Marks apply to any additional proprietary trade and service marks we authorize you to use. You may not at any time during or after this Agreement's term

contest or assist any other person in contesting the validity of, or our and our affiliates' rights to, the Marks.

B. LIMITATIONS ON YOUR USE OF MARKS. You agree to use the Marks associated with the Designated Brand Concept as your Center's sole identification, except that you agree to identify yourself as its independent owner in the manner we prescribe. You (or your owners) may not use any Mark (1) as part of any corporate or legal business name, (2) with any prefix, suffix, or other modifying words, terms, designs, or symbols (other than logos we have licensed to you), (3) in selling any unauthorized services or products, (4) as part of any website, domain name, homepage, e-mail address, social media account (such as LinkedIn®, Twitter®, Facebook®, Instagram®, or YouTube®), user name, other online presence or presence on any electronic medium of any kind ("Online Presence") or otherwise in connection with a website (except as permitted under Section 9.D below), or (5) in any other manner that we have not expressly authorized in writing. You may not use any Mark in advertising the transfer, sale, or other disposition of your Center or an ownership interest in you without our prior written consent. You agree to display the Marks associated with the Designated Brand Concept prominently as we prescribe at your Center and on forms, advertising, supplies, and other materials we designate. You agree to give the notices of trade and service mark registrations that we specify and to obtain any fictitious or assumed name registrations required under applicable law.

C. NOTIFICATION OF INFRINGEMENTS AND CLAIMS. You agree to notify us immediately of any apparent infringement or challenge to your use of any Mark, or of any person's claim of any rights in any Mark, and not to communicate with any person other than us, and our attorneys, and your attorneys, regarding any infringement, challenge, or claim. We and our affiliates may take the action we deem appropriate (including no action) and control exclusively any litigation, U.S. Patent and Trademark Office proceeding, or other administrative proceeding arising from any infringement, challenge, or claim or otherwise concerning any Mark. You agree to sign any documents and take any other reasonable action that, in the opinion of our attorneys, are necessary or advisable to protect and maintain our and our affiliates' interests in any litigation or Patent and Trademark Office or other proceeding or otherwise to protect and maintain our and our affiliates' interests in the Marks. We will reimburse you for your costs of taking any action that we have asked you to take.

D. DISCONTINUANCE OF USE OF MARKS. If it becomes advisable at any time for us, our affiliates, and/or you to modify or discontinue using any Mark and/or to use one or more additional or substitute trade or service marks, you agree to comply with our directions within a reasonable time after receiving notice. We need not reimburse you for your direct expenses of changing your Center's signs, for any loss of revenue due to any modified or discontinued Mark, or for your expenses of promoting a modified or substitute trademark or service mark.

Our rights in this Section 5.D apply to any and all of the Marks (and any portion of any Mark) that we authorize you to use in this Agreement. We may exercise these rights at any time and for any reason, business or otherwise, that we think best. If you are signing this Agreement for an *American Speedy Printing* Center or an *Insty-Prints* Center, we will exercise this right to require you to transition your Center to an *Allegra* Center within one year of the Effective Date, and such transition may require you to incur additional expenses. You acknowledge both our right to take this action and your obligation to comply with our directions.

E. INDEMNIFICATION FOR USE OF MARKS. We agree to reimburse you for all damages and expenses that you incur in any trademark infringement proceeding disputing your authorized use of any Mark under this Agreement if you have timely notified us of, and comply with our directions in responding to, the proceeding. At our option, we may defend and control the defense of any proceeding arising from your use of any Mark under this Agreement.

6. CONFIDENTIAL INFORMATION.

We and our affiliates possess (and may continue to develop and acquire) certain confidential information, some of which constitutes trade secrets under applicable law (the “Confidential Information”), relating to developing and operating Centers, whether or not marked confidential, including (without limitation): (1) site selection criteria; (2) the Operations Materials; (3) the System Standards; (4) market research, promotional, marketing and advertising programs for Centers; (5) knowledge of specifications for, and suppliers of, Operating Assets and other products and supplies; (6) any computer software or similar technology which is proprietary to us, our affiliates; (7) knowledge of the operating results and financial performance of Centers other than your Center; and (8) your Center’s customer list and customer information.

You acknowledge and agree that you will not acquire any interest in Confidential Information, other than the right to use it as we specify in operating your Center during this Agreement’s term. All Confidential Information furnished to you by us or on our behalf, whether orally or by means of written material, is proprietary, and is disclosed to you only on the condition that you agree, and you in fact do agree, that you: (a) will not use Confidential Information in connection with any other business or capacity; (b) will keep each item deemed to be part of Confidential Information in strict confidence, both during this Agreement’s term and then thereafter for as long as the item is not generally known to the public; (c) will not make unauthorized copies of, or disclose or reveal to any other person, any Confidential Information disclosed via electronic medium or in written or other tangible form; and (d) will adopt and implement reasonable procedures to prevent unauthorized use or disclosure of Confidential Information, including, without limitation, restricting its disclosure to your personnel and others who have a need to know such Confidential Information for purposes of this Agreement and who are under a duty of confidentiality no less restrictive than your obligations hereunder, or to individuals or entities specifically authorized by us in advance. You agree to protect the Confidential Information from unauthorized use, access or disclosure in the same manner as you protect your own confidential or proprietary information of a similar nature and with no less than reasonable care. We may require you to have your employees and contractors execute a confidentiality and non-solicitation agreement and shall have the right to regulate the form of and to be a party to or third-party beneficiary under any such agreements with independent enforcement rights. You acknowledge that any form of confidentiality and non-solicitation agreement that we require you to use, provide to you, or regulate the terms of may or may not be enforceable in a particular jurisdiction. You agree that you are solely responsible for obtaining your own professional advice with respect to the adequacy of the terms and provisions of any confidentiality and non-solicitation agreement that your employees, agents and independent contractors sign.

Confidential Information does not include information, knowledge, or know-how which you can demonstrate lawfully came to your attention before we provided it to you directly or indirectly; which, at the time we disclosed it to you, already had lawfully become generally known through publication or communication by others (without violating an obligation to us or our affiliates); or which, after we disclose it to you, lawfully becomes generally known through publication or communication by others (without violating an obligation to us or our affiliates). However, if we include any matter in Confidential Information, anyone who claims that it is not Confidential Information must prove that one of the exclusions provided in this paragraph is fulfilled.

You acknowledge and agree that, as between us and you, we are the sole owner of all right, title, and interest in and to the Franchise System and any Confidential Information. All improvements, developments, derivative works, enhancements, or modifications to the Franchise System and any Confidential Information, and all ideas, concepts, techniques, or materials relating to a Center, whether or not protectable intellectual property (collectively, “Innovations”), made or created by you, your

employees or your contractors, whether developed separately or in conjunction with us, shall be owned solely by us. You represent, warrant, and covenant that your employees and contractors are bound by written agreements assigning all rights in and to any Innovations developed or created by them to you. To the extent that you, your employees or your contractors are deemed to have any interest in such Innovations, you hereby agree to assign, and do assign, all right, title and interest in and to such Innovations to us. To that end, you shall execute, verify, and deliver such documents (including, without limitation, assignments) and perform such other acts (including appearances as a witness) as we may reasonably request for use in applying for, obtaining, perfecting, evidencing, sustaining, and enforcing such ownership rights in and to the Innovations, and the assignment thereof. In the event we are unable for any reason, after reasonable effort, to secure your signature on any document needed in connection with the actions specified in this Section 6, you hereby irrevocably designate and appoint us and our duly authorized officers and agents as your agent and attorney in fact, which appointment is coupled with an interest and is irrevocable, to act for and on your behalf to execute, verify, and file any such documents and to do all other lawfully permitted acts to further the purposes of this Section 6 with the same legal force and effect as if executed by you. You further agree that we have the right to use any digital images of products you produce for any purpose. The obligations of this Section 6 shall survive any expiration or termination of this Agreement.

7. EXCLUSIVE RELATIONSHIP.

You acknowledge that we have granted you the Franchise in consideration of and reliance upon your agreement to deal exclusively with us. You therefore agree that, during this Agreement's term, neither you, nor any of your owners, nor any of your or your owners' immediate family members will:

- (1) have any direct or indirect interest as an owner – whether of record or beneficially – in a Competitive Business, wherever located or operating (except that equity ownership of less than 5% of a Competitive Business whose stock or other forms of ownership interest are publicly traded on a recognized United States stock exchange will not be deemed to violate this Section 7(1));
- (2) perform services as a director, officer, manager, employee, consultant, lessor, representative, or agent for a Competitive Business, wherever located or operating;
- (3) divert, attempt to divert, or assist any other person or entity, directly or indirectly, to divert any actual or potential business or customer of any Center to a Competitive Business;
- (4) engage in any other activity which might injure the goodwill of the Marks and/or the Centers; or
- (5) directly or indirectly, appropriate, use or duplicate the Franchise System or System Standards, or any portion thereof, for use in any other business or endeavor.

The term "Competitive Business" means (i) any business offering, selling or producing products or services that we may authorize Centers to sell, offer, or produce, including, without limitation digital and offset printing, large format printing, wide format printing, copying, marketing services, binding, mailing services, promotional products and related products and services, or (ii) any business granting franchises or licenses to others to operate the types of businesses specified in subparagraph (i) (other than a business operated under a franchise agreement with us). You acknowledge that we may periodically change the products and services that Centers are authorized to sell and, therefore, you may be restricted from engaging in certain business activities in the future involving the offer and sale of products and services which are not currently offered by the Centers.

8. CENTER OPERATIONS AND SYSTEM STANDARDS.

A. **CONDITION AND APPEARANCE OF YOUR CENTER.** You agree that you will not use any part of the Premises for any purpose other than operating your Center in compliance with this Agreement. You will place or display at the Premises (interior and exterior) only those signs, emblems, designs, artwork, lettering, logos and display and marketing materials that we approve from time to time. You further agree to maintain, at your own expense, the condition and appearance of your Center, its Operating Assets and the Premises in accordance with the System Standards and consistent with the image of a Center as an efficiently operated business offering high quality products and services and observing the highest standards of cleanliness and efficient, courteous service. You must, at your expense, undertake all maintenance and make all repairs, replacements, alterations and additions as may be required for that purpose. You will also cause your employees to present themselves to customers and prospective customers, in terms of general appearance and dress, in accordance with written standards we require in the Operations Materials or otherwise in writing.

B. **PRODUCTS AND SERVICES THE BUSINESS OFFERS.** You agree that you (1) will offer and sell from your Center the products and services that we periodically specify; (2) will not offer or sell at your Center, the Premises or any other location any products or services we have not authorized; and (3) will discontinue selling and offering for sale any products or services that we at any time disapprove.

C. **MANAGEMENT OF THE BUSINESS.** Your Center shall be managed by you or, if you are an Entity, by the Managing Owner. You (or the Managing Owner if you are an Entity) agree to devote a full-time effort to your Center, to supervise the day-to-day operations of your Center, and continuously exert your best efforts to promote and enhance your Center. You are required to have a minimum of three full-time staff members, including yourself (or the Managing Owner if you are an entity).

You must engage an outside salesperson meeting the minimum qualifications as we may designate in the Operations Materials or otherwise in writing, within 120 days of the Effective Date. You (or the Managing Owner if you are an Entity) may not fill the position of outside salesperson. The outside salesperson is not required to attend initial training but may attend initial training for our then-current training fees if space is available.

D. **APPROVED PRODUCTS, SERVICES, AND SUPPLIERS.** We reserve the right to periodically designate and approve standards, specifications, suppliers and/or distributors of the Operating Assets and the products and services that we periodically authorize for use at your Center. During this Agreement's term you must purchase or lease all Operating Assets and other products and services for your Center only according to our standards and specifications and, if we require, only from suppliers or distributors that we designate or approve (which may include or be limited to us and/or our affiliates). You acknowledge and agree that we and/or our affiliates do not provide any warranty to any Operating Assets or other products that we require you to purchase or lease. You further acknowledge and agree that we and/or our affiliates may derive revenue based on your purchases and leases (including, without limitation, from charging you for products and services we or our affiliates provide to you and from payments made to us or our affiliates by suppliers that we designate or approve for some or all of our franchisees).

If you want to use any Operating Assets or products that we have not yet evaluated or want to purchase any item from a supplier or distributor that we have not yet approved (for items that we require you to purchase from designated or approved suppliers or distributors), you first must submit your request in writing before purchasing such product or service, or any items or services from that supplier. We will

not be obligated to respond to your request, and any actions we take in response to your request will be at our discretion. We may, with or without cause, revoke our approval of any supplier, product or service at any time, and you must discontinue using a supplier or selling and offering for sale any products or services that we disapprove at any time.

You acknowledge and agree that suppliers may share your data with us, including your purchase history and quantities purchased, to facilitate discount programs and to allow us to enforce compliance with this Agreement. You acknowledge and agree that we may use such data: in the aggregate with other Centers' data to educate franchisees; to guide us on how to direct Marketing Fund expenditures; or as we otherwise deem appropriate. You agree to take all actions or sign all documentation reasonably requested by us or the third-party supplier to allow such exchange of information.

E. COMPLIANCE WITH LAWS AND GOOD BUSINESS PRACTICES. You must secure and maintain in force throughout this Agreement's term all required licenses, permits and certificates relating to your Center's operation and operate your Center in full compliance with all applicable laws, ordinances and regulations. You agree to comply and assist us in our compliance efforts, as applicable, with any and all laws, regulations, Executive Orders or otherwise relating to anti-terrorist activities, including, without limitation, the U.S. Patriot Act, Executive Order 13224, and related U.S. Treasury and/or other regulations. In connection with such compliance efforts, you agree not to enter into any prohibited transactions and to properly perform any currency reporting and other activities relating to your Center as may be required by us or by law. You confirm that you are not listed in the Annex to Executive Order 13224 and agree not to hire any person so listed or have any dealing with a person so listed (the Annex is currently available at <http://www.treasury.gov>). You are solely responsible for ascertaining what actions must be taken by you to comply with all such laws, orders and/or regulations, and specifically acknowledge and agree that your indemnification responsibilities as provided in Section 16.D pertain to your obligations hereunder. Notwithstanding the foregoing, unless any order issued by any federal, state or local authority requires closure of your Center, you will not close your Center unless you obtain our prior written consent.

Your Center must in all dealings with its clients, suppliers, us and the public adhere to the highest standards of honesty, integrity, fair dealing and ethical conduct. You must promptly pay all taxes and fees levied and asserted on the property of your Center and promptly satisfy any other indebtedness or liability to third-party vendors that you incur in operating your Center. You agree to refrain from any business or advertising practice which might injure our business or the goodwill associated with the Marks or other Centers. You agree to comply with our Franchise System Website (as defined in Section 9.D below) privacy policy, as it may be amended periodically; you further agree to comply with any requests to return or delete customer personal information, whether requested by us or directly by the customer, as required by applicable data sharing and privacy laws. You must notify us in writing within three business days of: (1) the commencement of any action, suit or proceeding relating to your Center; (2) the issuance of any order, writ, injunction, award or decree of any court, agency or other governmental instrumentality relating to your Center; (3) any notice of violation of any law, ordinance or regulation relating to your Center; (4) receipt of any notice of complaint from the Better Business Bureau, any local, state or federal consumer affairs department or division, or any other government or independent third party involving a complaint from a customer or potential customer relating to your Center; (5) any notice of default from your landlord or any third-party supplier; and (6) written complaints from any customer or potential customer. You must immediately provide to us copies of any documentation you receive of events in (1) through (6) above and resolve the matter in a prompt and reasonable manner in accordance with good business practices.

F. INSURANCE. During the term of this Agreement, you must maintain in force at your sole expense commercial general liability, workers' compensation, cyber and privacy liability, and errors

and omissions insurance policies in connection with your Center's operation, all containing the minimum liability coverage we periodically prescribe. You also will be required to maintain certain other types of insurance policies, depending on the types of products and services your Center provides, and whether you own and/or allow employee use of personal vehicles to provide products and services from your Center. We may periodically increase the amounts of coverage required under these insurance policies and/or require different or additional insurance coverages at any time to reflect inflation, identification of new risks, changes in law or standards of liability, higher damage awards or other relevant changes in circumstances. Our requirements for insurance coverage are not representations or warranties of any kind that such coverage is sufficient for your Center's operations. Such requirements represent only the minimum coverage that we deem acceptable to protect our interests. It is your sole responsibility to obtain insurance coverage for your Center that you deem appropriate, based on your own independent investigation. We are not responsible if you sustain losses that exceed your insurance coverage under any circumstances.

The liability coverage insurance policies must name us and any affiliates we designate as additional insureds, using a form of endorsement that we have approved, and every insurance policy must provide for 30 days' prior written notice to us of a policy's material modification, cancellation or expiration. All insurance policies must be issued by insurance companies with performance ratings of at least "A" as rated in the most recent edition of Best's Insurance Reports or comparable publication. You routinely must furnish us copies of your Certificate of Insurance or other evidence of your maintaining this insurance coverage and paying premiums. If you fail or refuse to obtain and maintain the insurance we specify, in addition to our other remedies, we may (but need not) obtain such insurance for you and your Center on your behalf, in which event you shall cooperate with us and reimburse us for all premiums, costs and expenses we incur in obtaining and maintaining the insurance, plus a reasonable fee for our time incurred in obtaining such insurance.

G. **COMPLIANCE WITH SYSTEM STANDARDS.** You acknowledge and agree that operating and maintaining your Center according to System Standards are essential to preserve the goodwill of the Marks and the goodwill of all Centers. Therefore, you agree at all times to operate and maintain your Center according to each and every System Standard, as we periodically modify and supplement them. Though we retain the right to establish and periodically modify and supplement System Standards which you have agreed to maintain in the operation of your Center, you retain the right and sole responsibility for the day-to-day management and operation of your Center and the implementation and maintenance of System Standards at your Center. System Standards may regulate any aspect of your Center's operation and maintenance, including, but not limited to, any one or more of the following: (1) sales, marketing, advertising and promotional programs and materials and media used in these programs; (2) staffing levels for your Center and employee qualifications, training, dress and appearance (although you have sole responsibility and authority concerning employee selection and promotion, hours worked, rates of pay and other benefits, work assigned and working conditions); (3) use and display of the Marks; (4) days and hours of operation; (5) participation in market research and testing and product and service development programs; (6) participation in quality assurance and customer satisfaction programs; (7) bookkeeping, accounting, data processing and record keeping systems and forms; (8) formats, content and frequency of reports to us of sales, revenue, and financial performance and condition; (9) forms of payment and currencies your Center must or may accept; and (10) any other aspects of operating and maintaining your Center that we determine to be useful to preserve or enhance the efficient operation, image or goodwill of the Marks and Centers.

You agree that the System Standards, whether prescribed in the Operations Materials or otherwise communicated to you in writing or another form, are part of this Agreement as if fully set forth within its text. All references to this Agreement include all System Standards as periodically modified. You acknowledge that our periodic modification of the System Standards (including, without limitation,

changes to the hardware and software required for the Computer System), which may accommodate regional and/or local variations, may obligate you to invest additional capital in your Center and/or incur higher operating costs.

We have the right to operate, develop, and change the System Standards in any manner that is not specifically prohibited by this Agreement. You agree to comply with any new System Standards we issue within 90 days of our issuance of such new System Standard, unless we expressly provide a longer time period for you to bring your Center into compliance with such new or modified System Standard. Whenever we have reserved in this Agreement a right to take or to withhold an action, to grant or decline to grant you a right to take or withhold an action, or to provide or withhold approval or consent, we may, except as otherwise specifically provided in this Agreement, make our decision or exercise our rights based on information readily available to us and on our judgment of what is in our and/or the best interests of the Centers and the Marks at the time our decision is made.

Following the Effective Date, you will continue to operate your Center as a going concern. Further, immediately following the Effective Date you must offer all products and services in accordance with System Standards, and you agree that no later than 180 days following the Effective Date you will obtain all equipment necessary to bring the Center into full compliance with System Standards. You acknowledge and agree that our allowance of more than 90 days to bring the Center into full compliance with System Standards in no way acts as a waiver of our future right to require that you comply with newly issued System Standards within 90 of our issuance of such new System Standard, in accordance with the previous paragraph.

H. CENTER NUMBERS, LISTINGS AND INTERNET ACCOUNTS. You acknowledge and agree that as between you and us, we have the sole rights to, and interest in, all telephone numbers, facsimile numbers, classified and online directory listings, and any other type of contact information that you use in the operation or promotion of the Center or that is associated with your Center (“Contact Identifiers”) and Online Presences. Upon the termination or expiration of this Agreement, you agree to transfer, assign or otherwise convey to us full control of all Contact Identifiers and Online Presences that you used to operate your Center or that displays any of the Marks or any reference to the brand. Notwithstanding the foregoing, you agree that all liabilities and obligations arising from any such Contact Information or Online Presence prior to the date of the transfer, assignment or conveyance to us will remain your sole responsibility in all respects, and any costs we incur in connection therewith will be indemnifiable under Section 16.D. You irrevocably appoint us, with full power of substitution, as your true and lawful attorney-in-fact, which appointment is coupled with an interest, to execute such directions and authorizations as may be necessary or prudent to accomplish the foregoing.

I. INFORMATION SECURITY. You must implement all administrative, physical and technical safeguards necessary to protect any information that can be used to identify an individual, including names, addresses, telephone numbers, e-mail addresses, employee identification numbers, signatures, passwords, financial information, credit card information, biometric or health data, government-issued identification numbers and credit report information (“Personal Information”) in accordance with applicable law and industry best practices. It is entirely your responsibility (even if we provide you any assistance or guidance in that regard) to confirm that the safeguards you use to protect Personal Information comply with all applicable laws and industry best practices related to the collection, access, use, storage, disposal and disclosure of Personal Information. If you become aware of a suspected or actual breach of security or unauthorized access involving Personal Information, you will notify us immediately and specify the extent to which Personal Information was compromised or disclosed. You also agree to follow our instructions regarding curative actions and public statements relating to the breach.

J. **EMPLOYEES, AGENTS AND INDEPENDENT CONTRACTORS.** You acknowledge and agree that you are solely responsible for all decisions relating to employees, agents, and independent contractors that you may hire to assist in the operation of your Center. You agree that any employee, agent or independent contractor that you hire will be your employee, agent or independent contractor, and not our employee, agent or independent contractor. You also agree that you are exclusively responsible for the terms and conditions of employment of your employees, including recruiting, hiring, firing, training, compensation, work hours and schedules, work assignments, safety and security, discipline, and supervision. You agree to manage the employment functions of your Center in compliance with federal, state, and local employment laws. You must also notify all of your employees that they are your employees and not our employees, and you must never contend otherwise.

K. **NON-DISPARAGEMENT.** Each party to this agreement agrees not to (and to use its best efforts to cause its current and former shareholders, members, officers, directors, principals, agents, partners, employees, representatives, attorneys, spouses, heirs, affiliates, successors and assigns not to) disparage or otherwise speak or write negatively, directly or indirectly, of the other party, or any of the other party's affiliates, or any of such parties' directors, officers, employees, representatives or affiliates, the brands under which such parties do business, or such parties' business operations, or take any other action that would, directly or indirectly, (i) subject any of the foregoing to ridicule, scandal or reproach, or (ii) would constitute an act of moral turpitude. The obligations of this Section 8.K shall survive any expiration or termination of this Agreement.

9. **MARKETING.**

A. **BY YOU.** We may provide marketing guidance in the form of additional training, programs and seminars either through an Online Presence or at various locations that we designate. You acknowledge and agree that the best interests of the Franchise System and your Center are likely to be maximized by participating in such training, programs and seminars.

You agree to list your Center in such online subscriptions as we periodically prescribe. You also agree to establish any other Online Presence we require. Except as provided in Section 9.D below, you may not develop, maintain, or authorize any website that mentions or describes you or your Center or displays any of the Marks.

You agree that your advertising, promotion, and marketing will be completely clear, factual, and not misleading and conform to both the highest standards of ethical advertising and marketing and the advertising and marketing policies that we prescribe from time to time. Before you use them, you agree to send us for approval samples of all advertising, promotional, and marketing materials which we have not prepared or previously approved. If you do not receive written disapproval within 20 days after we receive the materials, they are deemed to be approved. You may not use any advertising, promotional, or marketing materials that we have not approved or have disapproved. You will have five days after receipt of our notice of disapproval to withdraw and discontinue use of such disapproved materials.

B. **MARKETING FUND.** We have established a marketing fund for Centers located in the United States and in Canada operating under the *Allegra*[®], *American Speedy*[®] *Printing*, and *Speedy Printing*[®] brands, and a separate marketing fund for Centers located in the United States operating under the *Insty-Prints*[®] brand (each referred to as a "Marketing Fund"). We will use each Marketing Fund for marketing, advertising, and public relations programs and materials we deem appropriate. Centers that we or our affiliates own may not contribute to the applicable Marketing Fund on the same percentage basis as franchisees. We reserve the right to consolidate the Marketing Funds so that we maintain and administer one marketing fund for all Centers, and to consolidate any of the Marketing Funds with the

marketing funds of other brands we or our affiliates franchise and maintain and administer one marketing fund for all brands.

We will direct all programs that each Marketing Fund finances, with sole control over the creative concepts, materials, and endorsements used and their geographic, market, and media placement and allocation. Each Marketing Fund may pay for preparing and producing video, audio, and written materials and digital media; developing, implementing, and maintaining a Franchise System Website and/or related strategies; administering regional and multi-regional marketing and advertising programs, including, without limitation, purchasing trade journal, direct mail, and other media advertising and using advertising, promotion, and marketing agencies and other advisors to provide assistance; administering online advertising and marketing campaigns (including search engine, social media, e-mail, and display ad campaigns); developing and maintaining application software designed to run on computers and similar devices, including tablets, smartphones and other mobile devices, as well as any evolutions or “next generations” of any such devices; implementing a loyalty program or other marketing programs designed to encourage the use of Centers; supporting public relations, market research, direct sales tools, and other advertising, promotion, and marketing activities; sales training and support of franchisees’ sales personnel; and such other use as we deem appropriate, in our sole discretion, for the promotion of the *Allegra*[®], *American Speedy*[®] *Printing*, *Insty-Prints*[®] and *Speedy Printing*[®] brands. As long as you are in compliance with this Agreement, including the System Standards, the Marketing Fund periodically may give you samples of advertising, marketing, and promotional formats and materials at no cost. The Marketing Fund will sell you multiple copies of these materials at its direct cost of producing them, plus any related shipping, handling, and storage charges.

We will account for each Marketing Fund separately from our other funds and not use either Marketing Fund for any of our general operating expenses. However, we may use each Marketing Fund to pay the reasonable salaries and benefits of personnel who manage and administer such Marketing Fund, such Marketing Fund’s other administrative costs, travel expenses of personnel while they are on Marketing Fund business, meeting costs, overhead relating to Marketing Fund business, and other expenses that we incur in activities reasonably related to administering or directing such Marketing Fund and its programs, including, without limitation, conducting market research; public relations; preparing advertising, promotion and marketing materials; and collecting and accounting for Marketing Fund contributions.

None of the Marketing Funds will be our asset. None of the Marketing Funds is a trust. We do not owe any fiduciary obligation to you for administering the Marketing Fund or any other reason. We will hold all Marketing Fund contributions for the benefit of the contributors and use contributions for the purposes described in this Section. Each Marketing Fund may spend in any fiscal year more or less than the total Marketing Fund contributions in that year, borrow from us or others (paying reasonable interest) to cover deficits, or invest any surplus for future use. We will use all interest earned on the Marketing Fund contributions to pay costs before using the Marketing Fund’s other assets. We will prepare an annual, unaudited statement of Marketing Fund collections and expenses of each Marketing Fund and give you a copy of the statement upon your written request to us. We may have each Marketing Fund audited annually, at such Marketing Fund’s expense, by an independent certified public accountant. We may incorporate each Marketing Fund or operate it through a separate entity whenever we deem appropriate. The successor entity will have all of the rights and duties specified in this Section.

We intend for each Marketing Fund to promote the applicable Marks, patronage of Centers contributing to the Marketing Fund and the *Allegra*[®], *American Speedy*[®] *Printing*, *Speedy Printing*[®], and *Insty-Prints*[®] brands generally. Although we will try to use each Marketing Fund to develop advertising and marketing materials and programs, and to place advertising and marketing, that will benefit all Centers contributing to such Marketing Fund, we need not ensure that such Marketing Fund expenditures

in or affecting any geographic area are proportionate or equivalent to Marketing Fund contributions by Centers operating in that geographic area or that any Center benefits directly or in proportion to its Marketing Fund contribution from the development of advertising and marketing materials or the placement of advertising and marketing. We have the right, but no obligation, to use collection agents and institute legal proceedings to collect Marketing Fund contributions at the Marketing Fund's expense. We also may forgive, waive, settle, and compromise all claims by or against a Marketing Fund. Except as expressly provided in this Section, we assume no direct or indirect liability or obligation to you for collecting amounts due to, maintaining, directing, or administering the Marketing Funds.

We may at any time defer or reduce contributions of a Center franchisee and, upon 30 days' prior notice to you, reduce or suspend Marketing Fund contributions and operations for one or more periods of any length and terminate (and, if terminated, reinstate) the Marketing Fund. If we terminate a Marketing Fund, we will spend all remaining contributions prior to its termination.

C. **LOCAL MARKETING COOPERATIVE.** Subject to the terms and conditions of this Section 9.C, you agree that we may establish a local marketing cooperative ("Local Marketing Cooperative") in geographical areas in which two or more Centers are operating under the same brand. The Local Marketing Cooperative members in any area will include all *Allegra*, *American Speedy Printing* or *Insty-Prints* franchise owners in such area. Each Local Marketing Cooperative will be organized and governed in a form and manner, and begin operating on a date, that we determine in advance. We may change, dissolve and merge Local Marketing Cooperatives. Each Local Marketing Cooperative's purpose is, with our approval, to administer advertising programs and develop advertising, marketing and promotional materials for the area that the Local Marketing Cooperative covers. If, as of the time you sign this Agreement, we have established a Local Marketing Cooperative for the geographic area in which your Center is located, or if we establish a Local Marketing Cooperative in that area during the term of your Franchise Agreement, you agree to sign the documents we require to become a member of the Local Marketing Cooperative and to participate in the Local Marketing Cooperative as those documents require.

If we establish a Local Marketing Cooperative in your geographic area, you agree to contribute your share to such Local Marketing Cooperative; provided that your Local Marketing Cooperative contribution will not exceed 1% of the Gross Sales unless the members approve a higher percentage in accordance with the bylaws adopted by the Local Marketing Cooperative. We reserve the right to collect your Local Marketing Cooperative contribution on behalf of the Local Marketing Cooperative, in which case your Local Marketing Cooperative contribution is payable in the same manner as the Royalty.

Each Center contributing to the Local Marketing Cooperative will have one vote. The Local Marketing Cooperative may not use any advertising, marketing or promotional plans or materials without our prior written consent. We agree to assist in the formulation of marketing plans and programs, which will be implemented under the direction of the Local Marketing Cooperative. You acknowledge and agree that, subject to our approval, the Local Marketing Cooperative will have sole discretion over the creative concepts, materials and endorsements used by it. You agree that the Local Marketing Cooperative assessments may be used to pay the costs of preparing and producing video, audio and written advertising and direct sales materials for Centers of your type in your area of the country; purchasing direct mail and other media advertising for Centers of your type in that area of the country; and implementing direct sales programs, and employing marketing, advertising and public relations firms to assist with the development and administration of marketing programs in Centers of your type in your area of the country.

The monies collected by us on behalf of a Local Marketing Cooperative will be accounted for separately by us from our other funds received by us under this Agreement and will not be used to defray

any of our general operating expenses. You agree to submit to us and the Local Marketing Cooperative any reports that we or the Local Marketing Cooperative requires.

You understand and acknowledge that your Center may not benefit directly or in proportion to its contribution to the Local Marketing Cooperative from the development and placement of advertising and the development of marketing materials. Local Marketing Cooperatives for *Allegra* Centers, *American Speedy Printing* Centers and *Insty-Prints* Centers will be developed separately and no cooperative will benefit the others. We will have the right, but not the obligation, to use collection agents and to institute legal proceedings to collect amounts owed to the Local Marketing Cooperative on behalf of and at the expense of the Local Marketing Cooperative and to forgive, waive, settle and compromise all claims by or against the Local Marketing Cooperative. Except as expressly provided in this Section, we assume no direct or indirect liability or obligation to you with respect to the maintenance, direction or administration of the Local Marketing Cooperative.

D. **FRANCHISE SYSTEM WEBSITE.** We have established a website to advertise, market, and promote Centers, the products and services that they offer and sell, and/or the Center franchise opportunity (a “Franchise System Website”). We may, but are not obligated to, provide you with a link to your Local Website on the Franchise System Website that references your Center. We may require that you: (1) provide us the information and materials we request to develop, update, and modify the Franchise System Website; and (2) notify us whenever any information on the Franchise System Website regarding your Center is not accurate. We will own all intellectual property and other rights in the Franchise System Website, and all information they contain (including, without limitation, the domain name or URL for your Local Website, the log of “hits” by visitors, and any personal or business data that visitors supply).

We will maintain the Franchise System Website and may use the Marketing Fund’s assets to develop, maintain, and update the Franchise System Website. We periodically may update and modify the Franchise System Website. You acknowledge that we have final approval rights over all information on the Franchise System Website. We may also discontinue any Franchise System Website or consolidate such Franchise System Website with the website of any other Designated Brand Concept, at any time, and in our discretion.

Even if we provide you a link to your Local Website on our Franchise System Website, we will only include the link while you are in full compliance with this Agreement and all System Standards we implement (including, without limitation, those relating to the Franchise System Website). If you are in default of any obligation under this Agreement or our System Standards, then we may, in addition to our other remedies, temporarily remove the link to your Local Website and remove any reference to your Center from the Franchise System Website until you fully cure the default. We will permanently remove the link to your Local Website and any reference to your Center from the Franchise System Website upon this Agreement’s expiration or termination.

You will also be required to have a website for your Center (the “Local Website”) that we host. We must own the domain name for the Local Website and will assign the domain name to you. The content of the Local Website must comply with our specifications and standards that we periodically designate; all updates and changes to the Local Website must be approved by us. You must prepare and maintain a privacy policy and terms and conditions for such Local Website, which must be linked to the Local Website. The privacy policy and terms and conditions must comply with all applicable laws, System Standards, and other requirements we may prescribe in writing. You will pay us our then-current monthly maintenance and hosting fee for the Local Website (currently \$50 per month). You may also utilize any Online Presence that we approve pursuant to our then-current social media policy, which we may modify from time to time. The Local Website and any other Online Presence you maintain must

identify your Center as an independently owned and operated business. All advertising, marketing, and promotional materials that you develop for your Center must contain notices of the Franchise System Website's domain name in the manner we designate. If we approve the use of any Online Presence in the operation of your Center, you will develop and maintain such Online Presence only in accordance with our then-current social media policy, including guidelines for posting any messages or commentary on other third-party websites. We will own the rights to each such Online Presence. At our request, you agree to grant us access to each such Online Presence, and to take whatever action (including signing an assignment or other documents) we request to evidence our ownership of such Online Presence, or to help us obtain exclusive rights in such Online Presence. Except as otherwise provided in this Section 9.D, you may not develop, maintain, register or authorize any other Online Presence that mentions or describes you or your Center or displays any of the Marks.

E. **MARKETING PROGRAM.** We have established a comprehensive, turnkey marketing program (the "Marketing Program") which is designed and administered by us or our third-party designees. The Marketing Program currently includes customer and prospect communications, pay-per-click advertising programs, social media and local search engine optimization programs. We currently recommend, but may require, that you participate in the Marketing Program and any other marketing programs implemented by us. Participation may require you to incur additional costs. We reserve the right to periodically modify the Marketing Program. We may also discontinue the Marketing Program upon notice to you. We will establish the price for all materials and services we provide under the Marketing Program which we may change from time to time. The Marketing Program is currently called MarketBuilder, but we may change the name of the program from time to time. We currently require you to pay amounts due for the Marketing Program by credit card but may require you to pay such amounts by other means.

10. RECORDS, REPORTS, AND FINANCIAL STATEMENTS.

You agree to establish and maintain at your own expense a bookkeeping, accounting, and recordkeeping system conforming to the requirements and formats we prescribe from time to time. Your fiscal year will coincide with the calendar year. We may require you to use a Computer System or other systems to maintain certain sales data and other information. You agree to give us in the manner and format that we prescribe from time to time:

- (1) on or before the 5th day of each calendar month, a report on your Center's Gross Sales during the preceding calendar month;
- (2) within ten days after our request, (i) the operating statements, financial statements, statistical reports, purchase records, and other information we request regarding you and your Center covering the previous calendar quarter and the fiscal year to date, and (ii) exact copies of federal and state income tax returns, sales tax returns, and any other forms, records, books, and other information we periodically require relating to your Center and the Franchise;
- (3) within 30 days after the end of each calendar month, monthly profit and loss and source and use of funds statements and a balance sheet for your Center as of the end of that calendar month; and
- (4) within 60 days after the end of each calendar year, annual profit and loss and source and use of funds statements and a balance sheet for your Center as of the end of that calendar year.

You will provide all financial records in accordance with the chart of accounts we may designate. We may disclose data derived from these reports. Moreover, we may, as often as we deem appropriate

(including on a daily basis), access the Computer System and retrieve all information relating to your Center's operation and all customer information from your management information system database. We may use and disclose data we retrieve from your Computer System or that we receive from suppliers as we deem appropriate, including, without limitation, to publish sales rankings. You agree to preserve and maintain all records in a secure location at your Center for at least seven years (including, but not limited to, sales checks, purchase orders, invoices, payroll records, customer lists, check stubs, sales tax records and returns, cash receipt and disbursement journals, and general ledgers), or for any longer period that may be required by law.

You agree that during your first year of operation of your Center you will engage the third party we designate for bookkeeping services for proper bookkeeping, and at our discretion, engage such third party for bookkeeping services beyond your first year of operation as we may require.

You agree to participate in our operating ratio studies by providing such data and information as we may require, and in the form and manner we require from time to time. You further agree that we shall have the right to include such data and information in our annual operating ratio studies.

11. INSPECTIONS AND AUDITS.

A. **OUR RIGHT TO INSPECT YOUR CENTER.** To determine whether you and your Center are complying with this Agreement and all System Standards, we and our designated agents or representatives, may at all times and without prior notice to you: (1) inspect your Center; (2) photograph your Center and observe and videotape your Center's operation for consecutive or intermittent periods we deem necessary; (3) remove samples of any products and supplies; (4) inspect your Computer System, including hardware, software, security, configurations, connectivity and data access, and other technology used in the operation of your Center; (5) interview your Center's personnel and customers; and (6) inspect and copy any books, records, and documents relating to your Center's operation. You agree to cooperate with us fully. If we exercise any of these rights, we will not interfere unreasonably with your Center's operation. Any inspection will be made at our expense, but if we or our designee must make two inspections concerning your repeated or continuing failure to comply with this Agreement, we will have the right to charge you for the costs of making all further inspections concerning your failure to comply, including travel expenses, room, board and compensation of our designee.

B. **OUR RIGHT TO AUDIT.** We may at any time during your business hours, and without prior notice to you, examine your (if you are an Entity) and your Center's business, bookkeeping, and accounting records, sales and income tax records and returns, and other records. You must cooperate fully with our representatives and independent accountants in any examination. If any examination discloses an understatement of your Center's Gross Sales, you must pay us, within 15 days after receiving the examination report, the Royalty and Marketing Fund contributions and Local Marketing Cooperative contributions due on the amount of the understatement, plus 1.5% interest on the understated amounts from the date originally due until the date of payment. Furthermore, you must reimburse us for the costs of the examination, inspection or audit, including, without limitation, the charges of attorneys and independent accountants and the travel expenses, room and board, and compensation of our employees, if: (i) an examination is necessary due to your failure to furnish reports, supporting records, or other information as required, or to furnish these items on a timely basis, or (ii) our examination reveals a Royalty, Marketing Fund contribution or Local Marketing Cooperative contribution understatement exceeding 5% of the amount that you actually reported to us for the period examined. These remedies are in addition to our other remedies and rights under this Agreement and applicable law.

12. TRANSFER.

A. **BY US.** You acknowledge that we maintain a staff to manage and operate the franchise system for the Centers and that staff members can change as employees come and go. You represent that you have not signed this Agreement in reliance on any particular shareholder, member, director, officer, or employee remaining with us in that capacity. We may change our ownership or form and/or assign this Agreement and any other agreement to a third party without restriction.

B. **BY YOU.** You understand and acknowledge that the rights and duties this Agreement creates are personal to you (or to your owners if you are an Entity) and that we have granted you the Franchise in reliance upon our perceptions of your (or your owners') individual or collective character, skill, aptitude, attitude, business ability, and financial capacity. Accordingly, neither this Agreement (or any interest in this Agreement), your Center or substantially all of its assets, any ownership interest in you (regardless of its size), nor any ownership interest in any of your owners (if such owners are legal entities) may be transferred without our prior written approval. A transfer of your Center's ownership, possession, or control, or substantially all of its assets, may be made only with a transfer of this Agreement. Any transfer, or attempt to transfer, without our approval is a breach of this Agreement and has no effect. In this Agreement, the term "transfer" includes a voluntary, involuntary, direct, or indirect assignment, sale, gift, or other disposition of any interest in this Agreement, you or substantially all of the assets of your Center. Without limiting the foregoing, you may not, without our prior written consent, pledge, or attempt to pledge, this Agreement (to someone other than us) or an ownership interest in you or your owners or transfer, or attempt to transfer, an interest in this Agreement or substantially all of the assets of the Center in a divorce, insolvency or entity dissolution proceeding.

C. **CONDITIONS FOR APPROVAL OF TRANSFER.** If you (and your owners) are in full compliance with this Agreement, then, subject to the other provisions of this Section 12, we may approve, in our sole discretion, a transfer that meets all of the requirements in this Section. A non-controlling ownership interest in you or your owners (determined as of the date on which the proposed transfer will occur) may be transferred if the proposed transferee and its direct and indirect owners (if the transferee is an Entity) are of good character and meet our then applicable standards for Center franchisees (including no ownership interest in or performance of services for a Competitive Business). All proposed transferees of a non-controlling interest in you must fill out and submit to us our then current form of franchise application. If the proposed transfer is of this Agreement or a controlling ownership interest in you or one of your owners, or is one of a series of transfers (regardless of the time period over which these transfers take place) which in the aggregate transfer this Agreement or a controlling ownership interest in you or one of your owners, then all of the following conditions must be met before or concurrently with the effective date of the transfer:

(1) the transferee has sufficient business experience, aptitude, and financial resources to operate your Center, and meets our then applicable standards for Center franchisees;

(2) you have paid all Royalty, Marketing Fund contributions, Local Marketing Cooperative contributions, and other amounts owed to us, our affiliates, and third-party vendors; have submitted all required reports and statements;

(3) you have not violated any provision of this Agreement, the Lease, or any other agreement with us during both the 60-day period before you requested our consent to the transfer and the period between your request and the effective date of the transfer;

(4) neither the transferee nor its owners (if the transferee is an Entity) or affiliates have an ownership interest (direct or indirect) in or perform services for a Competitive Business;

(5) the transferee (or its managing owner) completes our training program to our satisfaction;

(6) your landlord allows you to transfer the Lease or sublease the Premises to the transferee;

(7) the transferee agrees (if the transfer is of this Agreement) to upgrade, remodel, and refurbish your Center in accordance with our current requirements and specifications for Centers (subject to Section 12.C(8), if applicable) within 45 days after the effective date of the transfer (we will advise the transferee before the effective date of the transfer of the specific actions that it must take within this time period);

(8) if we so require, the transferee agrees to transition the Center into a different brand concept that either we or an affiliate offers, including remodeling the Center as necessary, adding or replacing improvements and Operating Assets, replacing the Marks wherever they appear (including without limitation marketing materials and stationery) and complying with all of the then-current system standards applicable to the new brand concept;

(9) the transferee shall (if the transfer is of this Agreement), or you shall (if the transfer is of a controlling ownership interest in you or one of your owners), sign our then current form of franchise agreement and related documents, any and all of the provisions of which may differ materially from any and all of those contained in this Agreement;

(10) you (and your transferring owners) sign a general release, in a form satisfactory to us, of any and all claims against us and our owners, officers, directors, employees, and agents;

(11) we have determined that the purchase price and payment terms will not adversely affect the transferee's operation of your Center;

(12) if you or your owners finance any part of the purchase price, we reserve the right to require that you and/or your owners subordinate any of the transferee's obligations under promissory notes or agreements with you or your security interests reserved in your Center, to the transferee's obligation to pay Royalty, Marketing Fund contributions, Local Marketing Cooperative contributions, and other amounts due to us, our affiliates, and third-party vendors and otherwise to comply with this Agreement;

(13) you and your transferring owners (and your and their immediate family members) will not, for two years beginning on the transfer's effective date, engage in any of the activities proscribed in Section 15.D below; and

(14) you and your transferring owners will not directly or indirectly at any time or in any manner (except with respect to other Centers you own and operate) identify yourself or themselves or any business as a current or former Center or as one of our franchisees; use any Mark, any colorable imitation of a Mark, or other indicia of a Center in any manner or for any purpose; or utilize for any purpose any trade name, trade or service mark, or other commercial symbol that suggests or indicates a connection or association with us.

We may review all information regarding your Center that you give the transferee, correct any information that we believe is inaccurate, and give the transferee copies of any reports that you have given us or we have made regarding your Center.

Our consent to a transfer of this Agreement and your Center, or any interest in you or your owners, is not a representation of the fairness of the terms of any contract between you and the transferee, a guarantee of your Center's or transferee's prospects of success, or a waiver of any claims we have against you (or your owners) or of our right to demand full compliance by you and the transferee with this Agreement.

D. TRANSFER TO A WHOLLY-OWNED CORPORATION OR LIMITED LIABILITY COMPANY. Notwithstanding Section 12.C above, if you are in full compliance with this Agreement, you may transfer this Agreement to a corporation or limited liability company which conducts no business other than your Center and, if applicable, other Centers, in which you maintain management control, and of which you own and control 100% of the equity and voting power of all issued and outstanding ownership interests, provided that all of your Center's assets are owned, and your Center's business is conducted, only by that single corporation or limited liability company. The corporation or limited liability company must expressly assume all of your obligations under this Agreement. You agree to remain personally liable under this Agreement as if the transfer to the corporation or limited liability company did not occur and sign the form of consent to assignment and assignment to corporate entity satisfactory to us which may include a general release of any and all claims against us and our owners, officers, directors, employees and agents.

E. YOUR DEATH OR DISABILITY.

(1) **Transfer upon Death or Disability.** Upon your or your Managing Owner's death or disability, your or the Managing Owner's executor, administrator, conservator, guardian, or other personal representative must transfer your interest in this Agreement, or the Managing Owner's ownership interest in you, to a third party (which may be your or the Managing Owner's heirs, beneficiaries, or devisees). That transfer must be completed within a reasonable time not to exceed 180 days from the date of death or disability and is subject to all of the terms and conditions in this Section 12. The term "disability" means a mental or physical disability, impairment, or condition that is reasonably expected to prevent or actually does prevent you or the Managing Owner from supervising your Center's management and operation.

(2) **Operation upon Death or Disability.** If, upon your or the Managing Owner's death or disability, a manager approved by us is not managing your Center, your or the Managing Owner's executor, administrator, conservator, guardian, or other personal representative must appoint a manager within 15 days of the date of death or disability. The manager must complete our standard training program at your expense. A new Managing Owner acceptable to us also must be appointed for your Center within 30 days. If, in our judgment, your Center is not being managed properly any time after your or the Managing Owner's death or disability, we may, but need not, assume your Center's management (or appoint a third party to assume its management). All funds from your Center's operation while it is under our (or the third party's) management will be kept in a separate account, and all expenses will be charged to this account. We may charge you (in addition to amounts due under this Agreement) a reasonable per diem fee plus our (or the third party's) direct out-of-pocket costs and expenses, if we (or a third party) assume your Center's management under this Section 12.E(2). We (or a third party) have a duty to utilize only reasonable efforts and will not be liable to you or your owners for any debts, losses, or obligations your Center incurs, or to any of your creditors for any products, other assets, or services your Center purchases, while we (or a third party) manage it.

F. OUR RIGHT OF FIRST REFUSAL. If you (or any of your owners) at any time determine to sell or transfer for consideration an interest in this Agreement and your Center, or an ownership interest in you (except to or among your current owners, which is not subject to this Section),

in a transaction that would be allowed under Sections 12.B and 12.C above, you (or your owners) agree to obtain from a responsible and fully disclosed buyer, and send us, a true and complete copy of a bona fide, executed written offer (which may include a letter of intent) relating exclusively to an interest in you or in this Agreement and your Center. The offer must include details of the payment terms of the proposed sale and the sources and terms of any financing for the proposed purchase price. To be a valid, bona fide offer, the proposed purchase price must be in a dollar amount, and the proposed buyer must submit with its offer an earnest money deposit equal to 5% or more of the offering price. The right of first refusal process will not be triggered by a proposed transfer that would not be allowed under Sections 12.B and 12.C above. We may require you (or your owners) to send us copies of any materials or information sent to the proposed buyer or transferee regarding the possible transaction.

We may, by written notice delivered to you or your selling owner(s) within 30 days after we receive both an exact copy of the offer and all other information we request, elect to purchase the interest offered for the price and on the terms and conditions contained in the offer, provided that: (1) we may substitute cash for any form of payment proposed in the offer; (2) our credit will be deemed equal to the credit of any proposed buyer; (3) we will have an additional 30 days to prepare for closing after notifying you of our election to purchase; and (4) we must receive, and you and your owners agree to make, all customary representations and warranties given by the seller of the assets of a business or the ownership interests in a legal entity, as applicable.

If we exercise our right of first refusal, you and your selling owner(s) (and your and their immediate family members) agree that, for two years beginning on the closing date, you and they will be bound by the non-competition covenant contained in Section 15.D below. We have the unrestricted right to assign this right of first refusal to a third party, who then will have the rights described in this Section. If we do not exercise our right of first refusal, you or your owners may complete the sale to the proposed buyer on the original offer's terms, but only if we approve the transfer in accordance with, and you (and your owners) and the transferee comply with the conditions in, Sections 12.B and 12.C.

If you do not complete the sale to the proposed buyer within 60 days after we notify you that we do not intend to exercise our right of first refusal, or if there is a material change in the terms of the sale (which you agree to tell us promptly), we or our designee will have an additional right of first refusal during the 30 day period following either the expiration of the 60 day period or our receipt of notice of the material change(s) in the sale's terms, either on the terms originally offered or the modified terms, at our or our designee's option.

G. SALE OF YOUR CENTER. If at any time prior to the three-year anniversary of the Effective Date you desire to sell your Center, and you are in full compliance with this Agreement, then we agree to assist you in marketing your Center for sale for a period of one year after you give us notice of your desire to sell your Center; provided that you sign our then current form of listing agreement. We may market your Center through whatever means and methods that we deem appropriate and have no obligation to spend any minimum amount on such marketing efforts. However, we will apply an amount equal to the Resale Allowance (as defined below), if any, to any amounts due to us or our affiliate in connection with the sale of your Center. "Resale Allowance" shall mean \$25,000 minus our out-of-pocket expenses that we or our affiliates incur in connection with marketing your Center for sale. Notwithstanding the foregoing, we cannot and do not guarantee that we will be able to find a buyer for your Center. Further, any potential buyer and the sale of your Center will still be subject to the conditions for approval of transfer in Section 12.C of this Agreement. If you do not sell your Center pursuant to the terms and conditions of Section 12 of this Agreement, you agree to continue to operate the Center during the remaining term of this Agreement.

13. EXPIRATION OF THIS AGREEMENT.

A. **YOUR RIGHT TO ACQUIRE A SUCCESSOR FRANCHISE.** When this Agreement expires:

(1) if you (and each of your owners) have substantially complied with this Agreement during its term; and

(2) provided that, and in conjunction with Section 13.A(3) below, (a) you maintain possession of and agree (regardless of cost) to remodel and/or expand your Center, add or replace improvements and Operating Assets, and modify your Center as we require to comply with System Standards then applicable for Centers of your Designated Brand Concept, or (b) at your option, you secure a substitute premises that we approve and you develop those premises according to System Standards then applicable for Centers of your Designated Brand Concept; and

(3) provided that if we so require, you transition your Center into a different brand concept that we offer, including remodeling the Center as necessary, adding or replacing improvements and Operating Assets, replacing the Marks wherever they appear (including without limitation signage, marketing materials and stationery) and complying with all of the then-current system standards applicable to the new brand concept, then you may acquire a successor franchise to operate your Center as a Center for an additional term of 20 years.

B. **GRANT OF A SUCCESSOR FRANCHISE.** You agree to give us written notice of your election to acquire a successor franchise no more than one year and no less than nine months before this Agreement expires. If you fail to notify us of your election to acquire a successor franchise within the prescribed time period, we need not grant you a successor franchise. We agree to give you written notice (“Our Notice”), not more than 60 days after we receive your notice, of our decision:

(1) to grant you a successor franchise;

(2) to grant you a successor franchise on the condition that you correct existing deficiencies of your Center or in your operation of your Center;

(3) to grant you a successor franchise on the condition that you transition your Center into a different brand concept, in accordance with Section 13.A(3) of this Agreement;

(4) not to grant you a successor franchise based on our determination that you and your owners have not substantially complied with this Agreement during its term or were not in full compliance with this Agreement and all System Standards on the date you gave us written notice of your election to acquire a successor franchise;

(5) not to grant you a successor franchise as a result of your Center’s annual Gross Sales being less than \$300,000 two or more years beginning with the 4th full calendar year of your operation of the Center; or

(6) not to grant you a successor franchise because we no longer maintain a franchise program for Centers of your Designated Brand Concept.

If we elect not to grant you a successor franchise, Our Notice will describe the reasons for our decision. If we elect to grant you a successor franchise, your right to acquire a successor franchise is subject to your

full compliance with all of the terms and conditions of this Agreement through the date of its expiration, in addition to your compliance with the obligations described in Our Notice, which may include actions to cure any operating deficiencies or to bring your Center into compliance with then applicable System Standards for your Designated Brand Concept.

C. **AGREEMENTS/RELEASES.** If you satisfy all of the other conditions for a successor franchise, you and your owners agree to execute the form of franchise agreement and any ancillary agreements we then customarily use in granting franchises for Centers (modified as necessary to reflect the fact that it is for a successor franchise), which may contain provisions that differ materially from any and all of those contained in this Agreement, at least six months before this Agreement expires. You and your owners further agree to sign general releases, in a form satisfactory to us, of any and all claims against us and our owners, officers, directors, employees, agents, successors and assigns. We will consider your or your owners' failure to sign these agreements and releases and to deliver them to us for acceptance and execution within one month after their delivery to you to be an election not to acquire a successor franchise.

14. TERMINATION OF AGREEMENT.

A. BY YOU.

(1) If you and your owners are fully complying with this Agreement and we materially fail to comply with this Agreement and do not (i) correct the failure within 30 days after you deliver written notice of the material failure to us or, (ii) if we cannot correct the failure within 30 days and fail to give you, within 30 days after your notice, reasonable evidence of our effort to correct the failure within a reasonable time, you may terminate this Agreement effective an additional 30 days after you deliver to us written notice of termination.

(2) Prior to the expiration of the term of this Agreement and if you have materially complied with all of your obligations under this Agreement, you may terminate this Agreement at any time upon 60 days' prior written notice to us and upon the payment of a termination fee ("Termination Fee"). The Termination Fee shall be an amount equal to the greater of (a) \$55,000.00 (as adjusted from time to time by us to reflect any changes in the Consumer Price Index) and (b) the aggregate of Royalties paid for your Center for the 12 months immediately preceding the effective date of your termination of this Agreement multiplied by five. The Termination Fee shall be due and payable to us as of the effective date of your termination of this Agreement. You shall comply with your post-termination obligations under this Agreement, including, without limitation, your obligations under Section 15 of this Agreement; provided, however, upon payment of the Termination Fee, you will not be required to comply with the covenant not to compete under Section 15.D of this Agreement. You acknowledge and agree that the Termination Fee shall be reasonable compensation to us for our lost opportunity to benefit from the franchise relationship and is a reasonable reflection of the value of the loss of the franchise to us, including without limitation, lost profits from the Royalty and other fees. The Termination Fee shall be paid in addition to any other amounts owed us under this Agreement and there shall be no deduction or offset of any kind with respect to the Termination Fee.

(3) Your termination of this Agreement other than according to this Section 14.A will be deemed a termination without cause and a breach of this Agreement.

B. **BY US.** We may terminate this Agreement, effective upon delivery of written notice of termination to you, if:

- (1) you (or any of your owners) have made or make any material misrepresentation or omission in acquiring the Franchise or operating your Center;
- (2) you (or your Managing Owner) do not complete the initial training program to our satisfaction in accordance with Section 4.A;
- (3) you abandon or fail actively to operate your Center, unless you close your Center for a purpose we approve;
- (4) you surrender or transfer control of your Center's operation without our prior written consent;
- (5) you (or any of your owners) are or have been convicted by a trial court of, or plead or have pleaded no contest or guilty to, a felony;
- (6) you fail to maintain the insurance we require and do not correct the failure within ten days after we deliver written notice of that failure to you;
- (7) you (or any of your owners) engage in any dishonest or unethical conduct which, in our opinion, adversely affects your Center's reputation or the goodwill associated with the Marks;
- (8) you (or any of your owners or, if one or more of your owners is an Entity, the owner of a controlling interest in that Entity) make or attempt to make an unauthorized assignment of this Agreement, an ownership interest in you (or your owner), or your Center;
- (9) you lose the right to occupy the Premises;
- (10) you (or any of your owners) knowingly make any unauthorized use or disclosure of any part of the Operations Materials or any other Confidential Information;
- (11) you violate any law, ordinance, rule or regulation of a governmental agency in connection with the operation of your Center and fail to correct such violation within 72 hours after you receive notice from us or any other party, regardless of any longer period of time that any governmental agency may have given you to cure such violation;
- (12) you fail to pay us (or our affiliates) any amounts due and do not correct the failure within ten days after we deliver written notice of that failure to you;
- (13) you fail to pay when due any federal or state income, service, sales, or other taxes due on your Center's operation, unless you are in good faith contesting your liability for these taxes;
- (14) you understate your Center's Gross Sales three times or more during this Agreement's term or by more than 5% on any one occasion;
- (15) you (or any of your owners) (a) fail on three or more separate occasions within any 12 consecutive month period to comply with this Agreement, whether or not we notify you of the failures, and, if we do notify you of the failures, whether or not you correct the failures after our delivery of notice to you; or (b) fail on two or more separate occasions within any six consecutive month period to comply with the same obligation under this Agreement, whether or

not we notify you of the failures, and, if we do notify you of the failures, whether or not you correct the failures after our delivery of notice to you;

(16) you make an assignment for the benefit of creditors or admit in writing your insolvency or inability to pay your debts generally as they become due; you consent to the appointment of a receiver, trustee, or liquidator of all or the substantial part of your property; your Center is attached, seized, subjected to a writ or distress warrant, or levied upon, unless the attachment, seizure, writ, warrant, or levy is vacated within 30 days; or any order appointing a receiver, trustee, or liquidator of you or your Center is not vacated within 30 days following the order's entry;

(17) you file a petition in bankruptcy or a petition in bankruptcy is filed against you;

(18) you (or any of your owners) fail to comply with anti-terrorism laws, ordinances, regulations and Executive Orders;

(19) you (or any of your owners) fail to comply with any other provision of this Agreement or any System Standard and do not correct the failure within 30 days after we deliver written notice of the failure to you;

(20) you default under any promissory note or other financing agreement with us or our affiliate;

(21) beginning with the 4th full calendar year of your operation of the Center, if the Center's annual Gross Sales are less than \$300,000 during any two calendar years;

(22) you fail to comply with any other agreement with us or our affiliate and do not correct such failure within the applicable cure period, if any; or

(23) you (or any of your owners) or affiliates fail to pay any third party, including the lessor of your Premises, any amounts owed in connection with your Center when due, and do not cure such failure within any applicable cure period granted by such third party.

C. **ASSUMPTION OF MANAGEMENT.** We have the right (but not the obligation), under the circumstances described below, to enter the Premises and assume your Center's management (or to appoint a third party to assume its management) for any period of time we deem appropriate. If we (or a third party) assume your Center's management under subparagraphs (1), (2) and (3) below, you agree to pay us (in addition to the Royalty, Marketing Fund contributions, Local Marketing Cooperative contributions and other amounts due under this Agreement) a reasonable per diem fee, plus our (or the third party's) direct out-of-pocket costs and expenses, for up to 60 days after we assume management. If we (or a third party) assume your Center's management, you acknowledge that we (or the third party) will have a duty to utilize only reasonable efforts and will not be liable to you or your owners for any debts, losses, or obligations your Center incurs, or to any of your creditors for any supplies, products, or other assets or services your Center purchases, while we (or the third party) manage it.

We (or a third party) may assume your Center's management under the following circumstances: (1) if you abandon or fail actively to operate your Center; (2) if you fail to comply with any provision of this Agreement or any System Standard and do not cure the failure within the time period we specify in our notice to you; (3) if we are assisting you in the sale of your Center; or (4) if this Agreement expires or is terminated and we are deciding whether to exercise our option to purchase your Center under Section 15.E below.

If we exercise our rights under subparagraphs (1), (2) or (3) above, that will not affect our right to terminate this Agreement under Section 14.B above.

D. **SUSPENSION OF OBLIGATIONS AND SUPPORT.** If you fail to comply with this Agreement or the System Standards, then we may, in our discretion, suspend our obligations and support services we provide to you. This right shall be in addition to our right to termination in accordance with Section 14.B of this Agreement. Nothing in this Section shall be construed to relieve you of any obligations you have under this Agreement or any other agreements between you and us (or our affiliates).

15. **OUR AND YOUR RIGHTS AND OBLIGATIONS UPON TERMINATION OR EXPIRATION OF THIS AGREEMENT.**

A. **PAYMENT OF AMOUNTS OWED TO US.** You agree to pay us within 15 days after this Agreement expires or is terminated, or on any later date that we determine the amounts due to us, the Royalty, Marketing Fund contributions, Local Marketing Cooperative contributions, interest, and all other amounts owed to us (and our affiliates) which then are unpaid.

B. **DE-IDENTIFICATION.** When this Agreement expires or is terminated for any reason:

(1) you must immediately close the Center for business to customers and cease to directly or indirectly sell any products and services of any kind and in any manner from the Center and/or using the Marks, unless we direct you otherwise in connection with our exercise of our option to purchase pursuant to Section 15.E;

(2) you must cease all use, direct or indirect, of any Mark, any colorable imitation of a Mark, or other indicia of a Center in any manner or for any purpose; and must not use for any purpose any trade name, trade or service mark, or other commercial symbol that indicates or suggests a connection or association with us;

(3) you may not directly or indirectly at any time or in any manner (except with other Centers you own and operate) identify any business as a current or former Center and you agree to take the action required to cancel all fictitious or assumed name or equivalent registrations relating to your use of any Mark. Notwithstanding the foregoing, you are not prohibited from identifying yourself as a former franchisee in connection with identifying your prior experience on job applications or business networking websites;

(4) you agree to deliver to us or destroy (as we require), at your expense, within 15 days all marketing materials, forms, and other materials containing any Mark or otherwise identifying or relating to a Center, including copies of all Confidential Information, and allow us, without liability to you or third parties, to remove these items from your Center;

(5) you deliver to your customers within ten days all artwork of customers in your possession;

(6) you agree that we may independently access and retrieve all information from, or at our direction you will deliver to us within ten days a copy of, your management information system database, including all customer information from your Center in the format we designate, including, without limitation, contact information, order history and such other information as may be on the management information system or as we may otherwise reasonably request;

(7) if we do not have or do not exercise an option to purchase your Center under Section 15.E, you agree promptly and at your own expense to make the alterations we specify in our Operations Materials (or otherwise in writing) to distinguish your Center clearly from its former appearance and from other Centers in order to prevent public confusion;

(8) you agree to immediately cease using and, at our direction, either disable or instruct the registrar of any Contact Identifier or Online Presence to transfer exclusive control of and access to such Contact Identifier or Online Presence to us (or our designee), as we determine in our discretion;

(9) comply with all other System Standards we establish from time to time (and all applicable laws) in connection with the closure and de-identification of your Center, including as it relates to disposing of Personal Information, in any form, in your possession or the possession of any of your owners or employees; and

(10) you agree to give us, within 15 days after the expiration or termination of this Agreement, evidence satisfactory to us of your compliance with these obligations, including, without limitation, photographs of the interior and exterior of the Center.

C. **CONFIDENTIAL INFORMATION.** You agree that, when this Agreement expires or is terminated, you will immediately cease using any of our Confidential Information (including computer software or similar technology and digital passwords and identifications that we have licensed to you or that otherwise are proprietary to us or the Franchise System) in any business or otherwise and return to us all copies of the Operations Materials and any other confidential materials that we have loaned you or to which we have given you access.

D. **COVENANT NOT TO COMPETE.** Upon termination or expiration of this Agreement, you and your owners agree that, for two years beginning on the effective date of termination or expiration or the date on which all persons restricted by this Section begin to comply with this Section, whichever is later, neither you nor any of your owners (or their immediate family members) will have any direct or indirect interest as an owner (whether of record or beneficially), investor, partner, director, officer, employee, consultant, lessor, representative, or agent, or perform any services in any capacity (including each of the foregoing) in any Competitive Business (as defined in Section 7 above) located or operating, nor will any such person lease or sublease any property to a Competitive Business:

(1) within a ten-mile radius of your Center; or

(2) within a five-mile radius of any other Center in operation or under construction on the later of the effective date of the termination or expiration of this Agreement or the date on which all persons restricted by this Section begin to comply with this Section.

Additionally, at no time after the term of this Agreement, will you or your owners (or their immediate family members) divert, attempt to divert, or assist any other person or entity, directly or indirectly, to divert any actual or potential business or customer of any Center to a Competitive Business.

These restrictions also apply after transfers, as provided in Section 12.C(14) above. These restrictions do not apply if you terminated this Agreement pursuant to Section 14.A(2). If any person restricted by this Section refuses voluntarily to comply with these obligations, the two-year period for that person will commence with the entry of a court order enforcing this provision. You and your owners expressly acknowledge that you possess skills and abilities of a general nature and have other

opportunities for exploiting these skills. Consequently, our enforcing the covenants made in this Section will not deprive you of your personal goodwill or ability to earn a living.

E. OUR RIGHT TO PURCHASE YOUR CENTER.

If you decide to transfer your Center and this Agreement, your Center's assets, or an ownership interest in you during this Agreement's term, the provisions of Section 12 generally will apply to the proposed transfer. However, upon

- (a) our termination of this Agreement according to its terms and conditions,
- (b) your termination of this Agreement without cause, or
- (c) expiration of this Agreement (if we offer, but you elect not to acquire, a successor franchise, or if we do not offer you a successor franchise due to your failure to satisfy the conditions for a successor franchise set forth in Section 13),

we have the option, exercisable by giving you written notice before or within 30 days after the date of termination or expiration to purchase your Center. We have the unrestricted right to assign this option to purchase. We are entitled to all customary warranties and representations in our asset purchase. The purchase price for your Center will be its fair market value, provided that the fair market value will not include any value for (i) the Franchise or any rights granted by this Agreement; or (ii) goodwill attributable to our Marks, brand image, and other intellectual property. We may exclude from the assets purchased any Operating Assets or other items that are not reasonably necessary (in function or quality) to your Center's operation or that we have not approved as meeting System Standards for Centers, and the purchase price will reflect these exclusions.

If we and you cannot agree on fair market value, fair market value will be determined by one independent accredited appraiser who will conduct an appraisal and, in doing so, be bound by the criteria specified herein. You and we agree to select the appraiser within 15 days after we notify you that we wish to exercise our purchase option (if you and we have not agreed on fair market value before then). You and we will share equally the appraiser's fees and expenses. The appraiser must complete its appraisal within 30 days after its appointment. The purchase price will be the appraised value.

We (or our assignee) will pay the purchase price at the closing, which will take place not later than 60 days after the purchase price is determined. We may offset against the purchase price, and reduce the purchase price by, any and all amounts you or your owners owe us or our affiliates. At the closing, you agree to deliver instruments transferring to us (or our assignee): (a) good and merchantable title to the assets purchased, free and clear of all liens and encumbrances (other than liens and security interests acceptable to us), with all sales and other transfer taxes paid by you; (b) all of your Center's licenses and permits which may be assigned or transferred; and (c) an assignment of the Lease.

You and your owners further agree to execute general releases, in a form satisfactory to us, of any and all claims against us and our owners, officers, directors, employees, agents, successors, and assigns. If we exercise our rights under this Section 15.E, you and your owners agree that, for two years beginning on the closing date, you and they will be bound by the non-competition covenant contained in Section 15.D.

F. CONTINUING OBLIGATIONS. All of our and your (and your owners') obligations which expressly or by their nature survive this Agreement's expiration or termination will continue in full

force and effect subsequent to and notwithstanding its expiration or termination and until they are satisfied in full or by their nature expire.

16. RELATIONSHIP OF THE PARTIES/INDEMNIFICATION.

A. **INDEPENDENT CONTRACTORS.** You and we understand and agree that this Agreement does not create a fiduciary relationship between you and us, that you and we are and will be independent contractors, and that nothing in this Agreement is intended to make either you or us a general or special agent, joint venturer, partner, or employee of the other for any purpose. You agree to identify yourself conspicuously in all dealings with customers, suppliers, public officials, Center personnel, and others as your Center's owner under a franchise we have granted and to place notices of independent ownership on the forms, business cards, stationery, advertising, and other materials we require from time to time. We may direct you to engage a minimum number of employees in order to adequately perform the services of the Center, but we will have no right to hire or fire any of your employees or independent contractors or to exercise any control over those employees or independent contractors, all of whom will be entirely under your control and direction, and you will be responsible for their acts and omissions.

B. **NO LIABILITY TO OR FOR ACTS OF OTHER PARTY.** We and you 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 our respective relationship is other than franchisor and franchisee. We will not be obligated for any damages to any person or property directly or indirectly arising out of your Center's operation or the business you conduct under this Agreement. We will have no liability for your obligations to pay any third parties, including any product vendors.

C. **TAXES.** We will have no liability for any sales, use, service, occupation, excise, gross receipts, income, property, or other taxes, whether levied upon you or your Center, due to the business you conduct (except for our income taxes). You are responsible for paying these taxes and must reimburse us for any taxes that we must pay to any state taxing authority on account of your operation or payments that you make to us.

D. **INDEMNIFICATION.** You agree to indemnify, defend, and hold harmless us, our affiliates, and our and their respective owners, directors, officers, employees, agents, successors, and assignees (the "Indemnified Parties") against, and to reimburse any one or more of the Indemnified Parties for, all claims, obligations, and damages directly or indirectly arising out of your Center's operation, the business you conduct under this Agreement, or your breach of this Agreement, including, without limitation, those alleged to be caused by the Indemnified Party's negligence, unless (and then only to the extent that) the claims, obligations, or damages are determined to be caused solely by our intentional misconduct in a final, unappealable ruling issued by a court with competent jurisdiction. For purposes of this indemnification, "claims" include all obligations, damages (actual, consequential, or otherwise), and costs that any Indemnified Party reasonably incurs in defending any claim against it, including, without limitation, reasonable accountants', arbitrators', attorneys', and expert witness fees, costs of investigation and proof of facts, court costs, travel and living expenses, and other expenses of litigation, arbitration, or alternative dispute resolution, regardless of whether litigation, arbitration, or alternative dispute resolution is commenced. Each Indemnified Party may defend any claim against it at your expense and agree to settlements or take any other remedial, corrective, or other actions. This indemnity will continue in full force and effect subsequent to and notwithstanding this Agreement's expiration or termination. An Indemnified Party need not seek recovery from any insurer or other third party, or otherwise mitigate its losses and expenses, in order to maintain and recover fully a claim against you under this Section. You agree that a failure to pursue a recovery or mitigate a loss will not reduce or alter the amounts that an Indemnified Party may recover from you under this Section.

17. ENFORCEMENT.

A. **SECURITY INTEREST.** As security for the performance of your obligations under this Agreement, including payments owed to us for purchase by you, you grant us a security interest in all of the assets of your Center, including but not limited to inventory, fixtures, furniture, equipment, accounts, customer lists, supplies, contracts, cash derived from the operation of the Center and sale of other assets, and proceeds and products of all those assets. You agree to execute such other documents as we may reasonably request in order to further document, perfect and record our security interest. If you default in any of your obligations under this Agreement, we may exercise all rights of a secured creditor granted to us by law, in addition to our other rights under this Agreement and at law. If a third-party lender requires that we subordinate our security interest in the assets of your Center as a condition to lending you working capital for the operation of your Center, we will agree to subordinate pursuant to terms and conditions determined by us.

B. **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.

If any covenant which 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, you and we agree that the covenant will be enforced to the fullest extent permissible under the laws and public policies applied in the jurisdiction whose law determines the covenant's validity.

If any applicable and binding law or rule of any jurisdiction requires more notice than this Agreement requires of this Agreement's termination or of our refusal to enter into a successor franchise agreement, or some other action that this Agreement does not require, or if, under any applicable and binding law or rule of any jurisdiction, any provision of this Agreement or any System Standard is invalid, unenforceable, or unlawful, the notice and/or other action required by the law or rule will be substituted for the comparable provisions of this Agreement, and we may modify the invalid or unenforceable provision or System Standard to the extent required to be valid and enforceable or delete the unlawful provision in its entirety. You agree to be bound by any promise or covenant imposing the maximum duty the law permits which is subsumed within any provision of this Agreement, as though it were separately articulated in and made a part of this Agreement.

C. **WAIVER OF OBLIGATIONS.** We and you may by written instrument unilaterally waive or reduce any obligation of or restriction upon the other under this Agreement, effective upon delivery of written notice to the other or another effective date stated in the notice of waiver. Any waiver granted will be without prejudice to any other rights we or you have, will be subject to continuing review, and may be revoked at any time and for any reason effective upon delivery of ten days' prior written notice.

We and you will not waive or impair any right, power, or option this Agreement reserves (including, without limitation, our right to demand exact compliance with every term, condition, and covenant or to declare any breach to be a default and to terminate this Agreement before its term expires) because of any custom or practice at variance with this Agreement's terms; our or your failure, refusal, or neglect to exercise any right under this Agreement or to insist upon the other's compliance with this Agreement, including, without limitation, any System Standard; our waiver of or failure to exercise any

right, power, or option, whether of the same, similar, or different nature, with other Centers; the existence of franchise agreements for other Centers which contain provisions different from those contained in this Agreement; or our acceptance of any payments due from you after any breach of this Agreement. No special or restrictive legend or endorsement on any check or similar item given to us will be a waiver, compromise, settlement, or accord and satisfaction. We are authorized to remove any legend or endorsement, which then will have no effect.

Neither we nor you will be liable for loss or damage or be in breach of this Agreement if, and only while, our or your performance of our or your obligations is rendered impossible by: (1) compliance with the orders, requests, regulations, or recommendations of any federal, state, or municipal government; (2) acts of God; (3) fires, strikes, embargoes, war, acts of terrorism or similar events, or riot; or (4) any other similar event or cause beyond the control of the party seeking to invoke this provision. 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 the Royalty or Marketing Fund and Local Marketing Cooperative contributions due afterward.

D. **COSTS AND ATTORNEYS' FEES.** If either party initiates an arbitration, judicial or other proceeding, the prevailing party will be entitled to reasonable costs and expenses (including attorneys' fees incurred in connection with such arbitration, judicial or other proceeding).

E. **YOU MAY NOT WITHHOLD PAYMENTS DUE TO US.** You agree that you will not withhold payment of any amounts owed to us on the grounds of our alleged nonperformance of any of our obligations under this Agreement or for any other reason, and you specifically waive any right you may have at law or in equity to offset any funds you may owe us or to fail or refuse to perform any of your obligations under this Agreement. You agree to submit all claims, unless otherwise resolved by our and your mutual agreement, to arbitration as provided in Section 17.G.

F. **RIGHTS OF PARTIES ARE CUMULATIVE.** Our and your rights under this Agreement are cumulative, and our or your exercise or enforcement of any right or remedy under this Agreement will not preclude our or your exercise or enforcement of any other right or remedy which we or you are entitled by law to enforce.

G. **ARBITRATION.** We and you agree that all controversies, disputes, or claims between us or any of our affiliates, and our and their respective owners, officers, directors, agents, and employees, on the one hand, and you (and your owners, guarantors, affiliates, and employees), on the other hand, arising out of or related to:

- (1) this Agreement or any other agreement between you (or any of your owners) and us (or any of our affiliates);
- (2) our relationship with you;
- (3) the scope or validity of this Agreement or any other agreement between you (or any of your owners) and us (or any of our affiliates) or any provision of any of such agreements (including the validity and scope of the arbitration provision under this Section, which we and you acknowledge is to be determined by an arbitrator, not a court); or
- (4) any System Standard;

must be submitted for binding arbitration, on demand of either party, to the American Arbitration Association (“AAA”). The arbitration proceedings will be conducted by one arbitrator and, except as this Section otherwise provides, according to the AAA’s then-current Commercial Arbitration Rules. All proceedings will be conducted at a suitable location chosen by the arbitrator that is within 50 miles of our or, as applicable, our successor’s or assign’s then-current principal place of business (currently, Plymouth, Michigan). All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et seq.). The interim and final awards of the arbitrator shall be final and binding upon each party, and judgment upon the arbitrator’s awards may be entered in any court of competent jurisdiction.

The arbitrator has the right to award or include in his or her awards any relief which he or she deems proper, including, without limitation, money damages, pre- and post-award interest, interim costs and attorneys’ fees, specific performance, and injunctive relief, provided that the arbitrator may not declare any Marks owned by us or our affiliates generic or otherwise invalid or award any punitive or exemplary damages against any party to the arbitration proceeding (we and you hereby waiving to the fullest extent permitted by law any right to or claim for any punitive or exemplary damages against any party to the arbitration proceeding). Further, at the conclusion of the arbitration, the arbitrator shall award to the prevailing party its attorneys’ fees and costs.

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

We and you agree that arbitration will be conducted on an individual basis and that an arbitration proceeding between us and any of our affiliates, or our and their respective owners, officers, directors, agents, and employees, on the one hand, and you (or your owners, guarantors, affiliates, and employees), on the other hand, may not be: (i) conducted on a class-wide basis, (ii) commenced, conducted or consolidated with any other arbitration proceeding, (iii) joined with any separate claim of an unaffiliated third party, or (iv) brought on your behalf by any association or agent. Notwithstanding the foregoing, if any court or arbitrator determines that all or any part of the preceding sentence is unenforceable with respect to a dispute, controversy or claim that otherwise would be subject to arbitration under this Section, then all parties agree that this arbitration clause shall not apply to that dispute, controversy or claim and that such dispute, controversy or claim shall be resolved in a judicial proceeding in accordance with the dispute resolution provisions of this Agreement.

We and you agree that, in any arbitration arising as described in this Section, the arbitrator shall have full authority to manage any necessary exchange of information among the parties with a view to achieving an efficient and economical resolution of the dispute.

The provisions of this Section are intended to benefit and bind certain third-party non-signatories.

The provisions of this Section will continue in full force and effect subsequent to and notwithstanding the expiration or termination of this Agreement.

Any provisions of this Agreement below that pertain to judicial proceedings shall be subject to the agreement to arbitrate contained in this Section.

H. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET

SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT, THE FRANCHISE, AND ALL CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF MICHIGAN WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT ANY STATE LAW REGULATING THE OFFER OR SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF A FRANCHISOR AND ITS FRANCHISEE WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH.

I. CONSENT TO JURISDICTION. SUBJECT TO SECTION 17.G ABOVE AND THE PROVISIONS BELOW, YOU (AND YOUR OWNERS) AGREE THAT ALL ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OTHERWISE AS A RESULT OF THE RELATIONSHIP BETWEEN YOU AND US MUST BE COMMENCED EXCLUSIVELY IN THE STATE OR FEDERAL COURT WHICH IS CLOSEST TO OUR OR, AS APPLICABLE, OUR SUCCESSOR'S OR ASSIGNS' THEN CURRENT PRINCIPAL PLACE OF BUSINESS (CURRENTLY PLYMOUTH, MICHIGAN), AND WE AND YOU (AND EACH OWNER) IRREVOCABLY CONSENT TO THE JURISDICTION OF THOSE COURTS AND WAIVE ANY OBJECTION TO EITHER THE JURISDICTION OF OR VENUE IN THOSE COURTS.

J. WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL. EXCEPT FOR YOUR OBLIGATION TO INDEMNIFY US FOR THIRD-PARTY CLAIMS UNDER SECTION 16.D, WE AND YOU (AND YOUR OWNERS) WAIVE TO THE FULLEST EXTENT PERMITTED BY LAW ANY RIGHT TO OR CLAIM FOR ANY PUNITIVE OR EXEMPLARY DAMAGES AGAINST THE OTHER AND AGREE THAT, IN THE EVENT OF A DISPUTE BETWEEN US AND YOU, THE PARTY MAKING A CLAIM WILL BE LIMITED TO EQUITABLE RELIEF AND TO RECOVERY OF ANY ACTUAL DAMAGES IT SUSTAINS.

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

K. DAMAGES. In the event this Agreement is terminated because of your (or your owners) default or by you without cause, the parties agree that it would be difficult if not impossible to determine the amount of damages that we would suffer due to the loss or interruption of the revenue stream we otherwise would have derived from your continued payment of Royalty Fees and that the Marketing Fund would have otherwise derived from your continued contribution to such funds, less any cost savings, through the remainder of the term of this Agreement (the "Damages"). The parties agree that a reasonable estimate of those Damages is, and you agree to pay us as compensation for the Damages, an amount equal to the then net present value of the standard Royalty fees and Marketing Fund contributions that would have become due from the date of termination to the earlier of (i) three years following termination, or (ii) the scheduled expiration date of this Agreement. For this purpose, Damages shall be calculated based on Gross Sales of your Center for the 12 months preceding the termination date. In the event your Center has not been in operation or you have not reported Gross Sales for at least 12 months preceding the termination date, the Royalty fees and Marketing Fund contributions will be calculated based on the average monthly Gross Sales of all Centers under the brand identified under Section 1.D above during the fiscal year immediately preceding the termination date. You and we agree that the calculation described in this Section is a calculation only of the Damages and that nothing herein shall preclude or limit us from proving and recovering any other damages caused by your breach of this Agreement.

L. **INJUNCTIVE RELIEF.** Nothing in this Agreement, including the provisions of Section 17.G, bars our right to obtain specific performance of the provisions of this Agreement and injunctive relief against any threatened or actual conduct that will cause us, the Marks, or the Franchise System loss or damage, under customary equity rules, including applicable rules for obtaining restraining orders and temporary or preliminary injunctions (subject to our obligation to arbitrate the underlying claim if required by Section 17.G). You agree that we may seek such relief from any court of competent jurisdiction in addition to such further or other relief as may be available to us at law or in equity. You agree that we will not be required to post a bond to obtain injunctive relief and that your only remedy if an injunction is entered against you will be the dissolution of that injunction, if warranted, upon due hearing, and you hereby expressly waive any claim for damages caused by such injunction.

M. **BINDING EFFECT.** This Agreement is binding upon us and you and our and your respective executors, administrators, heirs, beneficiaries, permitted assigns, and successors in interest. Subject to our right to modify the System Standards, this Agreement may not be modified except by a written agreement signed by our and your duly-authorized officers.

N. **CLASS ACTION BAR AND LIMITATIONS OF CLAIMS.** WE AND YOU AGREE THAT ANY PROCEEDING WILL BE CONDUCTED ON AN INDIVIDUAL BASIS AND THAT ANY PROCEEDING BETWEEN US AND ANY OF OUR AFFILIATES, OR OUR AND THEIR RESPECTIVE OWNERS, OFFICERS, DIRECTORS, AGENTS, AND EMPLOYEES, ON THE ONE HAND, AND YOU (OR YOUR OWNERS, GUARANTORS, AFFILIATES, AND EMPLOYEES), ON THE OTHER HAND, MAY NOT BE: (I) CONDUCTED ON A CLASS-WIDE BASIS, (II) COMMENCED, CONDUCTED OR CONSOLIDATED WITH ANY OTHER PROCEEDING, (III) JOINED WITH ANY CLAIM OF AN UNAFFILIATED THIRD PARTY, OR (IV) BROUGHT ON YOUR BEHALF BY ANY ASSOCIATION OR AGENT. NO PREVIOUS COURSE OF DEALING SHALL BE ADMISSIBLE TO EXPLAIN, MODIFY, OR CONTRADICT THE TERMS OF THIS AGREEMENT. NO IMPLIED COVENANT OF GOOD FAITH AND FAIR DEALING SHALL BE USED TO ALTER THE EXPRESS TERMS OF THIS AGREEMENT. EXCEPT FOR CLAIMS ARISING FROM YOUR NON-PAYMENT OR UNDERPAYMENT OF AMOUNTS YOU OWE US OR ANY OF OUR AFFILIATES, ANY AND ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OUR RELATIONSHIP WITH YOU WILL BE BARRED UNLESS A JUDICIAL OR ARBITRATION PROCEEDING IS COMMENCED IN ACCORDANCE WITH THIS AGREEMENT WITHIN ONE YEAR FROM THE DATE ON WHICH THE PARTY ASSERTING THE CLAIM KNEW OR SHOULD HAVE KNOWN OF THE FACTS GIVING RISE TO THE CLAIMS.

O. **CONSTRUCTION.** The preambles and exhibits are a part of this Agreement which, together with the System Standards (which may be periodically modified, as provided in Sections 4.C, 8.G, and 17.M above), constitutes our and your entire agreement, and there are no other oral or written understandings or agreements between us and you, or oral or written representations by us, relating to the subject matter of this Agreement, the franchise relationship, or your Center (any understandings or agreements reached, or any representations made, before this Agreement are superseded by this Agreement). Any policies that we adopt and implement from time to time to guide us in our decision-making are subject to change, are not a part of this Agreement, and are not binding on us. Except as provided in Sections 16.D and 17.G, nothing in this Agreement is intended or deemed to confer any rights or remedies upon any person or legal entity not a party to this Agreement. Nothing in this or in any related agreement, however, is intended to disclaim the representations we made in the franchise disclosure document that we furnished to you.

You agree that whenever this Agreement allows or requires us to take actions or make decisions, we may do so in our sole and unfettered discretion, even if you believe our action or decision is unreasonable, unless the Agreement expressly and specifically requires that we act reasonably or refrain from acting unreasonably in connection with the particular action or decision. The headings of the sections and paragraphs are for convenience only and do not define, limit, or construe the contents of these sections or paragraphs.

References in this Agreement to “we,” “us,” and “our,” with respect to all of our rights and all of your obligations to us under this Agreement, include any of our affiliates with whom you deal. The term “affiliate” means any person or entity directly or indirectly owned or controlled by, under common control with, or owning or controlling you or us. “Control” means the power to direct or cause the direction of management and policies. “Including” means “including without limitation” unless expressly stated otherwise.

If two or more persons are at any time the owners of the Franchise and your Center, whether as partners or joint venturers, their obligations and liabilities to us will be joint and several. References to “owner” mean any person holding a direct or indirect ownership interest (whether of record or beneficially) or voting rights in you (or a transferee of this Agreement and your Center or an ownership interest in you), including, without limitation, any person who has a direct or indirect interest in you (or a transferee), this Agreement, the Franchise, or your Center and any person who has any other legal or equitable interest, or the power to vest in himself or herself any legal or equitable interest, in their revenue, profits, rights, or assets. References to a “controlling ownership interest” in you or one of your owners (if an Entity) mean the percent of the voting shares or other voting rights that results from dividing 100% of the ownership interests by the number of owners. In the case of a proposed transfer of an ownership interest in you or one of your owners, the determination of whether a “controlling ownership interest” is involved must be made as of both immediately before and immediately after the proposed transfer to see if a “controlling ownership interest” will be transferred (because of the number of owners before the proposed transfer) or will be deemed to have been transferred (because of the number of owners after the proposed transfer). “Person” means any natural person, corporation, limited liability company, general or limited partnership, unincorporated association, cooperative, or other legal or functional entity. Unless otherwise specified, all references to a number of days shall mean calendar days and not business days.

The term “your Center” includes all of the assets of the Center you operate under this Agreement, including its revenue and the Lease. All amounts payable by you or your owners to us or our affiliates must be in United States dollars.

18. NOTICES AND PAYMENTS.

All written notices, reports, and payments permitted or required to be delivered by this Agreement or the Operations Materials will be deemed to be delivered: (a) at the time delivered by hand; (b) at the time delivered via computer transmission and, in the case of the Royalty, Marketing Fund contributions, Local Marketing Cooperative contributions, and other amounts due, at the time we actually receive payment; (c) one business day after transmission by electronic system if the sender has confirmation of successful transmission; (d) one business day after being placed in the hands of a nationally recognized commercial courier service for next business day delivery; or (e) three business days after placement in the United States Mail by Registered or Certified Mail, Return Receipt Requested, postage prepaid. Any notice must be addressed to the party to be notified at its most current principal business address of which the notifying party has notice, or if to you, may be addressed to the Center’s address. Any required payment or report which we do not actually receive during regular business hours

on the date due (or postmarked by postal authorities at least two days before then) will be deemed delinquent.

19. **COUNTERPARTS.**

This Agreement may be executed in multiple counterparts, each of which shall be deemed to be an original and all of which taken together shall constitute one and the same agreement. The parties agree that scanned or electronic signatures shall have the same effect and validity, and may be relied upon in the same manner, as original signatures.

Remainder of page intentionally blank

IN WITNESS WHEREOF, the parties have executed and delivered this Agreement as of the Effective Date.

FRANCHISOR:

ALLIANCE FRANCHISE BRANDS LLC, a Michigan limited liability company

By: _____

Title: _____

FRANCHISEE:

(IF YOU ARE A CORPORATION, LIMITED LIABILITY COMPANY, OR PARTNERSHIP):

[Name]

By: _____

Title: _____

(IF YOU ARE AN INDIVIDUAL AND NOT A LEGAL ENTITY):

[Signature]

[Print Name]

[Signature]

[Print Name]

EXHIBIT A

**Effective Date: This Exhibit A is current and complete
as of _____**

You and Your Owners

1. Form of Owner.

(a) **Individual Proprietorship.** Your owner(s) (is) (are) as follows:

(b) **Corporation, Limited Liability Company, or Partnership.** You were incorporated or formed on _____, under the laws of the State of _____, under the name _____, with the entity identification number of _____. You have not conducted business under any name other than your corporate, limited liability company, or partnership name and _____. Your federal tax identification number is _____. The following is a list of your directors, if applicable, and officers as of the effective date shown above:

<u>Name of Each Director/Officer</u>	<u>Position(s) Held</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

2. **Owners.** The following list includes the full name of each person who is one of your owners (as defined in the Franchise Agreement), or an owner of one of your owners, and fully describes the nature of each owner's interest (attach additional pages if necessary).

	<u>Owner's Name</u>	<u>Description of Interest</u>	<u>Percentage of Ownership</u>
(a)	_____	_____	_____
(b)	_____	_____	_____
(c)	_____	_____	_____
(d)	_____	_____	_____

3. **Managing Owner.** The Managing Owner is _____.

FRANCHISOR:

ALLIANCE FRANCHISE BRANDS LLC,
a Michigan limited liability company

By: _____

Title: _____

FRANCHISEE:

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

EXHIBIT B
PROTECTED TERRITORY

B

EXHIBIT C

ELECTRONIC FUNDS TRANSFER AUTHORIZATION FORM

Franchisee: _____	Effective Date: _____
Center Number: _____	Center Name: _____
Financial Institution ("FI"): _____	
Routing Number: _____	Account Number: _____
Franchisee's Email Address for Accounting-Related Communications: _____	
Authorized Signature: _____	

Franchisee authorizes Alliance Franchise Brands LLC ("AFB") to deduct electronically from the account (as designated above) payments for monthly Royalty, Marketing Fund contributions, and other amounts due under the franchise agreement (collectively, "Payments") between AFB and Franchisee as such Payments become due under the franchise agreement between Franchisee and AFB.

Franchisee also authorizes AFB to deposit electronically to the account listed above any amounts due to Franchisee, such as reimbursements or rebates.

Franchisee acknowledges that it is Franchisee's responsibility to notify AFB of any changes and agrees to immediately notify AFB of any changes in the information provided on this Authorization. If requested, Franchisee shall provide AFB with a voided check in order to verify the account information. This Authorization shall continue in effect until terminated upon 10 days' prior written notice to AFB.

If there are insufficient funds in Franchisee's account to cover AFB's withdrawals or if AFB incurs any fees from Franchisee's FI due to Franchisee's failure to notify AFB of changes to its banking information, AFB may charge Franchisee the insufficient funds fees or other fee for each such instance (currently, \$25) to compensate AFB for its administrative expenses. In the case of insufficient funds in Franchisee's account, Franchisee acknowledges and agrees that AFB may debit its account again periodically until funds are available (but no more than once every five days) and Franchisee will be charged the insufficient funds fee for each instance in which the funds are not available.

The Payments will be electronically transferred monthly from the account on their due dates or the next subsequent business day if any due date falls on a national holiday or a weekend.

Franchisee authorizes and requests the FI to accept AFB's requests for the Payments and to deduct such Payments from the account without responsibility for the correctness or accuracy of the Payments.

Alliance Franchise Brands LLC
Attention: Legal & Franchise Compliance
47585 Galleon Drive, Plymouth, MI 48170
Tel: 248-596-8600 Fax: 248-449-5870
E-mail: Compliance@alliancefranchisebrands.com

EXHIBIT C

APPLICATION FOR FRANCHISE

Confidential Franchise Application

Please type or print clearly and complete the form in full.

PERSONAL INFORMATION

Last Name		First Name		Middle Name		Marital Status		<input type="checkbox"/> Male <input type="checkbox"/> Female		Driver's License # & State or Province			
Address						City		State/Province		Zip/Postal Code		Country	
Years at this address		Home Phone		Cell Phone		Other Phone		Date of Birth					
Email				Citizenship		If you are not a citizen of the country in which you have applied for franchise ownership, do you have the required visa to legally own and operate a business in that country? <input type="checkbox"/> Yes <input type="checkbox"/> No							
Are you a veteran of the Canadian or United States Armed Forces? <input type="checkbox"/> Yes <input type="checkbox"/> No			Branch			Dates of Service:			Honorably discharged? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide DD214 or discharge certificate				

EDUCATION

College of Institution			City & ST/Province			Dates Attended		Did you graduate <input type="checkbox"/> Yes <input type="checkbox"/> No		Degree earned	
------------------------	--	--	--------------------	--	--	----------------	--	--	--	---------------	--

BUSINESS/EMPLOYMENT INFORMATION (Please provide business information for the past 10 years and/or attach resume)

MAY WE CONTACT THESE EMPLOYERS TO VERIFY EMPLOYMENT? Yes No

Currently employed <input type="checkbox"/> Yes <input type="checkbox"/> No		Name of employer (or former employer)				Title				Telephone			
Business address						City		State/Province		Zip/Postal Code		Dates of employment	
Please describe your responsibilities:											Annual income		

Currently employed <input type="checkbox"/> Yes <input type="checkbox"/> No		Name of next most recent employer				Title				Telephone			
Business address						City		State/Province		Zip/Postal Code		Dates of employment	
Please describe your responsibilities:											Annual income		

SPOUSE INFORMATION

Last Name		First Name		Middle Name		Marital Status		<input type="checkbox"/> Male <input type="checkbox"/> Female		Driver's License # & State or Province			
Home street address						City		State/Province		Zip/Postal Code		Country	
Years at this address		Home Phone		Cell Phone		Other Phone		Date of Birth					
Email				Citizenship		If you are not a citizen of the country in which you have applied for franchise ownership, do you have the required visa to legally own and operate a business in that country? <input type="checkbox"/> Yes <input type="checkbox"/> No							
Are you a veteran of the Canadian or United States Armed Forces? <input type="checkbox"/> Yes <input type="checkbox"/> No			Branch			Dates of Service:			Honorably discharged? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide DD214 or discharge certificate				

SPOUSE EDUCATION

College of Institution			City & ST/Province			Dates Attended		Did you graduate <input type="checkbox"/> Yes <input type="checkbox"/> No		Degree earned	
------------------------	--	--	--------------------	--	--	----------------	--	--	--	---------------	--

SPOUSE BUSINESS/EMPLOYMENT INFORMATION (Please provide business information for the past 10 years and/or attach resume)

MAY WE CONTACT THESE EMPLOYERS TO VERIFY EMPLOYMENT? Yes No

Currently employed <input type="checkbox"/> Yes <input type="checkbox"/> No		Name of employer (or former employer)				Title				Telephone			
Business address						City		State/Province		Zip/Postal Code		Dates of employment	
Please describe your responsibilities:											Annual income		

Currently employed <input type="checkbox"/> Yes <input type="checkbox"/> No	Name of next most recent employer	Title		Telephone
Business address		City	State/Province	Zip/Postal Code
Please describe your responsibilities:				Annual income

GENERAL INFORMATION

Do you have previous sales experience? If yes, please describe:

How did you hear about us?	What other businesses are you investigating?		
How long have you been seeking your own business?	What is your desired market?		
Are you willing to relocate? If yes, where?	Can you give the business your full time? <input type="checkbox"/> Yes <input type="checkbox"/> No	Do you intend to run this business yourself? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If qualified, when would you be ready to start your business?	Have you ever been convicted of a felony <input type="checkbox"/> Yes <input type="checkbox"/> No		
Have you or any company you have owned or managed ever filed bankruptcy, reorganized due to insolvency, gone out of business, or compromised a debt? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain.			
Are you now, or have you ever been party to any lawsuit – either as defendant or plaintiff? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain.			
Are you a partner or officer in any other venture? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain			
Do you have any contingent liabilities for guarantees, endorsements, leases, etc? <input type="checkbox"/> Yes <input type="checkbox"/> No	Have you ever been convicted of any offense (including misdemeanors for which you were fined \$200 or more)? <input type="checkbox"/> Yes <input type="checkbox"/> No		

If you answered "yes" to any of the above questions or if there is any other information you believe is pertinent to your experience, background, or knowledge, not already covered in this profile, please explain on a separate piece of paper and include with the profile.

If other individuals/partners will be involved with you and on the Franchise Agreement, list names and addresses below. (They must also complete a candidate profile.)
1.)
2.)

FINANCIAL STATEMENT

ASSETS	IN EVEN DOLLARS	LIABILITIES	IN EVEN DOLLARS
Cash on hand and in banks	\$	Notes payable to banks – secured	\$
Marketable securities	\$	Notes payable to banks – unsecured	\$
Non-marketable securities	\$	Amounts payable to others	\$
Residence market value	\$	Accounts payable to others	\$
Partial interest in real estate equities	\$	Accounts and bills due	\$
Real estate owned	\$	Unpaid income tax	\$
Loans receivable	\$	Other unpaid taxes and interest	\$
Automobiles and other personal property	\$	Mortgage on residence	\$
Cash value – Life Insurance	\$	Real estate mortgages payable	\$
Other assets – Itemize:	\$	Other debts – Itemize:	\$
	\$		\$
	\$		\$
	\$		\$
	\$		\$
TOTAL ASSETS	\$	TOTAL LIABILITIES	\$
		NET WORTH (Assets minus liabilities)	\$

APPLICATION FOR FRANCHISE

By signing below, I authorize Alliance Franchise Brands LLC or any of its affiliates (collectively, "AFB") to start an investigative background check (including information as to my character, general reputation, personal characteristics and mode of living) and credit investigation based on information voluntarily provided by me to AFB, including, without limitation, the information I provide in this Application which I warrant is true and accurate. I understand that I have a right to request that AFB make a complete and accurate disclosure of the nature and scope of such investigation. This is my authorization to credit reporting agencies, banks, creditors and suppliers to release to AFB, and to AFB to release to such parties, all information requested regarding my depository, loan or other credit information, including, without limitation, financial information, by telephone or in writing as part of the normal credit evaluation process. I release AFB from any liability with respect to the release of any such requested information. If I am requesting that AFB make a credit determination based on my creditworthiness combined with any co-applicants, I authorize AFB to discuss any derogatory credit items, and any other information AFB obtains in connection with the investigation, with such co-applicants.

You promise that you have supplied all information to the best of your ability and understand that we rely upon this information in assessing your qualifications. You understand that this profile is not a contract and is in no way binding on you or us and does not mean or imply that a franchise will be offered. Financial requirement may be required at a later date.

Signature	Date
Name Printed	
Signature	Date
Name Printed	

EXHIBIT D

GUARANTY AND ASSUMPTION OF OBLIGATIONS

GUARANTY AND ASSUMPTION OF OBLIGATIONS

THIS GUARANTY AND ASSUMPTION OF OBLIGATIONS IS GIVEN ON _____
_____, by _____
(the "Guarantor").

In consideration of, and as an inducement to, the execution of that certain Franchise Agreement of even date (as amended, modified, restated or supplemented from time to time, the "Agreement") by Alliance Franchise Brands LLC (the "Franchisor"), and _____ ("Franchisee"), each of the undersigned hereby personally and unconditionally (a) guarantees to Franchisor, and its successor and assigns, for the term of the Agreement and as provided in the Agreement, that Franchisee shall punctually pay and perform each and every undertaking, agreement and covenant set forth in the Agreement; and (b) agrees to be personally bound by, and personally liable for the breach of, each and every provision in the Agreement, both monetary obligations and obligations to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities.

Each undersigned waives: (1) acceptance and notice of acceptance by Franchisor of the foregoing undertakings; (2) notice of demand for payment of any indebtedness or nonperformance of any obligations guaranteed; (3) protest and notice of default to any party with respect to the indebtedness or nonperformance of any obligations guaranteed; and (4) any right he may have to require that an action be brought against Franchisee or any other person as a condition of liability.

Each undersigned Guarantor represents and warrants that, if no signature appears below for such Guarantor's spouse, such Guarantor is either not married or, if married, is a resident of a state which does not require the consent of both spouses to encumber the assets of a marital estate.

Guarantor hereby consents and agrees that:

(a) Guarantor's liability under this undertaking shall be direct, immediate, and independent of the liability of, and shall be joint and several with, Franchisee and the other guarantors and owners of Franchisee;

(b) Guarantor shall render any payment or performance required under the Agreement upon demand if Franchisee fails or refuses punctually to do so;

(c) Guarantor's liability shall not be diminished, relieved or otherwise affected by any extension of time, credit or other indulgence which Franchisor may grant to Franchisee or to any other person, including the acceptance of any partial payment or performance, or the compromise or release of any claims, none of which shall in any way modify or amend this guaranty, which shall be continuing and irrevocable during the term of the Agreement;

(d) This undertaking will continue unchanged by the occurrence of any bankruptcy with respect to Franchisee or any assignee or successor of Franchisee or by any abandonment of the Agreement by a trustee of Franchisee. Neither the Guarantor's obligations to make payment or render performance in accordance with the terms of this undertaking nor any remedy for enforcement shall be impaired, modified, changed, released or limited in any manner whatsoever by any impairment, modification, change, release or limitation of the liability of Franchisee or its estate in bankruptcy or of any remedy for enforcement, resulting from the operation of any present or future provision of the U.S. Bankruptcy Act or other statute, or from the decision of any court or agency;

(e) Franchisor may proceed against Guarantor and Franchisee jointly and severally, or Franchisor may, at its option, proceed against Guarantor, without having commenced any action, or having obtained any judgment against Franchisee. Guarantor hereby waives the defense of the statute of limitations in any action hereunder or for the collection of any indebtedness or the performance of any obligation hereby guaranteed; and

(f) Guarantor agrees to pay all reasonable attorneys' fees and all costs and other expenses incurred in any collection or attempt to collect amounts due pursuant to this undertaking or any negotiations relative to the obligations hereby guaranteed or in enforcing this undertaking against Guarantor.

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

Guarantor agrees to be personally bound by the arbitration obligations under Section 17.G of the Agreement, including, without limitation, the obligation to submit to binding arbitration the claims described in Section 17.G of the Agreement in accordance with its terms.

Remainder of page intentionally blank

IN WITNESS WHEREOF, each of the undersigned has affixed his signature on the same day and year as the Agreement was executed.

GUARANTOR(S)

**PERCENTAGE OWNERSHIP IN
FRANCHISEE**

By: _____
Address: _____

Email: _____

By: _____
Address: _____

Email: _____

By: _____
Address: _____

Email: _____

By: _____
Address: _____

Email: _____

SPOUSAL ACKNOWLEDGEMENT OF GUARANTY

The undersigned, as the spouse of the Guarantor indicated below, acknowledges and consents to the guaranty given herein by his/her spouse. Such consent also serves to bind the assets of the marital estate to Guarantor’s performance of this Guaranty.

Name of Guarantor

Name of Guarantor

Name of Guarantor’s Spouse

Name of Guarantor’s Spouse

Signature of Guarantor’s Spouse

Signature of Guarantor’s Spouse

Name of Guarantor

Name of Guarantor

Name of Guarantor’s Spouse

Name of Guarantor’s Spouse

Signature of Guarantor’s Spouse

Signature of Guarantor’s Spouse

EXHIBIT E

CONFIDENTIALITY AND NON-SOLICITATION AGREEMENT

CONFIDENTIALITY AND NON-SOLICITATION AGREEMENT

This "Agreement" is made and entered into on _____, by and between _____ ("Franchisee") and _____ ("Covenantor").

1. Alliance Franchise Brands LLC ("Franchisor") has executed or intends to execute a "Franchise Agreement" with Franchisee under which Franchisor grants to Franchisee certain rights with regard to an Allegra Center, an American Speedy Printing Center or an Insty-Prints Center (each referred to herein as a "Center"). Before allowing Covenantor, [an employee of Franchisee who will have access to Confidential Information] or [an officer / a director / general partner / managing member of Franchisee], to have access to the Confidential Information (as defined below) and as a material term of the Franchise Agreement necessary to protect Franchisor's proprietary rights in and Franchisee's right to use the Confidential Information, Franchisor and Franchisee require that Covenantor enter into this Agreement.

As a condition of Covenantor's employment or continued employment with Franchisee or Covenantor's appointment as a director or officer of Franchisee and to induce Franchisor to enter into the Franchise Agreement, Covenantor agrees to enter into this Agreement. Due to the nature of Franchisor's and Franchisee's business, any use or disclosure of the Confidential Information other than in accordance with this Agreement will cause Franchisor and Franchisee substantial harm.

2. Covenantor agrees to use the Confidential Information only to the extent reasonably necessary to perform his or her duties on behalf of Franchisee. Covenantor acknowledges and agrees that neither Covenantor nor any other person or entity will acquire any interest in or right to use the Confidential Information under this Agreement or otherwise other than the right to utilize it as authorized in this Agreement and that the unauthorized use or duplication of the Confidential Information would be detrimental to Franchisor and Franchisee and would constitute a breach of Covenantor's obligations of confidentiality and an unfair method of competition with Franchisor and/or other Centers owned by Franchisor or franchisees. Covenantor acknowledges and agrees that the Confidential Information is confidential to and a valuable asset of Franchisor. Covenantor agrees that during the term of the Franchise Agreement and thereafter, he or she will maintain the confidentiality of the Confidential Information. The term "Confidential Information" as used in this Agreement means certain confidential and proprietary information relating to the development and operation of the Centers, which includes, but is not limited to: (1) training materials, programs, and systems for franchisees and personnel of the Centers; (2) methods, techniques, formats, distinctive systems, specifications, standards, procedures and knowledge of and experience in the development and operation of the Centers; (3) marketing promotional programs for the Centers; (4) knowledge of specifications for supplies and suppliers; (5) knowledge of operating results and financial performance of the Centers; and (6) the Centers' customer lists.

3. Covenantor agrees that for as long as Covenantor is (a) a director, officer, general partner, or managing member of Franchisee, or (b) an employee of Franchisee who will have access to Confidential Information, Covenantor shall not (i) have any direct or indirect interest as a disclosed or beneficial owner in a Competitive Business (defined below); or (ii) perform services as a director, officer, member, employee, manager, consultant, representative, agent or otherwise for any Competitive Business. Covenantor further acknowledges that the restrictions contained in this Section will not hinder his or her activities or those of members of his or her immediate family under this Agreement or in general. The term "Competitive Business" as used in this Agreement means (i) any business offering or selling any products or services that Franchisor may periodically authorize Centers to sell (collectively, the "Products"), and (ii) any business granting franchises or licenses to others to operate the types of businesses specified in subparagraph (i).

4. Upon the first to occur of: (a) termination or expiration without renewal of the Franchise Agreement; or (b) the date as of which Covenantor is neither (i) a director, officer, general partner or managing member of Franchisee or (ii) an employee of Franchisee who will have access to Confidential Information (each of these events is referred to as a "Termination Event"), Covenantor agrees that for a period of two years commencing on the effective date of a Termination Event, Covenantor shall not, directly or indirectly, on Covenantor's own behalf or on behalf of any other person, whether as owner, employee, agent, consultant or in any other capacity, (i) solicit, induce or attempt to solicit or induce any current or former customer of Franchisee that is included in Franchisee's customer database ("Customer") to terminate or modify its use of the Products; or (ii) solicit the sale of or sell products similar to the Products to Customers, except to Customers who have an existing relationship with a Competitive Business at which Covenantor is employed after a Termination Event.

5. Covenantor agrees that as of the effective date of a Termination Event Covenantor shall immediately cease to use the Confidential Information disclosed to or otherwise learned or acquired by Covenantor and return to Franchisee or to Franchisor if directed by Franchisor all copies of the Confidential Information loaned or made available to Covenantor.

6. Franchisor shall be deemed a third party beneficiary of this Agreement and shall have the right to enforce this Agreement directly.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement in multiple counterparts as of the day and year first above written.

Covenantor:

Franchisee:

Print name of **Covenantor**

Print name of **Franchisee**

Signature of **Covenantor**

By: _____

Print Name: _____

Title: _____

Address: _____

Address: _____

YOUR EMPLOYMENT WITH

_____ (“Franchisee”) is an independent owner and operator of a franchised location of the [Allegra / American Speedy Printing / Insty-Prints] franchise system. As an independent business owner, Franchisee is solely responsible for the daily operation of its [Allegra / American Speedy Printing / Insty-Prints] center, including the terms and conditions of your employment and compliance with federal, provincial and municipal employment laws.

As an employee of Franchisee, you understand and agree that only Franchisee is responsible for your employment, including, without limitation, your recruitment, hiring, training, work hours and scheduling, work assignments, safety and security, compensation, benefits, discipline, and supervision. You acknowledge and agree that Alliance Franchise Brands LLC, the franchisor of the [Allegra / American Speedy Printing / Insty-Prints] franchise system, and its affiliates have no authority or control over the terms and conditions of your employment with Franchisee. By signing the acknowledgment below, you agree that the above statements are true and correct.

ACKNOWLEDGMENT

I understand and agree that I am employed by _____ (“Franchisee”) and that only Franchisee is responsible for the terms and conditions of my employment, including my recruitment, hiring, training, work hours and scheduling, work assignments, safety and security, compensation, benefits, discipline, and supervision. I also understand and agree that Franchisee operates an [Allegra / American Speedy Printing / Insty-Prints] center and that while Alliance Franchise Brands LLC is the franchisor of the [Allegra / American Speedy Printing / Insty-Prints] franchise system, Franchisee is my sole employer and the sole owner and operator of its [Allegra / American Speedy Printing / Insty-Prints] center. I further acknowledge that the recruitment, hiring, training, work hours and scheduling, work assignments, safety and security, compensation, benefits, discipline, and supervision for my employment with Franchisee has been done, and is done, only by Franchisee and that neither Alliance Franchise Brands LLC nor any of its affiliates had or have any involvement in any of these functions or had or have any control or authority over my employment with Franchisee.

Print Name of Employee

Franchisee

Signature: _____

By: _____

Date: _____

Print Name: _____

Title: _____

Date: _____

EXHIBIT F

REPRESENTATIONS AND ACKNOWLEDGEMENT STATEMENT

REPRESENTATIONS AND ACKNOWLEDGMENT STATEMENT

The purpose of this Statement is to demonstrate to Alliance Franchise Brands LLC (“Franchisor”) that the person(s) signing below (“I,” “me” or “my”), whether acting individually or on behalf of any legal entity established to acquire the franchise rights, (a) fully understands that the purchase of a franchise to operate as an Allegra Center, an American Speedy Printing Center or an Insty-Prints Center is a significant long-term commitment, complete with its associated risks, and (b) is not relying on any statements, representations, promises or assurances that are not specifically set forth in Franchisor’s Franchise Disclosure Document and Exhibits (collectively, the “FDD”) in deciding to purchase the franchise.

In that regard, I represent to Franchisor and acknowledge that:

<p>I understand that buying a franchise is not a guarantee of success. Purchasing or establishing any business is risky, and the success or failure of the franchise is subject to many variables such as my skills and abilities (and those of my partners, officers, employees), the time my associates and I devote to the business, competition, interest rates, the economy, inflation, operation costs, location, lease terms, the marketplace generally and other economic and business factors. I am aware of and am willing to undertake these business risks. I understand that the success or failure of my business will depend primarily upon my efforts and not those of Franchisor.</p>	<p>INITIAL:</p>
<p>I received a copy of the FDD, including the Franchise Agreement, at least 14 calendar days (10 business days in Michigan and New York) before I executed the Franchise Agreement. I understand that all of my rights and responsibilities and those of Franchisor in connection with the franchise are set forth in these documents and only in these documents. I acknowledge that I have had the opportunity to personally and carefully review these documents and have, in fact, done so. I have been advised to have professionals (such as lawyers and accountants) review the documents for me and to have them help me understand these documents. I have also been advised to consult with other franchisees regarding the risks associated with the purchase of the franchise.</p>	<p>INITIAL:</p>
<p>Has the Franchisor or any of its officers, employees or agents (including any franchise broker) made a statement, promise or assurance to me concerning any matter related to the franchise (including those regarding advertising, marketing, training, support service or assistance provided by Franchisor) that is contrary to, or different from, the information contained in the FDD?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No (Initial Here: ____)</p> <p>If you selected “Yes,” please describe the statement, promise or assurance on the lines below:</p> <p>_____</p> <p>_____</p>	<p>INITIAL:</p>

<p>Has your decision to purchase the franchise been influenced by any oral representations, assurances, warranties, guarantees or promises whatsoever made by the Franchisor or any of its officers, employees or agents (including any franchise broker), including as to the likelihood of success of the franchise?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No (Initial Here: _____)</p> <p>If you selected “Yes,” please describe the representations or promises made on the lines below:</p> <p>_____</p> <p>_____.</p>	<p>INITIAL:</p>
<p>I have made my own independent determination as to whether I have the capital necessary to fund the business and my living expenses, particularly during the start-up phase.</p>	<p>INITIAL:</p>
<p>PLEASE READ THE FOLLOWING QUESTION CAREFULLY. THEN SELECT YES OR NO AND PLACE YOUR INITIALS WHERE INDICATED.</p> <p>Have you received any information from the Franchisor or any of its officers, employees or agents (including any franchise broker) concerning actual, average, projected or forecasted sales, revenues, income, profits or earnings of the franchise business (including any statement, promise or assurance concerning the likelihood of success) other than information contained in the FDD?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No (Initial Here: _____)</p> <p>If you selected “Yes,” please describe the information you received on the lines below:</p> <p>_____</p> <p>_____.</p>	<p>INITIAL:</p>

Prohibited Parties Clause. I acknowledge that Franchisor, its employees and its agents are subject to U.S. laws that prohibit or restrict (a) transactions with certain parties, and (b) the conduct of transactions involving certain foreign parties. These laws include, without limitation, U.S. Executive Order 13224, the U.S. Foreign Corrupt Practices Act, the Bank Secrecy Act, the International Money Laundering Abatement and Anti-terrorism Financing Act, the Export Administration Act, the Arms Export Control Act, the U.S. Patriot Act, and the International Economic Emergency Powers Act, and the regulations issued pursuant to these and other U.S. laws. As part of the express consideration for the purchase of the franchise, I represent that neither I nor any of my employees, agents, or representatives, nor any other person or entity associated with me, is now, or has been listed on:

1. the U.S. Treasury Department’s List of Specially Designated Nationals;
2. the U.S. Commerce Department’s Denied Persons List, Unverified List, Entity List, or General Orders;
3. the U.S. State Department’s Debarred List or Nonproliferation Sanctions; or
4. the Annex to U.S. Executive Order 13224.

I warrant that neither I nor any of my employees, agents, or representatives, nor any other person or entity associated with me, is now, or has been: (i) a person or entity who assists, sponsors, or supports terrorists or acts of terrorism; or (ii) is owned or controlled by terrorists or sponsors of terrorism. I warrant that I am now, and have been, in compliance with U.S. anti-money laundering and counter-terrorism financing laws and regulations, and that any funds provided by me to Franchisor were legally obtained in compliance with these laws.

I further covenant that neither I nor any of my employees, agents, or representatives, nor any other person or entity associated with me, will, during the term of the Franchise Agreement, become a person or entity described above or otherwise become a target of any anti-terrorism law.

If the Allegra Center, American Speedy Printing Center or Insty-Prints Center franchise that you will purchase is located in Maryland or if you are a resident of Maryland, the following shall apply:

The representations made in this Representations and Acknowledgment Statement are not intended to, nor shall they, act as a release, estoppel, or waiver of any liability under the Maryland Franchise Registration and Disclosure Law.

FRANCHISEE:

Sign here if you are taking the franchise as an
INDIVIDUAL(S)
(Note: use these blocks if you are an individual
or a partnership but the partnership is not a
separate legal entity)

Signature

Print Name: _____

Date: _____

Signature

Print Name: _____

Date: _____

Signature

Print Name: _____

Date: _____

Signature

Print Name: _____

Date: _____

Sign here if you are taking the franchise as a
**CORPORATION, LIMITED LIABILITY
COMPANY OR PARTNERSHIP**

Print Name of Legal Entity

By: _____
Signature

Print Name: _____

Title: _____

Date: _____

EXHIBIT G

ADVANTAGE ADDENDUM TO FRANCHISE AGREEMENT

**ADVANTAGE PROGRAM ADDENDUM TO
ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT**

THIS ADDENDUM (this “Addendum”) is entered into on _____, by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, Michigan 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

RECITALS

- A. You operate an existing printing and copying business, or marketing and business communication services business, located at _____ (the “Premises”).
- B. You and we have entered into a franchise agreement on the same date as this Addendum (the “Franchise Agreement”).
- C. You desire to transition your existing business to an *Allegra*[®] Center under our Advantage program.
- D. The parties agree to certain modifications of the Franchise Agreement to reflect their participation in the Advantage program as set forth below.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants and promises contained herein and such other and valuable consideration, the sufficiency and receipt of which is hereby acknowledged, the parties agree as follows:

1. **Grant of Franchise.** The first paragraph of Section 1.D is hereby deleted in its entirety and amended and restated as follows:

You have applied for a franchise to transition your existing business located at the Premises to a Center. Subject to this Agreement’s terms, we grant you a franchise (the “Franchise”) to operate a Center (“your Center”) at the Premises and to use the Franchise System in its operation, for a term beginning on the Effective Date and expiring ten years after the Effective Date (the “Initial Term”), unless renewed or sooner terminated under Section 14. Notwithstanding the foregoing, if subsequent to your execution of this Agreement you sign another franchise agreement with us to operate another brand concept at the Premises such that the Premises will operate as a dual brand center, then you may be required to sign an agreement extending the term of this Agreement so that its term expires on the same date as such franchise agreement.

2. **Site Transition.** Article 2 of the Franchise Agreement is hereby deleted in its entirety and restated as follows:

2. SITE, LEASE OF PREMISES, AND REMODELING OF YOUR CENTER.

- A. **SITE.** You may operate your Center only at the Premises. You must receive our permission to relocate; if we approve of a relocation, we may change the Protected Territory. Our

acceptance of the Premises indicates only that we believe that the site of the Premises meets our current acceptable criteria. You acknowledge and agree that our acceptance of the Premises is not a representation or warranty of any kind, express or implied, of the site's or business's suitability for a Center or any other purpose. Applying criteria that have appeared effective with other sites, premises and/or businesses might not accurately reflect the potential for all sites and premises, and demographic and/or other factors included in or excluded from our criteria could change, altering the potential of a site, premises and/or business. You acknowledge that we are not responsible if the Premises fails to meet your expectations. You acknowledge and agree that your acceptance of the Franchise at the Premises is based on your own independent investigation of the suitability of the site or business for your Center.

B. **LEASE OF PREMISES.** You may not sign a new or renewal lease for the Premises (the "New Lease") without our prior written approval. We may require the New Lease to contain certain terms and provisions to protect our rights (although we will not directly negotiate your New Lease). If the existing Lease for the Premises expires or is terminated without your fault, or if the site for the Premises is destroyed, condemned, or otherwise rendered unusable, we will allow you to relocate your Center to a new site acceptable to us. Relocation requires our prior written approval. Any relocation will be at your sole expense, and we reserve the right to require you reimburse us for our administrative costs associated with our evaluation of a proposed site. We recommend that you engage professional advisors, including legal counsel, to assist with any Lease negotiation on your behalf.

C. **CENTER TRANSITION.** Within 180 days after the Effective Date (the "Transition Period"), you agree, at your expense, to do the following: (a) rebrand your business *Allegra*[®] and remove any and all references to the existing business name; (b) obtain and submit to us for approval detailed remodeling plans and specifications and space plans for your Center that comply with any design specifications provided by us and all applicable ordinances, building codes, permit requirements, and lease requirements and restrictions; (c) remove any and all items containing trademarks of your existing business that have not been authorized by us; (d) use all reasonable efforts to modify and/or update any and all telephone directory listings and advertisements for your existing business with the *Allegra*[®] name (provided that any such modifications and/or updates must occur at the first renewal or modification opportunity); (e) modify all domain names and e-mail addresses for your existing business as directed by us; (f) construct all required improvements in compliance with remodeling plans and specifications approved by us; (g) decorate your Center in compliance with plans and specifications approved by us; and (h) purchase, replace and/or install all required Operating Assets (as defined in Section 4.B) as required by us. You may continue to answer the phone using your existing business name during the Transition Period so long as you also use the *Allegra*[®] name. After the Transition Period, you agree to (i) use in operating your Center only those Operating Assets that we approve for Centers as meeting our specifications and standards for quality, design, appearance, function, and performance and place or display at the Premises (interior and exterior) only the signs, emblems, lettering, logos, and display materials that we approve from time to time, and (ii) purchase or lease approved brands, types, or models of Operating Assets only from suppliers we designate or approve (which may include or be limited to us). If you do not complete the transition within the Transition Period, at our election we reserve the right to exclude your participation from programs and services we provide to you. Notwithstanding the previous sentence, your failure to transition your Center within the Transition Period is still a breach of the Agreement based on which we may exercise our termination rights under Section 14.B of the Agreement.

D. **COMPUTER SYSTEM.** You agree to obtain (if necessary to meet our System Standards) and use specified integrated computer hardware and/or software, including an integrated computer-based order-entry system (the "Computer System"). We may require that you purchase part or all of the Computer System from the supplier we designate. We may modify specifications for, and components of, the Computer System. You also agree to maintain a functioning e-mail address and all specified points of high-speed Internet connection. Our modification of specifications for the Computer System, and/or other technological developments or events, might require you to purchase, lease, and/or license new or modified computer hardware and/or software and to obtain service and support for the Computer System. Although we cannot estimate the future costs of the Computer System or required service or support, and although these costs might not be fully amortizable over this Agreement's remaining term, you agree to incur the costs of obtaining the computer hardware and software comprising the Computer System (or additions and modifications) and required service or support, including service agreements for ongoing support. We have no obligation to reimburse you for any Computer System costs. Within 60 days after you receive notice from us, you agree to obtain the Computer System components that we designate and to ensure that your Computer System, as modified, is functioning properly.

You agree that we or our affiliates may condition any license of proprietary software to you, or your use of technology that we or our affiliates develop or maintain, on your signing a software license agreement or similar document that we or our affiliates prescribe to regulate your use of, and our and your respective rights and responsibilities with respect to, the software or technology. We and our affiliates may charge you a monthly or other fee for any proprietary software or technology that we or our affiliates license to you and for other maintenance and support services that we or our affiliates provide during this Agreement's term.

Although you agree to buy, use, and maintain the Computer System according to our standards and specifications, you will have sole and complete responsibility for: (1) the acquisition, operation, maintenance, and upgrading of the Computer System; (2) the manner in which your Computer System interfaces at our specified levels of connection speed with our and any third party's computer system; and (3) any and all consequences if the Computer System is not properly operated, maintained, and upgraded.

E. **CENTER OPERATIONS.** You agree to keep your Center open and operating during the Transition Period above unless we provide our prior written consent of your temporary closure. You must complete the transition of the Center to meet the System Standards by the conclusion of the Transition Period. At the end of the Transition Period, your Center must be operating under the Marks pursuant to the System Standards.

3. **Initial Franchise Fee.** Section 3.A of the Franchise Agreement is hereby deleted in its entirety and amended and restated as follows:

You agree to pay us a one-time, nonrefundable initial franchise fee in the amount of \$10,000. The initial franchise fee is due in a lump sum and is fully earned by us when you sign this Agreement.

4. **Payments and Reporting.** Your first Royalty payment and Marketing Fund contribution shall be calculated based on your Center's Gross Sales commencing on the first day of the calendar month following the Effective Date. The first Royalty and Marketing Fund contribution shall be due on the 20th day of the subsequent month. Your first report of your Center's Gross Sales shall include Gross Sales commencing on the first day of the calendar month following the Effective Date.

5. **Introductory Royalty.** Notwithstanding Section 4 of this Addendum, from the Effective Date of the Franchise Agreement through the end of the calendar year in which the Franchise Agreement is signed, you will make Royalty payments to us in the amount of \$500 per month; for the second calendar year in which you operate your Center, Royalty payments due to us from your Center shall be equal to 1% of Gross Sales; and, for the third calendar year in which you operate your Center, Royalty payments due to us from your Center shall be equal to 2% of Gross Sales. All Royalty payments after the third calendar year following the Effective Date shall be made in accordance with Section 3.B of the Franchise Agreement.

6. **Training.**

a. The first sentence of the first paragraph of Section 4.A of the Franchise Agreement is modified by deleting “up to three weeks” and replacing it with “up to one week.”

b. The third sentence of the first paragraph of Section 4.A of the Franchise Agreement is hereby deleted in its entirety and amended and restated as follows:

You (or your Managing Owner) must satisfactorily complete initial training within 45 days of the Effective Date.

c. The fourth paragraph of Section 4.A of the Franchise Agreement is hereby deleted in its entirety and amended and restated as follows:

Within six months following the Effective Date, we will, at our own cost, send one of our representatives to your Center for up to five days (which may or may not be consecutive) to help you implement the action plan from your profit mastery assessment performed as part of the training course. You also must successfully complete this phase of the initial training program.

7. **Condition and Appearance of Your Center.** Section 8.A of the Franchise Agreement is hereby deleted in its entirety and amended and restated as follows:

You agree that you will not use any part of the Premises for any purpose other than operating a Center in compliance with this Agreement. Commencing at the conclusion of the Transition Period, you will place or display at the Premises (interior and exterior) only those signs, emblems, designs, artwork, lettering, logos and display and advertising materials that we approve from time to time. Also commencing at the conclusion of the Transition Period, you agree to maintain, at your own expense, the condition and appearance of your Center, its Operating Assets and the Premises in accordance with the System Standards and consistent with the image of a Center as an efficiently operated business offering high quality products and services and observing the highest standards of cleanliness and efficient, courteous service.

8. **Insurance.** Section 8.F of the Franchise Agreement is hereby amended so that if you do not have the required insurance policies containing the minimum liability coverage amounts required by us, you must update or obtain such policies within 30 days after the Effective Date.

9. **Renewal of Franchise.** Section 13.A of the Franchise Agreement is hereby deleted in its entirety and restated as follows:

After the expiration of the Initial Term, this Agreement may be renewed for an additional ten years (the “Renewal Term”) from the expiration of the Initial Term; provided that you may be required to sign our then current form of renewal addendum. However, if you (and each of your

owners) have not substantially complied with this Agreement during the Initial Term, then we may elect not to renew this Agreement. You may elect to not renew this Agreement after the Initial Term in accordance with Section 14.A of this Agreement. When this Agreement (including the Renewal Term) expires:

(1) provided that you (and each of your owners) have substantially complied with this Agreement during its Renewal Term;

(2) provided that, and in conjunction with Section 13.A(3) below, (a) you maintain possession of and agree (regardless of cost) to remodel and/or expand your Center, add or replace improvements and Operating Assets, and modify your Center as we require to comply with System Standards then applicable for new Centers of your Designated Brand Concept, or (b) at your option, you secure a substitute premises that we approve and you develop those premises according to System Standards then applicable for Centers of your Designated Brand Concept; and

(3) provided that if we so require, you transition your Center into a different brand concept that we offer, including remodeling the Center as necessary, adding or replacing improvements and Operating Assets, replacing the Marks wherever they appear (including without limitation signage, advertising materials and stationery) and complying with all of the then-current system standards applicable to the new brand concept;

then you may acquire a successor franchise to operate your Center as a Center for an additional term of ten years.

10. **Termination Fee.** Section 14.A(2) of the Franchise Agreement is hereby deleted in its entirety and amended and restated as follows:

(2) Prior to the expiration of the term of this Agreement and if you have materially complied with all of your obligations under this Agreement, you may terminate this Agreement at any time upon 60 days prior written notice to us and upon the payment of a termination fee ("Termination Fee"). If you terminate during the Initial Term, the Termination Fee shall be \$55,000 (as adjusted from time to time by us to reflect any changes in the Consumer Price Index). If you terminate during any renewal term, the Termination Fee shall be an amount equal to the greater of (a) \$55,000 (as adjusted from time to time by us to reflect any changes in the Consumer Price Index) and (b) the aggregate of Royalties paid for your Center for the 12 months immediately preceding the effective date of your termination of this Agreement multiplied by five. The Termination Fee shall be due and payable to us as of the effective date of your termination of this Agreement. You shall comply with your post-termination obligations under this Agreement, including, without limitation, your obligations under Section 15 of this Agreement; provided, however, upon payment of the Termination Fee, you will not be required to comply with the covenant not to compete under Section 15.D. of this Agreement. You acknowledge and agree that the Termination Fee shall be reasonable compensation to us for our lost opportunity to benefit from the franchise relationship and is a reasonable reflection of the value of the loss of the franchise to us, including without limitation, lost profits from the Royalty and other fees. The Termination Fee shall be paid in addition to any other amounts owed us under this Agreement and there shall be no deduction or set-off of any kind with respect to the Termination Fee.

11. **Our Termination Rights.** The following is hereby added as a new Section 14.B(24) of the Franchise Agreement:

(24) you do not transition your existing business to a Center in accordance with our System Standards within the Transition Period.

12. **Miscellaneous.**

a. You and we agree that the recitals to this Addendum are true and correct and are incorporated herein and made a part hereof by this reference.

b. Capitalized terms that are used but not defined in this Addendum will have the meanings ascribed to them in the Franchise Agreement, as amended.

c. The terms of this Addendum form an integral part, and are incorporated into and made a part, of the Franchise Agreement. In the event of a conflict between the terms contained in the Franchise Agreement and this Addendum, the terms and conditions of this Addendum shall govern, control, and supersede any inconsistent or conflicting terms of the Franchise Agreement.

d. Except as amended by this Addendum, the terms and conditions of the Franchise Agreement are hereby confirmed, ratified and approved in their entirety, and shall continue in full force and effect, as amended and modified by this Addendum.

e. This Addendum may be executed in multiple counterparts, each of which shall be deemed to be an original and all of which taken together shall constitute one and the same agreement. The parties agree that scanned or electronic signatures shall have the same effect and validity, and may be relied upon in the same manner, as original signatures. References to the Franchise Agreement shall mean the Franchise Agreement as amended and modified by this Addendum.

Signature page to follow

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Addendum on the day and year first above written.

ALLIANCE FRANCHISE BRANDS LLC, a Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

(IF YOU ARE A CORPORATION, LIMITED LIABILITY COMPANY, OR PARTNERSHIP):

[Name]

By: _____

Title: _____

(IF YOU ARE AN INDIVIDUAL AND NOT A LEGAL ENTITY):

[Signature]

[Print Name]

[Signature]

[Print Name]

EXHIBIT H

MATCHMAKER ADDENDUM TO FRANCHISE AGREEMENT

**MATCHMAKER PROGRAM ADDENDUM TO
ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT**

THIS ADDENDUM (this “Addendum”) is entered into on _____, by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, Michigan 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

RECITALS

- A. You and we have entered into a franchise agreement on the same date as this Addendum (the “Franchise Agreement”).
- B. You desire to acquire an independent business (the “Independent Business”) for transition of such business into an *Allegra* Center under our MatchMaker® program.
- C. The parties agree to certain modifications of the Franchise Agreement to reflect their participation in the MatchMaker program as set forth below.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants and promises contained herein and such other and valuable consideration, the sufficiency and receipt of which is hereby acknowledged, the parties agree as follows:

1. **Acquisition of Independent Business.** The heading of Article 2 and Section 2.A of the Franchise Agreement are hereby deleted in their entirety and amended and restated as follows:

2. INDEPENDENT BUSINESS SELECTION, LEASE OF PREMISES, AND TRANSITION OF YOUR CENTER.

A. **INDEPENDENT BUSINESS SELECTION.** We must approve the Independent Business and you may operate your Center only at the Premises of the Independent Business. You acknowledge and agree that, if we recommend or give you information regarding an Independent Business, it is not a representation or warranty of any kind, express or implied, of the business's suitability for a Center or any other purpose. Our recommendation indicates only that we believe that the business meets our then acceptable criteria. Applying criteria that have appeared effective with other businesses might not accurately reflect the potential for all businesses, and demographic and other factors included in or excluded from our criteria could change, altering the potential of a business. The uncertainty and instability of these criteria are beyond our control, and we are not responsible if a business we recommend fails to meet your expectations. You acknowledge and agree that your acceptance of the Franchise and selection of the Independent Business are based on your own independent investigation of the suitability of the business for your Center.

If we have not presented at least two qualified Independent Businesses to you within six months of the Effective Date, then you may terminate this Agreement and we will refund 25% of the initial franchise fee to you. If you do not provide us written notice of termination of the Franchise Agreement within 30 days following the expiration of the six month period, the initial franchise fee is fully earned by us. However, if you do not acquire such Independent Business within one year after the Effective Date, either you or we may terminate this Agreement upon delivery of written notice within ten days after the one year anniversary of the Effective Date. Upon such termination, we will refund 50% of the initial franchise fee paid (if the entire initial franchise fee has been paid pursuant to Section 3.A hereof) if no seller has accepted a letter of intent from you for the acquisition of an Independent Business. As a condition to such refund, you and your owners must sign a general release, in a form satisfactory to us, of any and all claims against us and our owners, officers, directors, employees, agents, successors and assigns. If you elect to terminate this Agreement pursuant to this paragraph, you will not be obligated to pay the Termination Fee under Section 14.A(2). We recommend that you engage professional advisors, including an accountant and legal counsel, in connection with your acquisition of an Independent Business.

If neither you nor we terminate this Agreement pursuant to the paragraph above, we retain the entire initial franchise fee and you must, within 180 days after the one year anniversary of the Effective Date, acquire an Independent Business that we approve. This Agreement shall automatically terminate upon the expiration of such 180-day period if you do not acquire an Independent Business within such period.

2. **Lease of Premises.** Section 2.B of the Franchise Agreement is hereby amended so that the term “Lease” shall refer to any new or existing lease for the Premises. If you sign a new or renewal Lease after the acquisition of the Independent Business, you must obtain our prior written approval of the Lease before signing such Lease.

3. **Center Transition.** The following is added as a new Section 2.D to the Franchise Agreement:

D. **CENTER TRANSITION.** Within 180 days (the “Transition Period”) from the date of the acquisition, you agree, at your expense, to do the following: (a) rebrand the Independent Business *Allegra*[®] and remove any and all references to the existing business name; (b) obtain and submit to us for approval detailed remodeling plans and specifications and space plans for your Center that comply with any design specifications provided by us and all applicable ordinances, building codes, permit requirements, and lease requirements and restrictions; (c) remove any and all items containing trademarks of the Independent Business that have not been authorized by us; (d) use all reasonable efforts to modify and/or update any and all Contact Identifiers (as defined in Section 8.H) for the Independent Business with the *Allegra*[®] name; (e) modify all Online Presences (as defined in Section 5.B) for the Independent Business as directed by us; (f) construct all required improvements in compliance with remodeling plans and specifications approved by us; (g) decorate your Center in compliance with plans and specifications approved by us; and (h) purchase, replace and/or install all required Operating Assets (as defined in Section 4.B) as required by us. After such Transition Period, you agree to (i) use in operating your Center only those Operating Assets that we approve for Centers as meeting our specifications and standards for quality, design, appearance, function, and performance and place or display at the Premises (interior and exterior) only the signs, emblems, lettering, logos, and display materials that we approve

from time to time, and (ii) purchase or lease approved brands, types, or models of Operating Assets only from suppliers we designate or approve (which may include or be limited to us and/or our affiliates). You must give us certificates for all required insurance policies within 30 days after your acquisition of the Independent Business. If you do not complete the transition within the Transition Period, at our election we reserve the right to exclude your participation from programs and services we provide to you. Notwithstanding the previous sentence, your failure to transition your Center within the Transition Period is still a breach of the Agreement based on which we may exercise our termination rights under Section 14.B of the Agreement.

4. **Initial Franchise Fee.** Section 3.A of the Franchise Agreement is hereby deleted in its entirety and restated as follows:

You agree to pay us a one-time initial franchise fee of \$45,000. The initial franchise fee is due in a lump sum when you sign this Agreement. The initial franchise fee is fully earned by us when you sign this Agreement and is not refundable except as provided in Section 2.A of this Agreement.

5. **Payment of Amounts Due to Us.** Sections 3.B and 3.E of the Franchise Agreement are amended so that upon your acquisition of the Independent Business, you must immediately commence to pay Royalty, Marketing Fund contributions, and all other amounts due to us under this Agreement (even if you have not completed the transition process).

6. **Training.** Section 4.A of the Franchise Agreement is amended so that the initial training program must be completed before the closing date of your acquisition of an Independent Business.

7. **Termination by Us.** The following is hereby added as a new Section 14.B(24) of the Franchise Agreement:

(24) you do not transition an Independent Business to a Center within the time frame set forth in Section 2.D.

8. **Miscellaneous.**

A. You and we agree that the recitals to this Addendum are true and correct and are incorporated herein and made a part hereof by this reference.

B. Capitalized terms that are used but not defined in this Addendum will have the meanings ascribed to them in the Franchise Agreement, as amended.

C. The terms of this Addendum form an integral part, and are incorporated into and made a part, of the Franchise Agreement. In the event of a conflict between the terms contained in the Franchise Agreement and this Addendum, the terms and conditions of this Addendum shall govern, control, and supersede any inconsistent or conflicting terms of the Franchise Agreement.

D. Except as amended by this Addendum, the terms and conditions of the Franchise Agreement are hereby confirmed, ratified and approved in their entirety, and shall continue in full force and effect, as amended and modified by this Addendum.

E. This Addendum may be signed in counterparts, each of which shall be deemed an original but all of which taken together shall constitute one and the same instrument. The parties

agree that scanned or electronic signatures shall have the same effect and validity, and may be relied upon in the same manner, as original signatures. References to the Franchise Agreement shall mean the Franchise Agreement as amended and modified by this Addendum.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Addendum on the day and year first above written.

ALLIANCE FRANCHISE BRANDS LLC, a Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

(IF YOU ARE A CORPORATION, LIMITED LIABILITY COMPANY, OR PARTNERSHIP):

[Name]

By: _____

Title: _____

(IF YOU ARE AN INDIVIDUAL AND NOT A LEGAL ENTITY):

[Signature]

[Print Name]

[Signature]

[Print Name]

EXHIBIT I

TRANSITION ADDENDUM TO FRANCHISE AGREEMENT

**TRANSITION ADDENDUM TO
ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT**

THIS TRANSITION ADDENDUM TO FRANCHISE AGREEMENT ("Addendum") is made and entered into on _____ ("Effective Date"), by and among ALLIANCE FRANCHISE BRANDS LLC, a Michigan limited liability company ("we" or "us"), and _____, a _____ ("Franchisee" or "you"), and _____, individuals ("Guarantors"); together with Franchisee referred to as the "Franchisee Parties").

RECITALS

A. You currently own and operate an [American Speedy Printing/Insty-Prints] center (the "Existing Center") pursuant to a franchise agreement with us (as assigned), dated _____, as amended (the "Prior Franchise Agreement"), which grants you the right to operate the Existing Center located at _____ (the "Premises").

B. You desire to convert the Existing Center into an Allegra center (the "Transition"), which Transition must be completed within 90 days of the Effective Date (the "Transition Period").

C. You entered into a franchise agreement with us simultaneously with this Addendum (the "Franchise Agreement"), which grants you the right to own and operate an Allegra center located at the Premises (the "Allegra Center"). Capitalized terms used but not defined in this Addendum have the same meanings as they are given in the Franchise Agreement.

AGREEMENT

FOR AND IN CONSIDERATION of the foregoing Recitals, which are incorporated herein by reference and made a part of this Addendum, the promises, covenants, releases, and agreements set forth into this Addendum, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. **Term.** Section 1.D of the Franchise Agreement shall be modified by deleting the phrase "expiring 20 years from that date" and replacing it in its entirety with the following phrase: "expiring on [INSERT DATE]". [NOTE: Franchisee can choose either their existing expiration date if greater than 10 years or a 10-year expiration date if their existing expiration date is less than 10 years. Alternatively, they can renew early and have an expiration date that is their existing expiration date plus 10 years.]

2. **Initial Franchise Fee.** Section 3.A of the Franchise Agreement is hereby deleted in its entirety.

3. **Royalty.** Section 3.B of the Franchise Agreement is hereby deleted and replaced in its entirety with the following:

ROYALTY FEE. From the Effective Date through December 31st of the second full calendar year following the Effective Date (which period shall not exceed 35 months), you shall continue to pay Royalties pursuant to the schedule contained in the Prior Franchise Agreement, as amended. Effective as of January 1st of the third full calendar year following the Effective Date, and without requiring any further action by

you or us, you agree to pay us a monthly royalty (the "Royalty") on or before the 20th day of each month equal to the following percentages:

- a. 6% of Gross Sales in each calendar year up to and including \$315,152 of aggregate Gross Sales for such calendar year;
- b. 5.1% of Gross Sales in each calendar year in excess of \$315,152 up to and including \$630,299;
- c. 4.5% of Gross Sales in each calendar year in excess of \$630,299 up to and including \$1,260,606;
- d. 3.6% of Gross Sales in each calendar year in excess of \$1,260,606 up to and including \$1,890,900;
- e. 3% of Gross Sales in each calendar year in excess of \$1,890,900 up to and including \$2,521,204;
- f. 1% of Gross Sales in each calendar year in excess of \$2,521,204 up to and including \$5,647,495; and
- g. 0% of Gross Sales in each calendar year in excess of \$5,647,495.

If at any time you are not in compliance with this Agreement, or any other agreement between you or your affiliates and us or our affiliates, the calculation of the Royalty will be based on the highest rate described above.

4. **Initial Marketing Deposit.** Section 3.G of the Franchise Agreement shall be deleted in its entirety.

5. **Training.** You and we acknowledge and agree that you are knowledgeable in the operation of an Allegra Center and therefore you are not required to attend the initial training described in Section 4.A of the Franchise Agreement. You may attend and you may send employees to our regularly scheduled training programs. You must pay our then-current training fees for this training. You must bear the cost of trainees' wages and benefits, and your and your trainees' travel, lodging and meal expenses. If you request training for you or your employees during a time when training is not regularly scheduled, we may charge you additional fees. Any non-owner employees attending employee-accessible portions of initial training must execute our then-current form of confidentiality and non-solicitation agreement.

6. **Trade Name.** We hereby grant you a limited, revocable, non-exclusive, non-assignable, non-transferable, non-delegable and non-sublicensable license ("License") to use the [American Speedy Printing/Insty-Prints] trade name for the sole purpose of communicating with customers of your Allegra Center for the period beginning on the Effective Date and expiring 6 months thereafter (the "License Period"). In connection with the offer and sale of marketing and business communication services and related products and services, you shall at all times identify yourself as an independently owned and operated Allegra Center and not as an [American Speedy Printing/Insty-Prints] center. The License permits the use of the [American Speedy Printing/Insty-Prints] trade name only as expressly provided by this Addendum and you shall not be permitted to use the [American Speedy Printing/Insty-Prints] trade name in any other capacity, including, without limitation, in advertising or interior or exterior signage at the Premises. Any and all written communication from you to customers of your Allegra Center that

includes the [American Speedy Printing/Insty-Prints] trade name must be approved by us prior to use. Following the expiration of the License Period, you shall not be permitted to use the [American Speedy Printing/Insty-Prints] trade name in any communications, including answering the telephone or otherwise.

7. **Obligation to Remodel.** You agree, at your sole cost and expense, to upgrade and remodel the Allegra Center, and complete any maintenance or repairs necessary, to bring the Allegra Center into compliance with our current standards and specifications for Allegra Centers by the expiration of the Transition Period. This requirement is not intended to limit your obligations under the Franchise Agreement in any way.

8. **Termination.** Your failure to complete the Transition within the Transition Period shall constitute a default of this Addendum and the Franchise Agreement, subject to termination at our discretion.

9. **Release.** Franchisee Parties, and each of them, on behalf of themselves and their respective current and former parents, subsidiaries, and affiliates, and each of such foregoing person's or entity's respective current and former owners, officers, directors, employees, managers, agents, representatives, spouses, heirs, predecessors, successors, and assigns (collectively, the "**Releasing Parties**"), do hereby absolutely and irrevocably release and discharge us and our current and former parents, subsidiaries, and affiliates, and each such foregoing entity's respective current and former owners, officers, directors, employees, managers, agents, representatives, predecessors, successors, and assigns (the "**AFB Parties**"), of and from any and all claims, obligations, debts, proceedings, demands, causes of actions, rights to terminate and rescind, liabilities, losses, damages, and rights of every kind and nature whatsoever (collectively, "**Claims**"), whether known or unknown, suspected or unsuspected, at law or in equity, which any of them has, had or may have, in any way arising out of or relating to any relationship or transaction with any of the AFB Parties, from the beginning of time through the Effective Date, including, without limitation, those arising out of or relating in any way to the Prior Franchise Agreement, the relationship created by the Prior Franchise Agreement, or the development, ownership, or operation of your Existing Center or your Allegra Center. Franchisee Parties, and each of them, on behalf of themselves and on behalf of the other Releasing Parties, further covenant not to sue any of the AFB Parties on any of the Claims released by this Section, and warrant and represent that they have not assigned or otherwise transferred any Claims released by this Section.

IF THE EXISTING CENTER YOU OPERATE UNDER THE PRIOR FRANCHISE AGREEMENT IS LOCATED IN CALIFORNIA OR IF YOU ARE A RESIDENT OF CALIFORNIA, THE FOLLOWING SHALL APPLY:

SECTION 1542 ACKNOWLEDGMENT. It is Franchisee Parties' intention, on their own behalf and on behalf of the Releasing Parties, in executing this release that this instrument be and is a general release which shall be effective as a bar to each and every claim, demand, or cause of action released by Franchisee Parties or the Releasing Parties. Franchisee Parties recognize that they or the Releasing Parties may have some claim, demand, or cause of action against the AFB Parties of which you, he, she, or it is totally unaware and unsuspecting, which you, he, she, or it is giving up by executing this release. It is Franchisee Parties' intention, on their own behalf and on behalf of the Releasing Parties, in executing this instrument that it will deprive you, him, her, or it of each such claim, demand, or cause of action and prevent you, him, her, or it from asserting it against the AFB Parties. In furtherance of this intention, Franchisee Parties, on their own behalf and on behalf of the Releasing Parties, expressly waive any rights or benefits conferred by the provisions of Section 1542 of the California Civil Code, which provides as follows:

“A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release and that, if known by him or her would have materially affected his or her settlement with the debtor or released party.”

Franchisee Parties acknowledge and represent that they have consulted with legal counsel before executing this release and that they understand its meaning, including the effect of Section 1542 of the California Civil Code, and expressly consent that this release shall be given full force and effect according to each and all of its express terms and provisions, including, without limitation, those relating to the release of unknown and unsuspected claims, demands, and causes of action.

IF THE EXISTING CENTER IS LOCATED IN MARYLAND OR IF YOU ARE A RESIDENT OF MARYLAND, THE FOLLOWING SHALL APPLY:

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

IF THE EXISTING CENTER IS LOCATED IN MINNESOTA OR IF YOU ARE A RESIDENT OF MINNESOTA, THE FOLLOWING SHALL APPLY:

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

IF THE EXISTING CENTER IS LOCATED IN NEW YORK OR IF YOU ARE A RESIDENT OF NEW YORK, THE FOLLOWING SHALL APPLY:

Notwithstanding the foregoing all rights enjoyed by you 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 to the extent required by the non-waiver provisions of GBL Sections 687.4 and 687.5, as amended.

IF THE EXISTING CENTER IS LOCATED IN NORTH DAKOTA OR IF YOU ARE A RESIDENT OF NORTH DAKOTA, THE FOLLOWING SHALL APPLY:

Any release required as a condition of renewal will not apply to the extent prohibited by the North Dakota Franchise Investment Law.

10. **Entire Agreement.** This Addendum constitutes the entire understanding between the parties with respect to the subject matter of this Addendum. If there is any conflict between the provisions of this Addendum and any of the provisions of the Franchise Agreement, the provisions of this Addendum will prevail. This Addendum shall be deemed a part of and is hereby incorporated into the Franchise Agreement and all terms and conditions of the Franchise Agreement not modified by this Addendum shall remain in full force and effect as written.

11. **Counterparts.** This Addendum may be executed in multiple counterparts, each of which shall be deemed to be an original and all of which taken together shall constitute one and the same agreement. The parties agree that scanned or electronic signatures shall have the same effect and validity, and may be relied upon in the same manner, as original signatures.

[Signature page follows]

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

ALLIANCE FRANCHISE BRANDS LLC, a
Michigan limited liability company

By: _____

Title: _____

FRANCHISEE:

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

GUARANTORS:

_____, individuals

_____, individually

_____, individually

EXHIBIT J

DUAL-BRAND ADDENDUM TO FRANCHISE AGREEMENTS

DUAL-BRAND ADDENDUM TO FRANCHISE AGREEMENTS

THIS DUAL-BRAND ADDENDUM TO FRANCHISE AGREEMENTS (“Addendum”) is entered into on _____ (the “Effective Date”), by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company (“we” or “us”), and _____, a _____ (“you”).

RECITALS

A. We and you are party to a franchise agreement dated _____ (the “Image360 Franchise Agreement”) for the ownership and operation of a sign and graphics center under the [Image360] brand, located at _____ (the “Image360 Center”).

B. We and you are party to a franchise agreement of even date herewith (the “Allegra Franchise Agreement;” together with the Image360 Franchise Agreement, the “Franchise Agreements”) for the ownership and operation of a marketing and print center under the [Allegra] brand, located at _____ (the “Allegra Center”).

C. We will provide dual-branded marketing materials and support to you, subject to the following terms and conditions.

AGREEMENT

FOR AND IN CONSIDERATION of the foregoing Recitals, which are incorporated herein by reference and made a part of this Addendum, the promises, covenants, releases, and agreements set forth into this Addendum, and other valuable consideration, receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. **Amendments to the Image360 Franchise Agreement.**

a. **Term.** The term of the Image360 Franchise Agreement is extended to the 10th anniversary of the Effective Date.

b. **Protected Territory.** We and our affiliates will not operate or grant a franchise for the operation of a new *Image360* Center, *Signs By Tomorrow* Center or *Signs Now* Center, the physical premises of which is located within the area described on Exhibit A attached hereto (the “Protected Territory”); for the avoidance of doubt, this limitation does not apply to franchises granted for the renewal of existing Centers, franchises granted to purchasers of existing Centers, or franchises granted for the transition of an existing Center to a different Designated Brand Concept. If the aggregate business count for the Protected Territory increases by more than 50%, we may reduce the Protected Territory, provided that the business count in the new Protected Territory will be at least 4,000. You acknowledge and agree that other Centers and centers of other brands we franchise may market and solicit customers in your Protected Territory and, likewise, you may market and solicit customers in the protected territory of the other Centers and such other businesses; provided, however, that we may from time to time prohibit you from marketing and soliciting customers in certain areas outside your Protected Territory. Except as expressly limited above, you acknowledge that we (and our affiliates) retain the right at all times during the Image360 Franchise Agreement’s term and any renewal term to engage in any and all activities that we (and they) deem appropriate and are not expressly prohibited under the Image360 Franchise Agreement, wherever and whenever we (and they) desire, and whether or not such activities compete with your Center, including, without limitation, the right to:

i. acquire and operate, and allow others to acquire and operate, one or more businesses offering products and services which are identical or similar to products and services offered by the Centers, and/or franchising, licensing or creating similar arrangements with respect to these businesses, wherever these businesses (or the franchisees or licensees of these businesses) are located or operating (including in the Protected Territory);

ii. offer and sell products and services offered by Centers to national, regional and governmental accounts or our affiliates (including customers or accounts located within the Protected Territory);

iii. establish, and allow others to establish, other distribution channels (including, but not limited to, the internet), wherever located or operating and regardless of the nature or location of the customers with whom such other distribution channels do business, that operate under the Marks or any other trade names, trademarks, service marks or commercial symbols that are the same as or different from the Centers, and that sell products and/or services that are identical or similar to, and/or competitive with, those that the Centers customarily sell under any terms and conditions we deem appropriate;

iv. be acquired (whether through acquisition of assets or ownership interests, regardless of the form of transaction), by a business providing products and services similar to those provided at Centers, or by another business, even if such business operates, franchises and/or licenses competitive businesses in the Protected Territory; and

v. engage in all other activities not expressly prohibited by the Image360 Franchise Agreement.

2. **Reporting and Payment Amendment to Allegra Franchise Agreement.** You shall report Gross Sales to us beginning with the first month following the expiration of 60 days after the Effective Date (“**Accrual Date**”). Your first payment of Royalty and Marketing Fund contributions as detailed in Sections 3.B and 3.D of the Allegra Franchise Agreement shall be made to us in the month following the Accrual Date.

3. **Dual-Brand Marketing Fee.** You agree to pay us a dual-brand marketing fee for the dual-branded marketing materials, programs and support we provide to promote and support dual-brand franchisees. You must pay the dual-brand marketing fee at the time, and in the manner, designated by us. Currently, this fee is \$100 per month, but it is subject to change in our discretion.

4. **Completion of Training; Suspension of Services.** You acknowledge and agree that you must complete the requisite training under both Franchise Agreements no later than **[insert date]** (the “Training Deadline”). Your failure to complete the initial training by the Training Deadline may result in us: not activating the link to your Local Website on the Allegra Franchise System Website or your webpage on the Image360 Franchise System Website, respectively; or if already activated, removing the link or webpage from the applicable Franchise System Website; or otherwise suspending our obligations and support services to you, as permitted by Section 14.D of the Franchise Agreements. You further acknowledge and agree that the foregoing shall not constitute a waiver of our right to terminate the Franchise Agreements in accordance with Section 14 of the respective Franchise Agreements.

5. **Transition of Center.** If the Center that you operate under the Allegra Franchise Agreement is an *American Speedy Printing* Center or an *Insty-Prints* Center, you acknowledge and agree that you will transition such Center into an Allegra Center no later than the one-year anniversary of the Effective Date. If the Center that you operate under the Image360 Franchise Agreement is a *Signs*

Now Center or a *Signs By Tomorrow* Center, you acknowledge and agree that you will transition such Center into an *Image360* Center no later than the one-year anniversary of the Effective Date. You further agree to upgrade and remodel the Center and its Operating Assets, sign such agreements and take such other actions requested by us to complete and document such transition.

6. **Competitive Business Waiver.** We understand that your Image360 Center may provide certain services that your Allegra Center currently provides. However, under the Allegra Franchise Agreement, you are prohibited from having any direct or indirect interest as an owner of record or a beneficial owner in any similar business. Notwithstanding the foregoing restriction, we agree that your operation of the Image360 Center pursuant to the Image360 Franchise Agreement will not constitute a violation of your non-compete obligations under Section 7 of the Allegra Franchise Agreement, so long as you are in compliance with the Franchise Agreements and the ownership of the Centers remains the same as it is on the Effective Date. Further, we will not enforce the provisions of Section 15.D as relates to the Image360 Center as long as you are in compliance with all other post-term obligations of the Allegra Franchise Agreement.

Similarly, under the Image360 Franchise Agreement, you are prohibited from having any direct or indirect interest as an owner of record or a beneficial owner in a Competitive Business, as that term is defined in the Image360 Franchise Agreement. Notwithstanding the foregoing restriction, we agree that your operation of the Allegra Center pursuant to the Allegra Franchise Agreement will not constitute a violation of your non-compete obligations under Section 7 of the Image360 Franchise Agreement, so long as you are in compliance with the Franchise Agreements and the ownership of the Centers remains the same as it is on the Effective Date. Further, we will not enforce the provisions of Section 15.D as relates to the Allegra Center as long as you are in compliance with all other post-term obligations of the Image360 Franchise Agreement.

Except as provided in this Addendum, the non-compete provision contained in each Franchise Agreement shall remain in full force and effect.

7. **Miscellaneous.** Capitalized terms not defined herein shall have the meanings ascribed to them in the Franchise Agreements. Except as amended by this Addendum, the Franchise Agreements shall remain in full force and effect. In the event of any conflict between the terms of the Franchise Agreements and the terms of this Addendum, the terms of this Addendum shall control. This Addendum may be executed in one or more counterparts, each of which shall be deemed a duplicate original of one and the same agreement.

Signature page follows

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Addendum on the day and year first above written.

ALLIANCE FRANCHISE BRANDS LLC, a Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

(IF YOU ARE A CORPORATION, LIMITED LIABILITY COMPANY, OR PARTNERSHIP):

[Name]

By: _____

Title: _____

(IF YOU ARE AN INDIVIDUAL AND NOT A LEGAL ENTITY):

[Signature]

[Print Name]

[Signature]

[Print Name]

EXHIBIT A
PROTECTED TERRITORY

EXHIBIT K

FRANCHISEES

City	State	Brand	Current Franchisee	Owners	Phone	Address 1	Address 2	Zip Code
Auburn	AL	Allegra	Southeastern Printing Services, Inc.	Francis Hargarten	(334) 887-3180	1625 E. University Dr.	Suite 108	36830
Little Rock	AR	Allegra	Allegra Print & Imaging of Arkansas, Inc.	Darwin & Amanda Buehler; Lisa Buehler	(501) 225-6645	5610 W. 65th Street		72209
Cottonwood	AZ	Allegra	Pixentric Corporation	Stephen Clark & Charlotte Chase	(928) 634-8600	11 N. Main Street	Suite C	86326
Prescott	AZ	Allegra	Powers Unlimited, Inc.	Shawn Powers	(928) 445-6262	1026 Spire Drive		86305
Show Low	AZ	Allegra	Harper Media, LLC	Clyde & Mandy Moses	(928) 537-5252	1300 E. Malapai		85901
Tucson	AZ	Allegra	Peters Incorporated	Peter & Cyd Marcus	(520) 325-5770	1300 S. Park Ave.	Suite 110	85713
Tucson	AZ	Insty-Prints	Kojo Corporation	Gary Kojo	(520) 888-0000	3963 North Oracle Road		85705
Tucson	AZ	Allegra	Annmichael Corporation	David & Nancy Haase	(520) 886-3119	2100 N. Wilmot Road	Suite 108	85712
Corona	CA	Allegra	Zap Printing Incorporated	Eugene & Paula Montanez	(951) 734-8181	127 Radio Road		92879
San Diego	CA	Allegra	John A. Ferrari	John Ferrari	(619) 295-8307	7515 Metropolitan Dr.	Suite 405	92108
Signal Hill	CA	Allegra	Tenth House Enterprises	Michael & Connie Buchs	(562) 432-2931	1390 E. Burnett Street	Suite L	90755
Aurora	CO	Allegra	Flatirons Marketing and Print Services Inc.	Joseph Mullan	(303) 360-0733	16200 E. 2nd Ave.	Unit 100	80011
Boulder	CO	Allegra	Flatirons Marketing and Print Services Inc.	Joseph Mullan	(303) 443-7671	2985 Sterling Court	Suite A	80301
Loveland	CO	Allegra	Flatirons Marketing and Print Services Inc.	Joseph Mullan	(970) 667-1233	215 E. 7th Street		80537
Trumbull	CT	Allegra	Systems Integration Consulting, LLC	Gary Bean	(203) 926-9599	30 Nutmeg Drive	Unit 1-1	06611
Altamonte Springs	FL	Allegra	Carmin Sense Partners Inc.	Michael & Nitza Broniewski; Daniel Broniewski	(407) 869-9955	620 Douglas Avenue	Suite 1308	32714
Boca Raton	FL	Allegra	Sandia & Segnini LLC	Jose Segnini & Maria Sandia Saldivia	(561) 368-5470	2284 North Dixie Highway		33431
Bradenton	FL	Allegra	WDH Enterprises, Inc.	William D. Hassall, Jr.	(941) 758-6500	4230 26th Street West		34205
Fort Myers	FL	Allegra	DNF-SBF Visions, Inc., Donald Fortney and Sheila Fortney	Donald & Sheila Fortney	(239) 275-5797	12140 Metro Parkway	Suite C	33966
Gainesville	FL	Allegra	352INK Corp.	Donald & Karen Bailey	(352) 373-7547	327 NW 23rd Avenue	Suite 1 - 4	32609
Hollywood	FL	Allegra	American Press Corp of Hollywood	Jose & Barbara Sanchez	(954) 963-3886	5846 Stirling Road		33021
Naples	FL	Allegra	The PK Group, Inc.	Paul & Pamela Kessen	(239) 643-2442	3930 Domestic Avenue		34104

City	State	Brand	Current Franchisee	Owners	Phone	Address 1	Address 2	Zip Code
Orlando	FL	Allegra	CSMC, Inc.	Kenneth & Lorraine Stoecker; Donald Snyder	(407) 246-1567	4498 South Vineland Road		32811
Pompano Beach	FL	Allegra	LMB Consultants, Inc.; Denis White; & Deborah White	Denis & Deborah White; Sandra Borofsky	(954) 974-9511	1280 S. Powerline Road	Suite 17	33069
Rockledge	FL	Allegra	B2B Printing Corp.	Brian & Carrie Birkholz	(321) 632-7272	2040 Murrell Road		32955
Sarasota	FL	Allegra	WDH Enterprises, Inc.	William D. Hassall, Jr.	(941) 951-7599	1693 Main Street		34236
Tampa	FL	Allegra	Manci Graphics Corp., Samuel Manci, Linda Manci	Samuel & Linda Manci	(813) 664-1129	2705 N. Falkenburg Road		33619
Tampa	FL	Allegra	Output Printing Corp.	Joel, Jason, & Jeffrey Routman	(813) 228-8800	107 North Jefferson Street		33602
Berkeley Lake	GA	Allegra	Skimprints, LLC	Sim & Kim Weeks	(770) 446-6657	4940 Peachtree Industrial Blvd.	Suite 330	30071
Columbus	GA	Allegra	Southeastern Printing Services, Inc.	Francis Hargarten	(706) 322-2860	4900 Hamilton Road		31904
Douglasville	GA	Allegra	M & J Printing, LLC	James Polof	(770) 942-4242	7447 Douglas Blvd.	Suite 101	30135
Kennesaw	GA	Allegra	Advanced Business Communications Solutions Inc.	Abey George	(770) 422-8766	1935 Vaughn Road	Suite 106	30144
Martinez	GA	Allegra	The Lynn Group, Inc.; Lawrence B. Lynn, Rosemary Lynn	Lawrence & Rosemary Lynn	(706) 860-7366	128 Commercial Blvd		30907
Norcross	GA	Allegra	Kelcam Printing, Inc.	Cameron & Rebecca Roy	(770) 455-4086	6215 Regency Parkway	Suite 975	30071
Cedar Rapids	IA	Allegra	High Standards Corporation	Bruce, Cheryl, Eric, and Benjamin Van Kerckhove	(319) 396-7626	3939 16th Avenue SW		52404
Clinton	IA	American Speedy Printing	Daniel Waters and Teresa Waters	Daniel & Teresa Waters	(563) 242-8200	301 North 2nd Street	Suite A	52732
Coralville	IA	Allegra	Hutchco, Inc.	Chad & Celeste Hutchinson	(319) 351-7100	411 2nd Street	Suite C	52241
Urbandale	IA	Allegra	M3 Marketing, Inc.	Kevin & Phoelisa McGuire	(515) 645-6060	4400 NW Urbandale Drive		50322
Boise	ID	Allegra	RLR Print & Imaging LLC	Robert & Laura Rule	(208) 375-2679	298 N. Maple Grove Road		83704
Coeur d'Alene	ID	Allegra	Bilbec, Inc.	Roger & Mary Stewart	(208) 664-3531	3917 North Schreiber Way		83815

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Moscow	ID	Allegra	TJKB, Inc.	Trent & Jodi Bice	(208) 882-5449	507 South Main Street		83843
Alsip	IL	Allegra	Anikam, Inc.	Helen Makina; Eileen Moran; James Makina; Steven Makina	(708) 385-0200	12549 South Holiday Drive		60803
Carol Stream	IL	Allegra	Rightway Printing, Inc.	Gary & Cynthia Blaski	(630) 790-0444	470 Mission Street	Unit 2	60188
Coal City	IL	Allegra	TGRV LLC	Todd Garcia	(815) 634-2102	273 S. Broadway		60416
East Peoria	IL	Allegra	Selnar, Inc.	Keith Hopkins	(309) 699-3977	240 Farmdale Road		61611
Elgin	IL	Allegra	Josh Enterprises, Inc.; Robert Hanson; Virginia Hanson	Robert & Virginia Hanson	(847) 697-1434	909 Davis Road		60123
Elk Grove Village	IL	Allegra	Woogl Corporation	James Smith & Joseph Smith	(847) 806-1160	859 E. Oakton Street		60007
Evanston	IL	Allegra	Evanston Graphic Imaging, Inc.	Frank Muns & Kyle Kurz	(847) 864-9797	1255 Hartrey Ave.		60202
Galesburg	IL	Allegra	Marnic, Inc.	M. J. Eberle	(309) 343-1418	439 North Henderson		61401
Harwood Heights	IL	American Speedy Printing	JOSCO Inc., Joseph Harrison III and Joseph Harrison IV	Joseph Harrison III & Joseph Harrison IV	(708) 867-7189	4830 N. Harlem Avenue		60706
Joliet	IL	Allegra	TGRV LLC	Todd Garcia	(815) 725-3500	2615 West Jefferson St.	Unit B	60435
Lisle	IL	Allegra	Fox Marketing Group, Inc.	Matthew Minnerick	(630) 963-9100	2200 Ogden Ave.	Suite 550	60532
Macomb	IL	Allegra	We-B-Print, Inc.	M. J. Eberle	(309) 833-5250	1120 East Jackson Street		61455
Mount Prospect	IL	American Speedy Printing	J & D Investment Holdings, Inc.	Jed & Donna Wing	(847) 803-6633	350 W. Kensington Road	Suite 111	60056
Palatine	IL	Allegra	Insty Prints of Palatine, Inc.	Brian Walsh	(847) 963-0000	453 S Vermont Street	Unit A	60067
Pekin	IL	Allegra	We-B-Print, Inc.	M. J. Eberle	(309) 353-8801	1107 N. Eighth Street		61554
Rolling Meadows	IL	Allegra	M & R Printing, Inc.	Michael & Maria Tarpinian	(847) 398-2500	5100 Newport Drive	Suite 4	60008
Romeoville	IL	Allegra	Thomas Wilhelm and Linda Wilhelm	Thomas & Linda Wilhelm	(630) 759-4872	1340 Enterprise Drive	SUITE 3	60446
Elkhart	IN	Allegra	NEA, LLC	Clarence Nunan	(574) 295-0024	131 West Marion		46516
Indianapolis	IN	Allegra	Smitson Communications Group, LLC	Harrison & Karyn Smitson	(317) 876-8916	3500 DePauw Blvd	LL 1000	46268
Indianapolis	IN	Allegra	Lilium LLC	Robert Damler & Mary Katherine Arterbery	(317) 351-9477	8025 Castleway Drive	Suite 103	46250

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Jeffersonville	IN	Insty-Prints	Creative Concept Ventures Inc.	Michael Rich; Denise Freville; Carlitta Simpson	(812) 282-9442	590 Missouri Avenue	Suite 102	47130
South Bend	IN	Insty-Prints	CR Technologies, Inc.	Cosimo Rulli	(574) 289-6977	129 South Lafayette Blvd.		46601
Warsaw	IN	Allegra	Greg Houlton LLC	Gregory Houlton	(574) 269-5411	201 W. Center Street		46580
Lexington	KY	Allegra	Image Arts, Inc. and Julia D. Harrison	Julia Harrison	(859) 277-7468	198 Moore Drive		40503
Lexington	KY	Allegra	Commercial Services, Inc.	Howard Stovall	(859) 260-1048	114 Lisle Industrial Ave.		40511
London	KY	Allegra	Muroc, LLC	Christopher Corum	(606) 878-1423	1661 South Main Street		40741
Brockton	MA	Allegra	Fasprint, Inc.	Anthony & Janet Ward	(508) 588-9961	195 Liberty Street		02301
Franklin	MA	Allegra	Barton Business Services, Inc.	James Barton	(508) 528-5339	317 Union Street		02038
Mansfield	MA	Allegra	Fasprint, Inc.	Anthony & Janet Ward	(508) 339-3555	1 Fowler Street	Unit 3	02048
Rockville	MD	Allegra	Snelson Media, Inc.	Nathan & Caroline Snelson	(301) 977-0500	1300 Piccard Drive	Suite L10	20850
Allen Park	MI	Allegra	JLR Printing, Inc. and Jeffrey L. Reynolds	Jeffrey Reynolds	(313) 382-8033	17140 Ecorse Road		48101
Alpena	MI	Allegra	Model Printing Service, Inc.	Edward Klimczak, Jr.	(989) 356-0834	829 W. Chisholm Street		49707
Battle Creek	MI	Allegra	B & M Imaging, Inc.	Eric Bird & Jeffrey McConville	(269) 968-2403	1514 W. Columbia Avenue		49015
Cadillac	MI	Allegra	Allesk Enterprises, Inc.	Roger Leask	(231) 775-2732	1215 North Mitchell		49601
Clinton Township	MI	Allegra	Four C Enterprises, Inc.	Charles & Christine Warczinsky	(586) 263-0060	42120 Garfield Road		48038
Dearborn Heights	MI	Allegra	August Communications Incorporated	A. Michael Hurite	(313) 561-8000	22250 Ford Road		48127
Detroit	MI	Allegra	NJE Enterprises, LLC	Norma Eschenburg	(313) 963-3600	400 Renaissance Center	Suite 1407	48243
Fort Gratiot	MI	Allegra	CW Enterprises Inc.; Charles Warczinsky & Christine Warczinsky	Charles & Christine Warczinsky	(810) 385-9100	3899 24th Avenue		48059
Grand Rapids	MI	Allegra	Breck Graphics, Incorporated	Craig Vetter & Eric Vetter	(616) 248-4110	3983 Linden Avenue, S.E.		49548
Highland	MI	Allegra	C & P Hoover, LLC	Charles Hoover & Patrick Hoover	(248) 887-2400	1100 South Milford Road		48357
Jackson	MI	Allegra	KMAK, Inc.	Amy Lienhard	(517) 784-8800	1232 S. West Avenue		49203

City	State	Brand	Current Franchisee	Owners	Phone	Address 1	Address 2	Zip Code
Lansing	MI	Allegra	Lightning Litho, Inc., Bradley Naghtin and Shirley Naghtin	Bradley & Shirley Naghtin	(517) 394-2995	5731 Enterprise Drive		48911
Lansing	MI	Insty-Prints	Bruce, Inc.	Michael & Annette Bruce	(517) 371-5205	108 South Washington Square		48933
Livonia	MI	American Speedy Printing	David H. Bosley & Associates, Inc.	Victoria Bosley	(734) 261-8390	16329 Middlebelt Road		48154
Okemos	MI	Allegra	Muhleck Enterprises, Inc.	David Muhleck	(517) 333-0713	2863 Jolly Road		48864
Owosso	MI	American Speedy Printing	John Gregory Bennett	John Gregory Bennett	(989) 723-5196	111 S. Washington Avenue		48867
Portage	MI	Allegra	Kaufman Enterprises, Inc.	Brian Kaufman	(269) 324-0040	6054 Lovers Lane		49002
Rochester	MI	American Speedy Printing	The Business Press, Inc. and William R. Davies	William Davies	(248) 652-8855	917 N. Main Street		48307
Saline	MI	Allegra	Acadia Group, LLC	Patrick & Therese Mahoney; Joseph DiMauro; Kelly Parkinson	(734) 944-1404	1283 Industrial Drive		48176
Shelby Township	MI	American Speedy Printing	Alcock Printing, Inc. and Holly Alcock	Holly Alcock	(586) 731-4366	46723 Van Dyke Road		48317
Southfield	MI	Allegra	Jerry's Quality Quick Print, Inc.	Giancarlo Martinico & Anthony Martinico	(248) 354-1313	28810 Northwestern Hwy		48034
Taylor	MI	American Speedy Printing	Jeffrey L. Reynolds	Jeffrey Reynolds	(313) 928-5820	20320 Ecorse Road		48180
Traverse City	MI	Allegra	Allesk Enterprises, Inc.	Roger Leask	(231) 941-5770	3333 Cass Road	Suite C	49684
West Bloomfield	MI	Allegra	Venus Enterprises, Inc.	Timothy Venus	(248) 360-1290	7015 Cooley Lake Road		48324
Wyandotte	MI	Allegra	Madden Enterprises, Inc.	Gregory Kowalsky	(734) 284-5330	3557 Fort Street		48192
Alexandria	MN	Insty-Prints	Pump-n-Stuff, Inc.	Daniel Thompson	(320) 763-0333	1300 Broadway		56308
Arden Hills	MN	Allegra	Insty-Prints of St. Paul, Inc.	Nicholas & Jennifer Beane	(651) 484-5000	1207 W County Rd E		55112
Blaine	MN	Allegra	Newbeck, LLC	Tom Newland	(763) 780-0792	8575 Highway 65 NE		55434
Brainerd	MN	Allegra	Ron Morris, Incorporated	Ronald Morris	(218) 828-4248	220 Washington		56401

City	State	Brand	Current Franchisee	Owners	Phone	Address 1	Address 2	Zip Code
Columbia Heights	MN	Insty-Prints	Richard C. Nelsen	Richard Nelsen	(763) 571-3511	4929 Central Ave NE		55421
Eagan	MN	Allegra	Expressive Printing, Inc.	C. A. Miller	(651) 645-1224	2980 Commers Drive	Suite 500	55121
Eden Prairie	MN	Allegra	Wiens Graphics, Inc.	Timothy & Karen Wiens; Lynn & Ginger Timgren	(952) 835-2720	7141 Shady Oak Road		55344
Eden Prairie	MN	Insty-Prints	Zeke's Printing, Inc.	John & Jill Zalesky	(952) 937-1544	9715 Valley View Road		55344
Edina	MN	Insty-Prints	Five Sons Printing, Inc.	Jolene Ferrell	(952) 835-1119	5201 West 73rd St.		55439
Faribault	MN	Insty-Prints	Visionline Inc.	Peter & Jacquelyn Ostlund	(507) 332-6727	2921 Lavender Parkway	Suite 500	55021
Mankato	MN	Insty-Prints	Findley, LLC	Benjamin Findley	(507) 388-7009	1402 North Riverfront Drive		56001
Minneapolis	MN	Allegra	Minnesota Insty-Prints, Inc.	Deborah Temple	(612) 332-8669	618 2nd Ave South		55402
Owatonna	MN	Insty-Prints	Visionline Inc.	Peter & Jacquelyn Ostlund	(507) 451-6004	306 North Cedar		55060
Red Wing	MN	Allegra	Hopkins Enterprises, LLC	Robert & Ilaya Hopkins	(651) 388-1111	214 Jackson Street		55066
Rochester	MN	Allegra	Hopkins Enterprises, LLC	Robert & Ilaya Hopkins	(507) 282-6112	2410 North Broadway		55906
St Paul	MN	Insty-Prints	JAM Printing & Graphics, Inc.	James Elm & Michelle Bastian	(651) 690-4462	1396 West 7th St.		55102
St. Paul	MN	Allegra	Flaherty Printing Inc.	James & Kari Flaherty	(612) 444-9219	375 Jackson Street	Ste. 400 E	55101
Winona	MN	Insty-Prints	Gerald Beier, Joan Beier, Troy Beier, and Stacey Stellpflug	Gerald, Joan & Troy Beier; Stacey Stellpflug	(507) 452-6080	101 West Second Street		55987
St Louis	MO	Allegra	PJE Printing, Inc.	James, Peggy, & William Elder	(314) 429-4848	2116 Schuetz Road		63146
Belgrade	MT	Insty-Prints	Kristopher Killorn	Kristopher Killorn	(406) 388-7516	104 West Madison		59714
Billings	MT	Allegra	Pinnacle Images, Inc.	Brian McGovern	(406) 248-6811	2620 Overland Avenue		59102
Bozeman	MT	Allegra	Dawkmar Incorporated	David Dickey	(406) 586-7007	39 South Tracy Avenue		59715
Butte	MT	Insty-Prints	Jimalie, Inc.	James & Rosalie Sladek	(406) 723-3363	120 West Park Street		59701
Great Falls	MT	Allegra	Poitra Inc.	Bruce & Kathryn Poitra	(406) 727-3291	1520 River Drive N.	Suite B	59401
Hamilton	MT	Allegra	Big Sky Print, Inc.	Brian & Michelle Mendenall	(406) 363-7645	150 Canyon Falls Way		59840
Helena	MT	Allegra	J4K Corporation	Kyle & Jonette Spencer	(406) 449-2847	40 West Lawrence	Suite E	59601
Kalispell	MT	Insty-Prints	Ink, Inc.	Tamara Williams	(406) 752-8812	131 Main Street		59901
Livingston	MT	Insty-Prints	Julie Killorn	Julie Killorn	(406) 222-8740	108 North Main Street		59047

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Missoula	MT	Allegra	Big Sky Print, Inc.	Brian & Michelle Mendenall	(406) 721-7663	1715 S. Reserve	Suite A	59801
Asheville	NC	Allegra	Mail Management Services, LLC	David Campbell	(828) 252-3082	2 Westgate Parkway		28806
Asheville	NC	Allegra	Mail Management Services, LLC	David Campbell	(828) 236-0076	88 Roberts Street		28801
Charlotte	NC	Allegra	S&A Marketing, Inc.	Matthew Kinser	(704) 376-0938	2526 S. Tryon Street		28203
Fayetteville	NC	Allegra	Print Works of Fayetteville, Inc., Bruce Sykes and Kathryn Sykes	Bruce & Kathryn Sykes	(910) 864-8100	3724 Sycamore Dairy Rd	Suite 100	28303
Greenville	NC	Allegra	Accu Copy of Greenville, Inc.	Thomas O'Brien, III	(252) 321-5805	1055 Greenville Blvd. SW		27834
Hickory	NC	Allegra	Lake Hickory Graphics, Inc.	Marcus & Susan Woodie	(828) 322-3981	337 Main Avenue NE		28601
Rocky Mount	NC	Allegra	Hinson Industries, Inc.	Todd Hinson & Mark Hinson	(252) 937-7171	109 Zebulon Court		27804
Winston-Salem	NC	Allegra	Perry S. Clark and Kelli Chase Clark	Perry & Kelli Clark	(336) 777-8615	8017 North Point Blvd.		27106
Winston-Salem	NC	Allegra	Perry Clark and Kelli Clark	Perry & Kelli Clark		3301 Healy Drive		27103
Bedford	NH	Allegra	Shaughnessy Seagull, Inc.	Stephen Chaisson & Cary Chaisson	(603) 669-0005	128 S. River Rd.	Suite 2	03110
Portsmouth	NH	Allegra	Shaughnessy Seagull, Inc.	Stephen Chaisson & Cary Chaisson	(603) 433-4680	222 International Drive	Suite 140	03801
Salem	NH	Allegra	J & K Marketing, LLC	John & LeeAnn York	(603) 898-4260	11 B Industrial Way	Unit 5	03079
Cranbury	NJ	Allegra	Your Printer v. 2.0, Ltd.	David Kovacs	(609) 771-4000	6 Corporate Drive		08512
Marmora	NJ	Allegra	SJShore Marketing LLC	Nicholas & Denise Wieand	(609) 390-1400	533 Route US 9 S.	Suite 1	08223
Santa Fe	NM	Allegra	Prosper, Inc.	Victor & Susan Perry	(505) 982-0122	1907 St. Michaels Drive		87505
Reno	NV	Allegra	J. C. Weir, Incorporated	J. C. Weir	(775) 829-7768	5301 Longley Lane	Suite 47	89511
Buffalo	NY	Insty-Prints	Insty Prints of Buffalo, Inc.	David Metz & Thomas Metz	(716) 853-6483	265 Franklin Street		14202
Buffalo	NY	Insty-Prints	Insty-Prints of Buffalo, Inc.	David Metz & Thomas Metz	(716) 873-9103	2385 Elmwood Avenue		14217
Cheektowaga	NY	Allegra	Loy L. Press, Inc.	Richard & Joyce DeLong	(716) 634-5966	3959 Union Road	Suite 1	14225
Delmar	NY	Allegra	Glenn Read Enterprises LLC	Glenn Read	(518) 456-6773	38 Hudson Avenue		12054
Cambridge	OH	Allegra	T. & K. Heins Corporation	Thomas, Katherin, & Jason Heins	(740) 435-0200	1224 Southgate Parkway		43725
Cincinnati	OH	Allegra	DSK Imaging, LLC	Stephen Kapuscinski	(513) 554-1797	6839 Ashfield Drive		45242

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Columbus	OH	Allegra	Erickson Hardware Inc.	David & Cynthia Erickson	(614) 236-2948	4279 East Main Street		43213
Zanesville	OH	Allegra	T. & K. Heins Corporation	Thomas, Katherin, & Jason Heins	(740) 452-6006	1326 Brandywine Boulevard		43701
Tulsa	OK	Allegra	MWH Enterprises Inc	Martin & Donna Hanna	(918) 665-0944	7497 E. 46th Place		74145
Newberg	OR	Allegra	Septimus Corporation	Karl & Nancy Hughes	(503) 538-7345	2401 East Hancock St.	Suite C1	97132
Allentown	PA	Allegra	Orkistrate, Inc.	Edward Kelchner	(610) 882-2229	709 Roble Road		18109
Conshohocken	PA	Allegra	Your Printer v. 2.0, Ltd.	David Kovacs	(609) 643-0072	6 Union Hill Road		19428
Harrisburg	PA	Allegra	Strategic Marketing and Communications, LLC	Andrew Orons	(717) 839-6390	6951 Allentown Blvd.	Suite D	17112
Lancaster	PA	Allegra	JS&D Graphics, Inc.	Stephen & Joyce Morris	(717) 397-3440	1909 Olde Homestead Lane	Suite 101	17601
Philadelphia	PA	Allegra	Arbil Enterprises, Inc.	Michael & Aileen Logan	(215) 969-0500	12285 McNulty Road	Suite 101	19154
Pittsburgh	PA	Allegra	Initium Novum Corp.	Michael & Eileen Philips	(412) 922-0422	18 W. Steuben St.		15205
Providence	RI	Allegra	PPOES Inc.	Robert McCann	(401) 421-5160	102 Waterman Street		02906
Aiken	SC	Allegra	Fine Print, Inc.	Thomas & Sandra Meeseman	(803) 648-3821	987 Pine Log Road		29803
Columbia	SC	Allegra	Mastan Enterprises Inc., Joseph Schaefer, and Nancy Schaefer	Joseph & Nancy Schaefer	(803) 798-0098	1629 B Broad River Road		29210
Greenwood	SC	Allegra	Donna L. Adams	Donna Adams	(864) 223-5700	805-E Montague Avenue		29649
Greer	SC	Allegra	Big Nana, Inc.	Cecil & Janet Mason	(864) 879-3851	1309 West Poinsett		29650
Mount Pleasant	SC	Allegra	Richard Van Brunt & Jennifer Lyle-Van Brunt	Richard & Jennifer Van Brunt	(843) 884-0354	1205 Two Island Court	Suite 202	29466
Myrtle Beach	SC	Allegra	Williamson Enterprises, Inc. of Myrtle Beach	David Williamson III	(843) 448-1065	1501 Mercantile Place	Unit A	29577
Spartanburg	SC	Allegra	Printers 100, Inc.	George Nixon	(864) 585-2598	460 A. Marion Ave		29306
Summerville	SC	Allegra	Tennyson, LLC	Charles Edens, Jr.	(843) 875-0056	320-A Old Trolley Road		29485
Brookings	SD	Allegra	Instybrook, Inc.	David & Angela Roden	(605) 697-5170	301 Main Avenue		57006
Brentwood	TN	Allegra	LM McCain Holdings LLC	Mark & Leslie McCain	(615) 373-5145	350 Wilson Pike Circle	Suite 200	37027
Dickson	TN	Allegra	Michael Akins and Lisa Akins	Michael & Lisa Akins	(615) 441-3173	523 Highway 46 South		37055
Jackson	TN	Allegra	Michael and Karen Ashley	Michael & Karen Ashley	(731) 664-1676	1029 Old Hickory Boulevard		38305

City	State	Brand	Current Franchisee	Owners	Phone	Address 1	Address 2	Zip Code
Kodak	TN	Allegra	James & Cheri Bruce	James & Cheri Bruce	(865) 428-2301	231 West Mount Road		37764
Nashville	TN	Allegra	D. J. Designs, LLC	Brian Price	(615) 360-3339	1211 57th Avenue North	Suite 3	37209
Addison	TX	Allegra	Eight Eighty-Eight, Inc. and James LaRue, Jr.	James LaRue, Jr.	(972) 404-0155	14131 Midway Road	Suite 119	75001
Arlington	TX	Allegra	Vicstar, Inc.	Stanley & Victoria Ehresmann	(817) 274-1815	1021 W. Abram St		76013
Austin	TX	Insty-Prints	G. E. Eller Enterprises, Inc.	Jerrold Eller & Kenton Eller	(512) 447-9001	4360 South Congress Avenue	Suite 104	78745
Harlingen	TX	Allegra	Valley Quik Print, Inc. and Donald M. Ely, Jr.	Donald Ely, Jr.	(956) 421-3669	1801 South 77 Sunshine Strip		78550
Houston	TX	Allegra	2D, Inc.	John & Kimberly Dawson	(281) 893-3366	15020 Mintz Lane		77014
San Antonio	TX	Allegra	PCCS Printing Solutions, Inc.	Henry & Petra McCann	(210) 340-1841	11811 Warfield Street		78216
Fairfax	VA	Allegra	C2-Mask Inc.	Brian Culbertson & Oanh Henry	(703) 698-7820	2812 Merrilee Drive	Suite E	22031
Norfolk	VA	Allegra	Seven Sevens, Inc.	Curtis Hoessly	(757) 489-7290	879 Poplar Hall Drive		23502
Richmond	VA	Allegra	Fergusson Printing, Design & Marketing, Inc.	John Fergusson	(804) 355-8621	4109 Jacque Street		23230
Springfield	VA	Allegra	Cyan, LLC	Anahita Kaviani	(703) 455-3000	5417 Backlick Road	Suite B	22151
Sterling	VA	Allegra	Flynn Enterprises, Inc.; John Flynn; and Holly Flynn	John & Holly Flynn	(703) 444-5555	45668 Terminal Drive		20166
Appleton	WI	Allegra	Rockville Corporation	Terrance & June Schuelke	(920) 734-4700	100 South Memorial Drive		54911
De Pere	WI	Allegra	Eclipse Printing Solutions, LLC	Michael Hansen	(920) 544-9969	582 Redbird Circle		54115
Eau Claire	WI	Allegra	Chippewa Valley Printmark Corporation	Robert & Phyllis Meier	(715) 835-1959	2429 East Clairemont Avenue		54701
Kenosha	WI	Allegra	Insty Prints of Palatine, Inc.	Brian Walsh	(262) 658-1303	5823 6th Ave.		53140
La Crosse	WI	Insty-Prints	Gerald Beier, Joan Beier, Troy Beier and Kristine Jo Beier	Gerald, Joan, Kristine Jo, & Troy Beier	(608) 788-5005	2704 South Avenue		54601
Madison	WI	Allegra	Walsh Investments, Inc.	Craig Weddle	(608) 255-0046	2 East Mifflin Street		53703
Menomonie	WI	Allegra	Chippewa Valley Printmark Corporation	Robert & Phyllis Meier	(715) 235-1920	3120 Schneider Avenue SE	Suite 8	54751
Monona	WI	Insty-Prints	Bam Bam, Inc.	William Ayres Jr.	(608) 222-3232	5401 Monona Drive		53716

LIST OF FRANCHISE AGREEMENTS SIGNED BUT CENTERS NOT YET OPEN AS OF DECEMBER 31, 2021

None.

EXHIBIT L
LIST OF FRANCHISEES WHO HAVE
LEFT THE SYSTEM OR NOT COMMUNICATED

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

**List of Franchisees Who Left the System During the Last Fiscal Year
or Who Have Not Communicated with Franchisor Within 10 Weeks of the Issuance Date**

Former Franchisee	City	State	Phone	Reason
James & Lora Bush	Waukegan	IL	847-336-5599	Abandonment
Sarah Cross	Indianapolis	IN	317-771-6120	Resale
Robert Porter	Lansing	MI	517-627-3636	Abandonment
John & Nicole Atkinson	St. Paul	MN	651-775-0862	Abandonment
David Campbell	Hendersonville	NC	828-236-0076	Consolidation
Stanley & Joan Reuter	East Greenwich	RI	401-440-0402	Consolidation
Ivan Burton & Lydia Bradford	Brentwood	TN	615-373-5145	Resale
David Campbell	Johnson City	TN	423-283-7772	Consolidation
Connie Melvin	Springfield	TN	615-382-4590	Abandonment
Oanh Henry & Brian Culbertson	Chantilly	VA	703-968-6764	Consolidation
John & Emelina Bebeau	Green Bay	WI	920-655-7226	Consolidation

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

EXHIBIT M
FINANCIAL STATEMENTS

Alliance Franchise Brands LLC and Subsidiaries

(a wholly owned subsidiary of Alliance Franchise Holdings LLC)

Consolidated Financial Report

December 31, 2021

Alliance Franchise Brands LLC and Subsidiaries

Contents

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Independent Auditor's Report

To the Member
Alliance Franchise Brands LLC and Subsidiaries

Opinion

We have audited the consolidated financial statements of Alliance Franchise Brands LLC and Subsidiaries (the "Company"), a wholly owned subsidiary of Alliance Franchise Holdings LLC, which comprise the consolidated balance sheet as of December 31, 2021 and 2020 and the related consolidated statements of operations and comprehensive income, member's interest, and cash flows for the years ended December 31, 2021, 2020, and 2019 and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2021 and 2020 and the results of its operations and its cash flows for the years ended December 31, 2021, 2020, and 2019 in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audits of the Consolidated Financial Statements* section of our report. We are required to be independent of the Company and to meet our ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

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

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

Auditor's Responsibilities for the Audits of the Consolidated Financial Statements

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

To the Member
Alliance Franchise Brands LLC and Subsidiaries

In performing audits in accordance with GAAS, we:

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

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audits, significant audit findings, and certain internal control-related matters that we identified during the audits.

Plante & Moran, PLLC

March 18, 2022

Alliance Franchise Brands LLC and Subsidiaries

Consolidated Balance Sheet

December 31, 2021 and 2020

	2021	2020
Assets		
Current Assets		
Cash	\$ 6,671,263	\$ 3,965,027
Restricted cash - Marketing funds	2,167,046	1,405,799
Accounts receivable:		
Trade	2,365,997	2,216,633
Related parties (Note 11)	1,578,261	1,431,233
Contract costs - Deferred broker fees and renewals	167,596	179,215
Current portion of notes receivable	181,947	7,037
Prepaid expenses and other current assets	476,164	507,061
	<u>13,608,274</u>	<u>9,712,005</u>
Total current assets	13,608,274	9,712,005
Property and Equipment - Net (Note 4)	4,271,142	4,412,789
Goodwill - Net (Note 5)	465,723	555,495
Franchise Rights - Net (Note 5)	2,179,367	2,883,377
Other Assets		
Contract costs - Deferred broker fees and renewals - Net of current portion	1,423,037	1,532,600
Notes receivable - Net of current portion	16,501	2,703
Deposits	22,097	22,097
	<u>1,461,635</u>	<u>1,557,400</u>
Total assets	<u>\$ 21,986,141</u>	<u>\$ 19,121,066</u>
Liabilities and Member's Interest		
Current Liabilities		
Accounts payable:		
Accounts payable	\$ 623,670	\$ 293,860
Accounts payable to related parties (Note 11)	469	-
Current portion of notes payable (Note 7)	605,378	713,800
Current portion of capital lease obligation (Note 8)	13,179	8,399
Contract liabilities - Deferred revenue	256,267	218,343
Accrued and other current liabilities (Note 9)	2,532,593	1,282,547
	<u>4,031,556</u>	<u>2,516,949</u>
Total current liabilities	4,031,556	2,516,949
Notes Payable - Net of current portion (Note 7)	5,524,235	7,073,184
Capital Lease Obligation - Net of current portion (Note 8)	33,264	5,320
Contract Liabilities - Deferred revenue - Net of current portion	2,621,242	2,784,556
	<u>12,210,297</u>	<u>12,380,009</u>
Total liabilities	12,210,297	12,380,009
Member's Interest	9,775,844	6,741,057
Total liabilities and member's interest	<u>\$ 21,986,141</u>	<u>\$ 19,121,066</u>

Alliance Franchise Brands LLC and Subsidiaries

Consolidated Statement of Operations and Comprehensive Income

Years Ended December 31, 2021, 2020, and 2019

	2021	2020	2019
Revenue			
Royalty fees	\$ 17,350,498	\$ 15,770,534	\$ 18,540,453
Franchise, technology, and marketing fees	3,653,783	4,068,136	3,545,259
Marketing fund revenue	4,392,336	3,799,641	4,365,305
Other operating revenue	744,544	400,539	456,687
Total net revenue	26,141,161	24,038,850	26,907,704
Operating Expenses			
General and administrative	15,116,464	14,723,145	17,334,420
Marketing funds	3,411,270	3,551,434	4,665,979
Costs of goods and supplies sold	2,200,600	2,226,054	1,848,900
Amortization of intangibles and goodwill	835,788	852,772	821,099
Total operating expenses	21,564,122	21,353,405	24,670,398
Operating Income	4,577,039	2,685,445	2,237,306
Nonoperating Income (Expense)			
Interest income	70,110	64,802	66,728
Loss on foreign exchange	(31,751)	(28,984)	(15,240)
Other income	314,160	134,007	160,694
Interest expense	(330,699)	(400,875)	(420,057)
PPP loan forgiveness (Note 3)	2,000,000	2,061,794	-
Total nonoperating income (expense)	2,021,820	1,830,744	(207,875)
Consolidated Net Income	6,598,859	4,516,189	2,029,431
Foreign Currency Translation	(2,888)	10,977	(131,428)
Comprehensive Income	\$ 6,595,971	\$ 4,527,166	\$ 1,898,003

Alliance Franchise Brands LLC and Subsidiaries

Consolidated Statement of Member's Interest

Years Ended December 31, 2021, 2020, and 2019

	Member's Interest and Retained Earnings	Accumulated Other Comprehensive Loss	Total
Balance - January 1, 2019	\$ 6,817,067	\$ (34,241)	\$ 6,782,826
Consolidated net income	2,029,431	-	2,029,431
Foreign currency translation adjustment	-	(131,428)	(131,428)
Contributions	275,000	-	275,000
Distributions	(3,245,144)	-	(3,245,144)
ASC 606 transition adjustment	(105,243)	(843)	(106,086)
Balance - December 31, 2019	5,771,111	(166,512)	5,604,599
Consolidated net income	4,516,189	-	4,516,189
Foreign currency translation adjustment	-	10,977	10,977
Distributions	(3,390,708)	-	(3,390,708)
Balance - December 31, 2020	6,896,592	(155,535)	6,741,057
Consolidated net income	6,598,859	-	6,598,859
Foreign currency translation adjustment	-	(2,888)	(2,888)
Distributions	(3,561,184)	-	(3,561,184)
Balance - December 31, 2021	\$ 9,934,267	\$ (158,423)	\$ 9,775,844

Alliance Franchise Brands LLC and Subsidiaries

Consolidated Statement of Cash Flows

Years Ended December 31, 2021, 2020, and 2019

	2021	2020	2019
Cash Flows from Operating Activities			
Consolidated net income	\$ 6,598,859	\$ 4,516,189	\$ 2,029,431
Adjustments to reconcile consolidated net income to net cash and restricted cash from operating activities:			
Depreciation and amortization	1,262,471	1,342,938	1,327,249
Bad debt (recovery) expense	(136,843)	378,174	261,518
Loss on disposal - Property and equipment	4,065	7,670	560
PPP loan forgiveness	(2,000,000)	(2,061,794)	-
Changes in operating assets and liabilities that (used) provided cash and restricted cash:			
Accounts receivable	(264,245)	(634,548)	(745,940)
Deferred broker fees and renewals	121,182	161,470	14,162
Prepaid expenses and other assets	30,897	236,286	(229,815)
Accounts payable	330,279	(329,898)	(308,933)
Accrued and other liabilities	1,250,046	(1,511,029)	533,074
Deferred revenue	(125,390)	(139,135)	53,611
Net cash and restricted cash provided by operating activities	7,071,321	1,966,323	2,934,917
Cash Flows from Investing Activities			
Purchase of property and equipment	(234,388)	(93,910)	(250,850)
Issuance of notes receivable	(531,625)	(254,615)	(158,550)
Collections on notes receivable	447,613	689,557	836,528
Purchase of intangible asset	(40,000)	-	-
Net cash and restricted cash (used in) provided by investing activities	(358,400)	341,032	427,128
Cash Flows from Financing Activities			
Proceeds from debt	-	4,755,597	-
Proceeds from PPP loan	2,000,000	2,061,794	-
Payments on debt	(1,657,371)	(5,843,621)	(944,282)
Distributions	(3,561,184)	(3,148,750)	(2,186,327)
Repayment of capital lease obligations	(21,989)	(12,574)	(12,297)
Contributions	-	-	275,000
Net cash and restricted cash used in financing activities	(3,240,544)	(2,187,554)	(2,867,906)
Effect of Exchange Rate Changes on Cash and Restricted Cash	(4,894)	(41,812)	(201,902)
Net Increase in Cash and Restricted Cash	3,467,483	77,989	292,237
Cash and Restricted Cash - Beginning of year	5,370,826	5,292,837	5,000,600
Cash and Restricted Cash - End of year	\$ 8,838,309	\$ 5,370,826	\$ 5,292,837
Classification of Cash and Restricted Cash			
Cash	\$ 6,671,263	\$ 3,965,027	\$ 3,951,199
Restricted cash	2,167,046	1,405,799	1,341,638
Total cash and restricted cash	\$ 8,838,309	\$ 5,370,826	\$ 5,292,837
Supplemental Cash Flow Information - Cash paid for interest	\$ 333,631	\$ 398,247	\$ 422,592
Significant Noncash Transactions			
Conversion of accounts receivable to notes receivable	\$ 93,400	\$ 369,819	\$ 419,267
Assumption of related party note payable	-	241,958	591,034
Relief of related party accounts and notes receivable	-	-	467,783
Assets acquired under capital leases	54,713	-	-

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 1 - Nature of Business

Alliance Franchise Brands LLC (the "Company") is a wholly owned subsidiary of Alliance Franchise Holdings LLC.

Effective December 31, 2019, the Company executed a reorganization, which resulted in the following mergers: Sign & Graphics Operations LLC and Alliance Brands Staffing LLC merged into Allegra Network LLC (the resulting entity was renamed Alliance Franchise Brands LLC), and Sign & Graphics Operations Canada ULC merged into Allegra Corporation of Canada ULC (the resulting entity was renamed Alliance Franchise Brands Canada ULC and is a wholly owned subsidiary of Alliance Franchise Brands LLC). Due to the common ownership of all entities above, the transaction has been accounted for in the accompanying consolidated financial statements at historical cost in a manner similar to a pooling of interests.

Alliance Franchise Brands LLC and its subsidiary, KK Printing Canada ULC, are engaged in the business of franchising printing and marketing, sign and graphic communications, and direct-mail services centers. At December 31, 2021, the Company had 584 franchised centers and 5 corporate-owned centers. At December 31, 2020, the Company had 609 franchised centers and 4 corporate-owned centers. Effective December 31, 2021, KK Printing Canada ULC was amalgamated into Alliance Franchise Brands Canada ULC. Due to the common ownership of KK Printing Canada ULC and Alliance Franchise Brands Canada ULC, the transaction has been accounted for in the accompanying consolidated financial statements at historical cost in a manner similar to a pooling of interests. The franchise agreements of KK Printing Canada ULC were transferred to Alliance Franchise Brands LLC.

Allegra Real Estate Holdings LLC is a wholly owned subsidiary of Alliance Franchise Brands LLC. The purpose of the entity is to lease space to the Company and outside tenants.

Note 2 - Significant Accounting Policies

Principles of Consolidation

The consolidated financial statements include the accounts of Alliance Franchise Brands LLC and its wholly owned subsidiaries, Allegra Real Estate Holdings LLC and Alliance Franchise Brands Canada ULC. All material intercompany accounts and transactions have been eliminated in consolidation.

Basis of Accounting

The consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America. The Company has elected to adopt certain accounting alternatives for private companies developed by the Private Company Council, including the accounting alternatives for goodwill and intangibles.

Restricted Cash

The Company has restricted cash equal to the amount of unspent marketing funds on deposit. At December 31, 2021 and 2020, \$2,167,046 and \$1,405,799, respectively, of cash is restricted for this purpose.

Accounts Receivable

Accounts receivable consist of amounts due from franchisees and customers and are stated at invoice amounts. The carrying amount of the accounts receivable is reduced by an allowance for doubtful accounts for all balances greater than 90 days past due. All amounts deemed to be uncollectible are charged against the allowance for doubtful accounts in the period that determination is made. The recorded allowance for doubtful accounts receivable was \$415,487 and \$681,996 as of December 31, 2021 and 2020, respectively. Total trade and related party accounts receivable at January 1, 2020 was \$3,712,670.

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 2 - Significant Accounting Policies (Continued)

Property and Equipment

Property and equipment are recorded at cost. The straight-line method is used for computing depreciation and amortization. Assets are depreciated over their estimated useful lives. The cost of leasehold improvements is depreciated over the lesser of the length of the related leases or the estimated useful lives of the assets. Costs of maintenance and repairs are charged to expense when incurred.

Goodwill

The recorded amount of goodwill from prior year acquisitions is based on management's best estimates of the fair values of assets acquired and liabilities assumed at the date of acquisition.

The Company has elected to apply the private company accounting alternative for goodwill developed by the Private Company Council. Under the accounting alternative, goodwill is amortized on a straight-line basis over a 10-year period. Additionally, goodwill is assessed for potential impairment if events occur or circumstances change that indicate the fair value of the Company may be less than its carrying value. No impairment charge was recognized during the years ended December 31, 2021, 2020, or 2019.

Franchise Rights

Franchise rights are amortized over the estimated average remaining life of the franchise contracts.

The Company has elected to apply the private company accounting alternative for intangible assets acquired in a business combination developed by the Private Company Council. Under the accounting alternative, certain acquired customer-related intangible assets and noncompetition agreements are not separately recognized apart from goodwill.

Notes Receivable

During the normal course of business, the Company may provide financing to franchisees in the form of notes.

Notes receivable are reported at original issue amount plus accrued interest, less principal repaid. Interest is recognized according to terms of the specific notes. An allowance for loan losses is determined based on a specific assessment of all notes that are delinquent or determined to be doubtful to be collected. All amounts deemed to be uncollectible are charged against the allowance for loan losses in the period that determination is made. The Company has recorded an allowance for loan losses of \$1,538,615 and \$1,564,432 as of December 31, 2021 and 2020, respectively.

Notes receivable consist of various loans, with the majority of the loans bearing interest at 5.25 percent. The notes are generally personally guaranteed by the franchisee. Notes receivable generally require monthly payments of principal and interest. The notes are classified as current or long term on the accompanying consolidated balance sheet depending on their maturity dates.

Revenue Recognition

The Company's revenue mainly consists of franchise fees, royalties, technology fees, and advertising fees. The Company sells individual franchisees the right to operate a center within a defined territory using the franchise name. The initial term of franchise agreements is typically 20 years, with an option to renew or transfer the franchise agreement to a new or existing franchisee.

The Company has obligations to provide franchisees with the franchise rights to operate a center, training, and site selection, as well as to provide technology and advertising for which fees are charged. The Company has concluded that the franchise right, training, and site selection obligations represent a single performance obligation. Therefore, initial franchise fees for each agreement are allocated to each individual franchise and recognized over the term of the respective franchise agreement beginning on the date a franchise agreement is signed. Income for royalties, technology fees, and advertising fees is recognized over the term of the respective franchise agreement as the underlying services are provided.

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 2 - Significant Accounting Policies (Continued)

The ASC 606 transition adjustment presented on the consolidated statement of member's interest relates to the adoption of the Accounting Standards Update, issued by the Financial Accounting Standards Board, which amends the guidance for revenue recognition. The amendment was adopted on January 1, 2019. Under the new standard, as described below, franchise fees and broker fees are now being deferred over the contract period.

Payment Terms

Initial franchise fees are due and typically paid when a franchise agreement is entered into and are nonrefundable. Royalties and advertising fees are paid on a monthly basis based upon a percentage of franchisee gross sales. Technology fees are paid on a monthly basis based upon a fixed amount. Franchise fees are collected prior to the satisfaction of the Company's performance obligation, resulting in the Company recognizing deferred revenue contract liabilities. Amounts that are expected to be recognized as revenue within one year are classified as current deferred revenue in the accompanying consolidated balance sheet. Total deferred revenue at January 1, 2020 was \$3,142,034.

Allocating the Transaction Price

The transaction price is the amount of consideration to which the Company expects to be entitled in exchange for providing franchisees with the franchise rights to operate a center. To determine the transaction price, the Company considers its customary business practices and the terms of the underlying agreement. For the purpose of determining transaction prices, the Company assumes performance obligations will be satisfied as promised in accordance with franchise agreements and that agreements will not be canceled, renewed, or modified.

The Company's franchise agreements with franchisees have transaction prices that contain a fixed and variable component. Variable consideration includes revenue related to royalties and advertising fees, as the transaction price is based on the franchisees' sales. The variable consideration is recognized based on the actual amounts incurred each month. Certain franchisees of the Company are contractually eligible to receive a rebate on the royalties paid to the Company. These rebates are based on volume and compliance with contractual provisions, including timely payment of amounts owed to the Company. Royalty fees are shown net of royalty rebates in the accompanying consolidated statement of operations and comprehensive income.

Costs to Obtain a Franchise Agreement

The Company frequently incurs broker commission expenses paid to third parties to obtain franchise agreements with franchisees. The commissions are related to franchise fee revenue, which is recognized over time. As a result, the commissions are capitalized as deferred broker fees and are expensed over the term of the respective franchise agreement. Total deferred broker fees at January 1, 2020 were \$1,233,941. For the years ended December 31, 2021, 2020, and 2019, the amounts expensed related to costs to obtain a franchise agreement were approximately \$193,000, \$178,000, and \$131,000, respectively.

In some instances the Company provides renewal incentives to franchisees. The renewals are related to franchise fee and royalty revenue, which is recognized over time. As a result, the renewal payments are capitalized as contract assets. The asset is amortized over the term of the renewal agreement and included in franchise, technology, and marketing fees. Total deferred renewals at January 1, 2020 were \$639,142. For the years ended December 31, 2021, 2020, and 2019, the amounts recorded as contra revenue were approximately \$96,000, \$72,000, and \$110,000, respectively.

Note 2 - Significant Accounting Policies (Continued)

Advertising Expense

In accordance with the franchise agreement, franchisees pay a percentage of monthly sales to marketing funds to be used for advertising, marketing, and other promotional purposes. The contribution received from franchisees for the marketing funds is segregated into separate bank accounts maintained by the Company. The Company's marketing fund fees are accounted for on a gross basis in the accompanying consolidated statement of operations and comprehensive income as revenue from the franchisees.

Advertising expense is charged to income during the year in which it is incurred. Advertising expense for 2021, 2020, and 2019 is reported as a component of operating expenses in the accompanying consolidated statement of operations and comprehensive income.

Foreign Currency Exchange

The expression of assets and liabilities in a foreign currency amount gives rise to exchange gains and losses when such obligations are paid in United States dollars. Foreign currency exchange rate adjustments (i.e., differences between amounts recorded and actual amounts owed or paid) are reported in the consolidated statement of operations and comprehensive income as the foreign currency fluctuations occur. Foreign currency exchange rate adjustments are reported in the consolidated statement of cash flows using the exchange rates in effect at the time of the cash flows. To the extent there is a fluctuation in the exchange rate, the amount of U.S. dollars to be paid to satisfy this foreign currency obligation in the following year may increase or decrease.

Foreign Currency Translation

Consolidated balance sheet items of foreign operations are translated to U.S. dollars at the exchange rate in effect at year end. Income and expense items and cash flows are translated at the average exchange rate for each year.

Other Comprehensive Income (Loss)

Accounting principles generally require that recognized revenue, expenses, gains, and losses be included in net income. Certain changes in assets and liabilities, however, such as foreign currency translation adjustments, are reported as a direct adjustment to the equity section of the consolidated balance sheet. Such items, along with net income (loss), are considered components of comprehensive income (loss).

Income Taxes

The Company is treated as a partnership for federal income tax purposes. Consequently, federal income taxes are not payable or provided for by the Company. The Company's ultimate parent company files income tax returns in U.S. federal and various state jurisdictions.

Use of Estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. The allowance for doubtful accounts and loan losses is a significant estimate.

Note 2 - Significant Accounting Policies (Continued)

Government Grants

The Company has elected to account for loan funds received under the Paycheck Protection Program (PPP) as in-substance government grants. Accounting principles generally accepted in the United States of America (U.S. GAAP) do not include guidance on the accounting for government grants by for-profit entities. As a result, the Company has elected to analogize the guidance in International Accounting Standards (IAS) Statement 20, *Accounting for Government Grants and Disclosure of Government Assistance* (IAS 20). While IAS 20 does not represent authoritative guidance for entities preparing U.S. GAAP financial statements, use of this guidance by analogy is permitted.

Under IAS 20, government grants, including forgivable government loans, are recognized as income when it is probable that the Company will comply with the conditions of the grant and that the grant will be received. The Company recognizes proceeds under grant programs on a systematic basis over the period in which the Company recognizes as expenses the related costs for which the grant is intended to compensate. The Company has further elected to record the grant income separately from the related expenses in nonoperating income.

Upcoming Accounting Pronouncements

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-02, *Leases*, which will supersede the current lease requirements in Accounting Standards Codification (ASC) 840. The ASU requires lessees to recognize a right-to-use asset and related lease liability for all leases, with a limited exception for short-term leases. Leases will be classified as either finance or operating, with the classification affecting the pattern of expense recognition in the statement of operations. Currently, leases are classified as either capital or operating, with only capital leases recognized on the balance sheet. The reporting of lease-related expenses in the statements of operations and cash flows will be generally consistent with the current guidance. The new lease guidance will be effective for the Company's year ending December 31, 2022 and will be applied using a modified retrospective transition method to either the beginning of the earliest period presented or the beginning of the year of adoption. The effect of applying the new lease guidance on the consolidated financial statements has not yet been determined by management; however, long-term assets and lease liabilities are expected to increase upon adoption due to the Company's lease for the facility classified as an operating lease. The effects on the results of operations are not expected to be significant, as recognition and measurement of expenses and cash flows for leases will be substantially the same under the new standard.

In June 2016, the FASB issued ASU No. 2016-13, *Financial Instruments - Credit Losses: Measurement of Credit Losses on Financial Instruments*. The ASU includes changes to the accounting and measurement of financial assets, including the Company's accounts receivable and notes receivable, by requiring the Company to recognize an allowance for all expected losses over the life of the financial asset at origination. This is different from the current practice where an allowance is not recognized until the losses are considered probable. The ASU also changes the way credit losses are recognized for available-for-sale debt securities. Credit losses are recognized through the recording of an allowance rather than as a write-down of the carrying value. The new guidance will be effective for the Company's year ending December 31, 2022. Upon adoption, the ASU will be applied using a modified retrospective transition method to the beginning of the earliest period presented. A prospective transition approach is required for debt securities for which an other-than-temporary impairment had been recognized before the effective date. Early adoption for all institutions is permitted for fiscal years beginning after December 15, 2018. The Company is currently evaluating the impact this standard will have on the consolidated financial statements.

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 2 - Significant Accounting Policies (Continued)

Subsequent Events

The consolidated financial statements and related disclosures include evaluation of events up through and including March 18, 2022, which is the date the consolidated financial statements were available to be issued.

Note 3 - Paycheck Protection Program Loans

During the year ended December 31, 2020, the Company received a Paycheck Protection Program loan in the amount of \$2,061,794. The PPP loan program was created under the Coronavirus Aid, Relief, and Economic Security (CARES) Act and is administered by the Small Business Administration (SBA). Under the terms of this program, the loan may be fully or partially forgiven if the loan proceeds are spent on qualifying expenses and if staffing level and salary maintenance requirements are met. The Company may use the funds on qualifying expenses over a covered period of up to 24 weeks. At the conclusion of the covered period, any balance that is not forgiven by the SBA will be repaid over a period of two years, with interest accruing at a rate of 1.00 percent and monthly payments of principal and interest beginning 10 months after the conclusion of the covered period.

Any request for forgiveness is subject to review and approval by the lender and the SBA, including review of qualifying expenditures and staffing and salary levels. In addition, because the Company's loan exceeds \$2,000,000, the SBA will review the Company's loan file, which will include review of the Company's eligibility for the program and the good-faith certification of the necessity of the loan.

Prior to December 31, 2020, the Company submitted a request for forgiveness. The Company believed that forgiveness of the loan was probable. The PPP loan was fully forgiven during 2021, and the Company recognized \$2,061,794 received under the PPP loan program as other income in 2020.

On February 16, 2021, the Company received a second PPP loan in the amount of \$2,000,000. The note structure required management to certify certain statements that permitted the Company to qualify for the loan and provides loan forgiveness for a portion up to all of the borrowed amount if the Company uses the loan proceeds for the permitted loan purpose described in the note agreement; the portion not forgiven will require the Company to pay back this amount in full by February 2026 in equal monthly principal installment payments and interest at 1.00 percent. The Company has the right to prepay any amount outstanding at any time without penalty.

Prior to December 31, 2021, the Company applied for and received notification of forgiveness of the loan from the SBA. Loan forgiveness in the amount of \$2,000,000 has been recognized as other income.

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 4 - Property and Equipment

Property and equipment as of December 31 are summarized as follows:

	2021	2020	Depreciable Life - Years
Land	\$ 250,000	\$ 250,000	-
Land improvements	561,357	561,357	10-15
Buildings	4,147,136	4,147,136	39
Building improvements	545,301	529,309	3-10
Machinery and equipment	476,668	404,679	2-10
Transportation equipment	16,474	16,474	5
Furniture and fixtures	1,366,758	1,364,882	3-5
Computer equipment and software	1,779,599	1,715,464	3-5
Leasehold improvements	274,960	268,055	3-6
Total cost	9,418,253	9,257,356	
Accumulated depreciation	5,147,111	4,844,567	
Net property and equipment	<u>\$ 4,271,142</u>	<u>\$ 4,412,789</u>	

Depreciation expense for 2021, 2020, and 2019 was \$426,683, \$490,166, and \$506,150, respectively.

Note 5 - Acquired Intangible Assets and Goodwill

Intangible assets of the Company at December 31, 2021 and 2020 are summarized as follows:

	2021		2020	
	Gross Carrying Amount	Accumulated Amortization	Gross Carrying Amount	Accumulated Amortization
Franchise rights	<u>\$ 20,691,131</u>	<u>\$ 18,511,764</u>	<u>\$ 20,651,131</u>	<u>\$ 17,767,754</u>

Amortization expense for intangible assets totaled \$744,010, \$752,305, and \$731,930 for the years ended December 31, 2021, 2020, and 2019, respectively.

Estimated amortization expense for the years ending December 31 is as follows:

Years Ending	Amount
2022	\$ 391,904
2023	377,237
2024	377,237
2025	377,237
2026	340,797
Thereafter	314,955
Total	<u>\$ 2,179,367</u>

Goodwill amortization totaled \$91,778, \$100,467, and \$89,169 for the years ended December 31, 2021, 2020, and 2019, respectively.

	2021	2020
Gross amount of goodwill recorded	\$ 897,720	\$ 885,246
Accumulated amortization	(431,997)	(351,012)
Effect of foreign currency translation	-	21,261
Net carrying value	<u>\$ 465,723</u>	<u>\$ 555,495</u>

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 6 - Line of Credit

The Company refinanced all debt on December 16, 2020. As part of this refinance, the Company entered into a line of credit agreement with a bank totaling \$1,500,000, which matures on August 30, 2022, with interest payable monthly at the prime rate (an effective rate of 3.25 at December 31, 2021 and 2020). There were no outstanding borrowings on the line of credit at December 31, 2021 or 2020.

The line of credit is under a master agreement with the bank. Under the agreement with the bank, the Company's ultimate parent was subject to various financial covenants, including a funded debt to earnings before interest, taxes, depreciation, and amortization (EBITDA) ratio and a debt service coverage ratio. The line of credit is collateralized by substantially all assets and has a limited guarantee by the majority owner.

Note 7 - Long-term Debt

Long-term debt at December 31, 2021 and 2020 is as follows:

	2021	2020
Note payable to a bank in monthly installments of \$21,373, including interest at 4.50 percent. The note is due on September 5, 2030	\$ 2,910,713	\$ 3,031,389
Note payable to a bank in monthly installments of \$30,423, including interest at 4.50 percent. The note is collateralized by all of the Company's assets, as well as a limited personal guarantee by the majority owner, and is due on December 16, 2027	1,911,954	2,184,004
Note payable to a bank in monthly installments of \$14,881, including interest at 4.25 percent. The note is collateralized by all of the Company's assets, as well as a limited personal guarantee by the majority owner. The note was paid in full during 2021	-	1,077,370
Note payable to a third party in monthly installments of \$10,310, including interest at 4.25 percent. The note is due in full on December 16, 2027	654,215	747,959
Note payable to a third party in monthly installments of \$10,287, including interest at 4.25 percent. The note is due in full on December 16, 2027	652,731	746,262
Total	6,129,613	7,786,984
Less current portion	605,378	713,800
Long-term portion	<u>\$ 5,524,235</u>	<u>\$ 7,073,184</u>

The balance of the above debt matures as follows:

Years Ending	Amount
2022	\$ 605,378
2023	632,948
2024	661,268
2025	691,891
2026	723,405
Thereafter	2,814,723
Total	<u>\$ 6,129,613</u>

Interest expense for 2021, 2020, and 2019 was \$330,699, \$400,875, and \$420,057, respectively.

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 7 - Long-term Debt (Continued)

The Company is liable for the entire amount of the aforementioned notes payable to a bank on a joint and several basis under a master agreement with the Company's ultimate parent and the bank. As of December 31, 2021 and 2020, the total outstanding balance of the debt was \$4,822,667 and \$6,292,763, respectively, and the Company has recognized a liability for its agreed-upon portion for the same amounts. Under the agreement with the bank, the Company's ultimate parent is subject to various financial covenants, including a funded debt to earnings before interest, taxes, depreciation, and amortization ratio and a debt service coverage ratio. The notes payable are collateralized by substantially all assets and have a limited guarantee by the majority owner. In the event the Company is required to make payments on the debt in excess of the agreed-upon amount, the Company could seek to recover those amounts from the ultimate parent; however, the Company does not hold specific recourse or collateral rights in connection with the agreement.

Note 8 - Capital Leases

At December 31, 2021 and 2020, property under capital leases consists of various equipment with a gross cost of \$54,714 and \$49,395, respectively. Accumulated depreciation on the property under capital leases was \$11,853 and \$48,409 at December 31, 2021 and 2020, respectively.

The future minimum lease payments under capital leases are as follows:

<u>Years Ending December 31</u>	<u>Amount</u>
2022	\$ 14,898
2023	14,898
2024	14,898
2025	<u>5,215</u>
Total	49,909
Less amount representing interest	<u>3,466</u>
Present value of net minimum lease payments	46,443
Less current obligations	<u>13,179</u>
Long-term obligations under capital leases	<u>\$ 33,264</u>

Alliance Franchise Brands LLC and Subsidiaries

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 9 - Accrued Liabilities

The following is the detail of accrued liabilities:

	2021	2020
Accrued compensation expense	\$ 1,334,573	\$ 147,291
Customer deposits	364,628	222,458
Accrued interest	14,325	17,257
Master royalties payable	43,564	39,183
Taxes payable	48,034	54,781
Accrued legal fees	12,106	-
Accrued convention expense	162,450	298,425
Accrued advertising rebates	32,945	57,708
Deferred occupancy	83,601	95,087
Other accrued liabilities	436,367	350,357
Total accrued and other liabilities	<u>\$ 2,532,593</u>	<u>\$ 1,282,547</u>

Note 10 - Operating Leases

The Company is obligated under an operating lease for its facility in Middle River, Maryland for a term of seven years expiring in February 2025. Monthly rent escalates over the term of the lease from \$22,097 to \$25,626. The lease also requires monthly payments for a portion of the building's operating costs. The lease can be renewed for one term of five years. Total rent expense under the lease was \$272,907 for the years ended December 31, 2021, 2020, and 2019.

Future minimum annual commitments under these operating leases are as follows:

Years Ending December 31	Amount
2022	\$ 291,504
2023	298,791
2024	306,261
2025	51,252
Total	<u>\$ 947,808</u>

Note 11 - Related Party Transactions

The following is a description of transactions between the Company and related parties:

Accounts Receivable

At December 31, 2021 and 2020, the Company had accounts receivable from companies related through common management and ownership totaling \$1,578,261 and \$1,431,233, respectively.

Accounts Payable

At December 31, 2021 and 2020, the Company had accounts payable to companies related through common management and ownership totaling \$469 and \$0, respectively.

Notes to Consolidated Financial Statements

December 31, 2021, 2020, and 2019

Note 11 - Related Party Transactions (Continued)

Shared Services

The Company entered into a shared services agreement with an affiliate related through common ownership. The Company provided the affiliate with support in the form of executive management, financial reporting and budgeting, accounting, risk management, human resources, technology, and other services in exchange for \$20,833 per month in 2021, 2020, and 2019. The Company's revenue related to this agreement was \$250,000 for the years ended December 31, 2021, 2020, and 2019.

The Company entered into a second shared services agreement with an affiliate related through common ownership. The Company provided the affiliate with support in the form of executive management, payroll and benefits, accounting, and other services in exchange for \$1,250, \$3,333, and \$3,750 per month in 2021, 2020, and 2019, respectively. The Company's revenue related to this agreement was \$15,000, \$40,000, and \$45,977 for the years ended December 31, 2021, 2020, and 2019, respectively.

The Company's shared service revenue and expenses are included in operating expenses on the accompanying consolidated statement of operations and comprehensive income.

Revenue

For the years ended December 31, 2021, 2020, and 2019, the Company had revenue from affiliates totaling \$389,675, \$318,046, and \$305,258 related to royalties; production sales; and franchise, technology, and marketing fees. For the years ended December 31, 2021, 2020, and 2019, the Company had rent revenue from related parties totaling \$208,802, \$204,700, and \$200,692, respectively.

Purchases

For the years ended December 31, 2021, 2020, and 2019, the Company had purchases from affiliates totaling \$21,146, \$0, and \$0, respectively.

Note 12 - Retirement Plans

The Company sponsors a 401(k) plan, which includes a profit-sharing feature, for substantially all employees. The plan provides for the Company to make a matching contribution. Contributions to the plan totaled \$153,132, \$95,615, and \$242,023 for the years ended December 31, 2021, 2020, and 2019, respectively.

EXHIBIT N

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EXHIBIT O
SAMPLE GENERAL RELEASE

ALLIANCE FRANCHISE BRANDS LLC

GRANT OF FRANCHISOR CONSENT AND FRANCHISEE RELEASE

Alliance Franchise Brands LLC (“we,” “us,” or “our”) and the undersigned franchisee, _____

_____ (“you” or “your”), currently are parties to a certain Franchise Agreement (the “Franchise Agreement”) dated _____. You have asked us to take the following action or to agree to the following request: [insert as appropriate for renewal situation]_____

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

Consistent with the previous introduction, you, on your own behalf and on behalf of your affiliated entities, and each such foregoing person’s or entity’s successors, heirs, executors, administrators, personal representatives, agents, assigns, partners, owners, directors, officers, principals, and employees (collectively, the "Releasing Parties"), hereby forever release and discharge us and our current and former affiliated entities, and each such entity’s officers, directors, owners, principals, employees, agents, representatives, successors, and assigns (collectively, the "AFB Parties") of and from any and all claims, damages (known and unknown), demands, causes of action, suits, duties, liabilities, and agreements of any nature and kind (collectively, “Claims”) that you and any of the other Releasing Parties now has, ever had, or, but for this document, hereafter would or could have against any of the AFB Parties, including without limitation, Claims (1) arising out of or related to the AFB Parties' obligations under the Franchise Agreement or (2) otherwise arising from or related to your and the other Releasing Parties' relationship, from the beginning of time to the date of your signature below, with any of the AFB Parties. You, on your own behalf and on behalf of the other Releasing Parties, further covenant not to sue any of the AFB Parties on any of the Claims released by this paragraph and represent that you have not assigned any of the Claims released by this paragraph to any individual or entity who is not bound by this paragraph.

We also are entitled to a release and covenant not to sue from your owners. By his, her, or their separate signatures below, your owners likewise grant to us the release and covenant not to sue provided above.

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

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

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

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

If the Center is located in Maryland or if you are a resident of Maryland, the following shall apply:

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

If the Center is located in Washington or if you are a resident of Washington, the following shall apply:

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

[Signature Page Follows]

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

ALLIANCE FRANCHISE BRANDS LLC

Print Name: _____

Title: _____

By: _____

Date: _____

FRANCHISEE

Print Name: _____

Title: _____

By: _____

Date: _____

GUARANTOR

Print Name: _____

Title: _____

By: _____

Date: _____

Print Name: _____

Title: _____

By: _____

Date: _____

EXHIBIT P

STATE ADDENDA AND AGREEMENT RIDERS

**ADDITIONAL DISCLOSURES FOR THE
FRANCHISE DISCLOSURE DOCUMENT OF
ALLIANCE FRANCHISE BRANDS LLC**

The following are additional disclosures for the Franchise Disclosure Document of ALLIANCE FRANCHISE BRANDS LLC required by various state franchise laws. Each provision of these additional disclosures will only apply to you if the applicable state franchise registration and disclosure law applies to you.

ILLINOIS

1. The "Summary" section of Item 17(v), entitled **Choice of forum**, is deleted in its entirety.

2. The "Summary" section of Item 17(w), entitled **Choice of law**, is deleted and replaced with the following:

Except for U.S. Federal Arbitration Act and other federal laws in the U.S., the laws of the state of Illinois apply.

MARYLAND

1. The following is added to the end of the "Summary" sections of Item 17(c), entitled **Requirements for franchisee to renew or extend**, and Item 17(m), entitled **Conditions for franchisor approval of transfer**:

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

2. The following is added to the end of the "Summary" section of Item 17(h), entitled **"Cause" defined – non-curable defaults**:

The Franchise Agreement provides for termination upon bankruptcy. This provision might not be enforceable under federal bankruptcy law (11 U.S.C. Sections 101 et seq.), but we will enforce it to the extent enforceable.

3. The "Summary" sections of Item 17(v), entitled **Choice of forum**, and 17(w), entitled **Choice of law**, are amended to add the following:

, except that you may bring suit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

4. The following language is added to the end of the chart in Item 17:

Despite any contradicting provision in the Franchise Agreement, you have 3 years from the date on which we grant you the franchise to bring a claim under the Maryland Franchise Registration and Disclosure Law.

MINNESOTA

1. The disclosure in the Item 6 chart, entitled “**Termination Fee**,” is deleted in its entirety.

2. **Renewal, Termination, Transfer and Dispute Resolution**. The following is added to the end of the chart in Item 17:

Minnesota law provides you with certain termination and non-renewal rights. Minn. Stat. Sec. 80C.14, Subds. 3, 4 and 5 require, except in certain specified cases, that you be given 90 days' notice of termination (with 60 days to cure) of the Franchise Agreement and 180 days' notice for non-renewal of the Franchise Agreement.

Minn. Stat. Sec. 80C.21 and Minn. Rule 2860.4400J prohibit us from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring you to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Franchise Disclosure Document or Franchise Agreement can abrogate or reduce any of your rights as provided for in Minnesota Statutes 1984, Chapter 80C, or your rights to any procedure, forum or remedies provided for by the laws of the jurisdiction. Those provisions also provide that no condition, stipulations or provision in the Franchise Agreement will in any way abrogate or reduce any of your rights under the Minnesota Franchises Law, including, if applicable, the right to submit matters to the jurisdiction of the courts of Minnesota.

Any release as a condition of renewal and/or transfer/assignment will not apply to the extent prohibited by applicable law with respect to claims arising under Minn. Rule 2860.4400D.

NEW YORK

1. The following paragraphs are added to the state 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 NEW YORK STATE DOES

NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND NEW YORK STATE DEPARTMENT OF LAW, INVESTOR PROTECTION BUREAU, 28 LIBERTY STREET, 21ST FLOOR, NEW YORK, NEW YORK 10005.

WE MAY, IF WE CHOOSE, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, WE 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 us, our predecessor, our parent, affiliates, the persons identified in Item 2, or an affiliate offering franchises under our *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:

Except as provided above, with regard to us, our affiliate, our predecessor, officers or general partners, or any other individual who will have management responsibility relating to the sale or operation of franchises offered by this Disclosure Document, no such party, has during the 10-year period immediately before the date of the offering circular: (a) filed as debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code; or (b) obtained a discharge of its debts under the 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 the "Summary" sections of Item 17(c), entitled **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.

5. The following is added to the end of the "Summary" section of Item 17(j), entitled **Assignment of contract by franchisor**:

No assignment will be made except to an assignee who, in our good faith judgment, is willing and able to assume our obligations under the Franchise Agreement.

6. The following is added to the end of the "Summary" sections of Item 17(v), entitled **Choice of forum**, and Item 17(w), entitled **Choice of law**:

However, the governing choice of law and choice of forum should not be considered a waiver of any right conferred upon you by the provisions of Article 33 of the General Business Law of the State of New York.

NORTH DAKOTA

1. The section of the Item 6 chart, entitled **Termination Fee**, is deleted in its entirety.

2. The following is added to the end of the "Summary" sections of Item 17(c), entitled **Requirements for franchisee to renew or extend**, and Item 17(m), entitled **Conditions for franchisor approval of transfer**:

However, any release required as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by the North Dakota Franchise Investment Law.

3. The following is added to the end of the "Summary" section of Item 17(r), entitled **Non-competition covenants after the franchise is terminated or expires**:

Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota; however, we and you will enforce the covenants to the maximum extent the law allows.

4. The following is added to the end of the "Summary" section of Item 17(u), entitled **Dispute resolution by arbitration or mediation**:

To the extent required by the North Dakota Franchise Investment Law (unless such requirement is preempted by the Federal Arbitration Act), arbitration will be at a site to which we and you mutually agree.

5. The "Summary" section of Item 17(v), entitled **Choice of forum**, is deleted and replaced with the following:

Litigation must be exclusively in the state or federal court which is closest to our or, as applicable, our successor's or assign's then current principal place of business is located (currently Plymouth, Michigan), except that, subject to your arbitration obligation, and to the extent required by North Dakota Franchise Investment Law you may bring an action in North Dakota.

6. The "Summary" section of Item 17(w), entitled **Choice of law**, is deleted and replaced with the following:

Except as otherwise required by North Dakota law, the laws of the State of Michigan will apply.

RHODE ISLAND

1. The following language is added to the end of the "Summary" sections of Item 17(v), entitled **Choice of forum**, and 17(w), entitled **Choice of law**:

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

VIRGINIA

1. The following language is added to the end of the "Summary" section of Item 17(e), entitled **Termination by franchisor without cause**:

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 does not constitute "reasonable cause," as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

WASHINGTON

1. The following risk factor is added to the page of the Disclosure Document entitled Special Risks to Consider About *This Franchise*:

Use of Franchise Brokers. The franchisor uses the services of franchise brokers to assist it in selling franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. Do not rely only on the information provided by a franchise broker about a franchise. Do your own investigation by contacting the franchisor's current and former franchisees to ask them about their experience with the franchisor.

2. The following matter is added at the end of Item 3:

In re: Franchise No Poaching Provisions (Allegra Network, LLC) (Case No. 19-2-28279-7 SEA; State of Washington, King County Superior Court). Beginning in January 2018, the Washington Attorney General launched a sweeping investigation into the use of non-solicitation and no-hire provisions in franchise agreements, with the stated goal of

“eliminating no-poach clauses nationwide.” The Washington Attorney General asserted that such no-poach provisions violated the Washington Consumer Protection Act. We elected, on October 28, 2019, to enter into an Assurance of Discontinuance (“AOD”) to avoid the time and expense of a protracted court action. Other than as a mechanism for the court to approve and enter the AOD, no court proceeding was initiated. Under the terms of the AOD, we agreed to: notify all franchisees that we entered into the AOD, not include no-poach provisions in our future agreements, not enforce such provisions in our existing franchise agreements, exercise reasonable commercial efforts to amend all existing franchise agreements with entities in Washington to remove any no-poach provisions in their existing agreement, and remove those provisions from existing agreements as they came up for renewal or renegotiation. Under its express terms, the AOD is not to be construed as an admission of law, fact, liability, misconduct, or wrongdoing on our part.

3. The following statement is added to Item 5 at the end of the paragraph under the section heading **Referral Fee**:

Persons who receive financial incentives to refer franchise prospects to us may be required to register as franchise brokers under the laws of some states.

4. The following paragraphs are added at the end of Item 17:

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act (the “Act”), Chapter 19.100 RCW, shall prevail.

RCW 19.100.180 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 which supersede the Franchise Agreement in your relationship with us, including the areas of termination and renewal of your franchise.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the State of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the Franchise Agreement, you may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Act, in Washington.

A release or waiver of rights executed by you may not include rights under the Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the Franchise Agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, might not be enforceable.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the Franchise Agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the Franchise Agreement or elsewhere are void and unenforceable in Washington.

**THE FOLLOWING PAGES IN THIS EXHIBIT ARE
STATE-SPECIFIC RIDERS TO THE
FRANCHISE AGREEMENT**

**RIDER TO THE ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT
FOR USE IN ILLINOIS**

THIS RIDER is by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, MI 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain franchise agreement dated _____ (the "Franchise Agreement") that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) any of the offering or sales activity relating to the Franchise Agreement occurred in Illinois and the *Allegra*[®] Center, *American Speedy*[®] *Printing* Center or *Insty-Prints*[®] Center that you will operate under the Franchise Agreement will be located in Illinois, and/or (b) you are domiciled in Illinois.

2. **GOVERNING LAW.** Section 17.H of the Franchise Agreement is deleted and replaced with the following:

H. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT, THE FRANCHISE, AND ALL CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF ILLINOIS WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES.

3. **CONSENT TO JURISDICTION.** Section 17.I of the Franchise Agreement is deleted in its entirety.

4. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL.** The following language is added to the end of Section 17.J of the Franchise Agreement:

HOWEVER, THIS SECTION SHALL NOT ACT AS A CONDITION, STIPULATION OR PROVISION PURPORTING TO BIND ANY PERSON ACQUIRING ANY FRANCHISE TO WAIVE COMPLIANCE WITH ANY PROVISION OF THE ILLINOIS FRANCHISE DISCLOSURE ACT AT SECTION 705/41 OR ILLINOIS REGULATIONS AT SECTION 200.609.

5. **ILLINOIS FRANCHISE DISCLOSURE ACT.** The following language is added as Section 17.P of the Franchise Agreement:

P. ILLINOIS FRANCHISE DISCLOSURE ACT. Section 41 of the Illinois Franchise Disclosure Act states that any condition, stipulation, or provision purporting to bind any

person acquiring any franchise to waive compliance with any provision of the Act or any other law of Illinois is void.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the effective date of the Franchise Agreement.

ALLIANCE FRANCHISE BRANDS LLC, a
Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

**RIDER TO THE ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT
FOR USE IN MARYLAND**

THIS RIDER is by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, MI 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain franchise agreement dated _____ (the "Franchise Agreement") that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) you are domiciled in Maryland, and/or (b) the *Allegra*[®] Center, *American Speedy*[®] *Printing* Center or *Insty-Prints*[®] Center that you will operate under the Franchise Agreement will be located in Maryland.

2. **NON-WAIVER.** The following is added to the end of Section 1.B of the Franchise Agreement:

To the extent so required by applicable law, these acknowledgments are not intended to act, nor shall they act, as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

3. **RELEASES.** The following is added to the end of Sections 12.C(11), 12.D, 13.C and 15.E of the Franchise Agreement:

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

4. **INSOLVENCY.** The following is added to the end of Sections 14.B(16) and 14.B(17) of the Franchise Agreement:

; however, we and you acknowledge that certain aspects of this provision might not be enforceable under federal bankruptcy law (11 U.S.C. Sections 101 et seq.).

5. **GOVERNING LAW.** Section 17.H of the Franchise Agreement is deleted and replaced with the following:

H. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT, THE FRANCHISE, AND ALL CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF MICHIGAN WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT (1) ANY STATE LAW REGULATING THE OFFER OR

SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF A FRANCHISOR AND ITS FRANCHISEE WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH, AND (2) TO THE EXTENT REQUIRED BY APPLICABLE LAW, MARYLAND LAW WILL APPLY TO CLAIMS ARISING UNDER THE MARYLAND FRANCHISE REGISTRATION AND DISCLOSURE LAW.

6. **CONSENT TO JURISDICTION.** Section 17.I of the Franchise Agreement is deleted and replaced with the following:

I. CONSENT TO JURISDICTION. SUBJECT TO SECTION 17.G. ABOVE AND THE PROVISIONS BELOW, YOU AND YOUR OWNERS AGREE THAT ALL ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OTHERWISE AS A RESULT OF THE RELATIONSHIP BETWEEN YOU AND US MUST BE COMMENCED EXCLUSIVELY IN THE STATE OR FEDERAL COURT WHICH IS CLOSEST TO OUR OR, AS APPLICABLE, OUR SUCCESSOR'S OR ASSIGN'S THEN CURRENT PRINCIPAL PLACE OF BUSINESS (CURRENTLY PLYMOUTH, MICHIGAN), AND WE AND YOU (AND EACH OWNER) IRREVOCABLY CONSENT TO THE JURISDICTION OF THOSE COURTS AND WAIVE ANY OBJECTION TO EITHER THE JURISDICTION OF OR VENUE IN THOSE COURTS. NOTWITHSTANDING THE FOREGOING, YOU MAY BRING AN ACTION IN MARYLAND FOR CLAIMS ARISING UNDER THE MARYLAND FRANCHISE REGISTRATION AND DISCLOSURE LAW.

7. **CLASS ACTION BAR AND LIMITATIONS OF CLAIMS.** The following is added to the end of Section 17.N of the Franchise Agreement:

; PROVIDED, HOWEVER, THAT THIS LIMITATION OF CLAIMS SHALL NOT ACT TO REDUCE THE 3 YEAR STATUTE OF LIMITATIONS AFFORDED YOU FOR BRINGING A CLAIM UNDER THE MARYLAND FRANCHISE REGISTRATION AND DISCLOSURE LAW.

The remainder of this page is intentionally left blank.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the effective date of the Franchise Agreement.

ALLIANCE FRANCHISE BRANDS LLC, a
Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

**RIDER TO THE ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT
FOR USE IN MINNESOTA**

THIS RIDER is by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, MI 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain franchise agreement dated _____ (the "Franchise Agreement") that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the *Allegra*[®] Center, *American Speedy*[®] *Printing* Center or *Insty-Prints*[®] Center that you will operate under the Franchise Agreement will be located in Minnesota; and/or (b) any of the offering or sales activity relating to the Franchise Agreement occurred in Minnesota.

2. **RELEASES.** The following is added to the end of Sections 12.C(11), 12.D, 13.C and 15.E of the Franchise Agreement:

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

3. **RENEWAL AND TERMINATION.** The following is added to the end of Sections 13 and 14.B of the Franchise Agreement:

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

4. **TERMINATION FEE.** Section 14.A(2) of the Franchise Agreement is deleted in its entirety.

5. **GOVERNING LAW.** Section 17.H of the Franchise Agreement is deleted and replaced with the following:

H. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT, THE FRANCHISE, AND ALL CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF MICHIGAN WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT (1) ANY STATE LAW REGULATING THE OFFER OR SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF A FRANCHISOR AND ITS FRANCHISEE WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT

REFERENCE TO THIS PARAGRAPH, AND (2) NOTHING IN THIS AGREEMENT WILL ABROGATE OR REDUCE ANY OF YOUR RIGHTS UNDER MINNESOTA STATUTES CHAPTER 80C OR YOUR RIGHT TO ANY PROCEDURE, FORUM OR REMEDIES THAT THE LAWS OF THE JURISDICTION PROVIDE.

6. **CONSENT TO JURISDICTION.** Section 17.I of the Franchise Agreement is deleted and replaced with the following:

I. **CONSENT TO JURISDICTION.** SUBJECT TO SECTION 17.G. ABOVE AND THE PROVISIONS BELOW, YOU AND YOUR OWNERS AGREE THAT ALL ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OTHERWISE AS A RESULT OF THE RELATIONSHIP BETWEEN YOU AND US MUST BE COMMENCED EXCLUSIVELY IN THE STATE OR FEDERAL COURT WHICH IS CLOSEST TO OUR OR, AS APPLICABLE, OUR SUCCESSOR'S OR ASSIGN'S THEN CURRENT PRINCIPAL PLACE OF BUSINESS (CURRENTLY PLYMOUTH, MICHIGAN), AND WE AND YOU (AND EACH OWNER) IRREVOCABLY CONSENT TO THE JURISDICTION OF THOSE COURTS AND WAIVE ANY OBJECTION TO EITHER THE JURISDICTION OF OR VENUE IN THOSE COURTS. NOTWITHSTANDING THE FOREGOING, MINN. STAT. SEC. 80C.21 AND MINN. RULE 2860.4400J PROHIBIT US, EXCEPT IN CERTAIN SPECIFIED CASES, FROM REQUIRING LITIGATION TO BE CONDUCTED OUTSIDE MINNESOTA. NOTHING IN THIS AGREEMENT SHALL ABROGATE OR REDUCE ANY OF YOUR RIGHTS UNDER MINNESOTA STATUTES CHAPTER 80C OR YOUR RIGHT TO ANY PROCEDURE, FORUM OR REMEDIES THAT THE LAWS OF THE JURISDICTION PROVIDE.

7. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL.** If and then only to the extent required by the Minnesota Franchises Law, Section 17.J of the Franchise Agreement is deleted.

8. **DAMAGES.** The following language is added to the end of Section 17.K of the Franchise Agreement:

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

9. **INJUNCTIVE RELIEF.** Section 17.L of the Franchise Agreement is deleted and replaced with the following:

L. **INJUNCTIVE RELIEF.** Nothing in this Agreement, including the provisions of Section 17.G, bars our right to seek specific performance of the provisions of this Agreement and injunctive relief against threatened or actual conduct that will cause us, the Marks and/or the Franchise System loss or damage, under customary equity rules, including applicable rules for obtaining restraining orders and temporary or preliminary injunctions (subject to our obligation to arbitrate the underlying claim if required by Section 17.G). You agree that we may seek such injunctive relief in addition to such further or other relief as may be available at law or in equity. You agree that your only remedy if

an injunction is entered against you will be the dissolution of that injunction, if warranted, upon due hearing (all claims for damages by injunction being expressly waived hereby).

10. **CLASS ACTION BAR AND LIMITATIONS OF CLAIMS.** The following is added to the end of Section 17.N of the Franchise Agreement:

; PROVIDED, HOWEVER, THAT MINNESOTA LAW PROVIDES THAT NO ACTION MAY BE COMMENCED UNDER MINN. STAT. SEC. 80C.17 MORE THAN 3 YEARS AFTER THE CAUSE OF ACTION ACCRUES.

The remainder of this page is intentionally left blank.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the effective date of the Franchise Agreement.

ALLIANCE FRANCHISE BRANDS LLC, a
Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

**RIDER TO THE
ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT FOR USE IN THE
STATE OF NEW YORK**

THIS RIDER is by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, MI 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain franchise agreement dated _____, (the "Franchise Agreement") that has been signed concurrently with this Rider. This Rider is being signed because (a) you are domiciled in the State of New York and the *Allegra*[®] Center, *American Speedy*[®] *Printing* Center or *Insty-Prints*[®] Center that you will operate under the Franchise Agreement will be located in New York, and/or (b) any of the offering or sales activity relating to the Franchise Agreement occurred in New York.

2. **TRANSFER BY US.** The following language is added to the end of Section 12.A of the Franchise Agreement:

However, to the extent required by applicable law, no transfer will be made except to an assignee who, in our good faith and judgment, is willing and able to assume our obligations under this Agreement.

3. **RELEASES.** The following language is added to the end of Sections 12.C(11), 12.D, 13.C and 15.E of the Franchise Agreement:

Notwithstanding the foregoing all rights enjoyed by you 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 to the extent required by the non-waiver provisions of GBL Sections 687.4 and 687.5, as amended.

4. **TERMINATION OF AGREEMENT - BY YOU.** The following language is added to the end of Section 14.A of the Franchise Agreement:

You also may terminate this Agreement on any grounds available by law under the provisions of Article 33 of the General Business Law of the State of New York.

5. **GOVERNING LAW AND CONSENT TO JURISDICTION.** The following statement is added to the end of Sections 17.H and 17.I of the Franchise Agreement:

THIS SECTION SHALL NOT BE CONSIDERED A WAIVER OF ANY RIGHT CONFERRED UPON YOU BY THE PROVISIONS OF ARTICLE 33 OF THE NEW YORK STATE GENERAL BUSINESS LAW, AS AMENDED, AND THE REGULATIONS ISSUED THEREUNDER.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the effective date of the Franchise Agreement.

ALLIANCE FRANCHISE BRANDS LLC, a
Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

**RIDER TO THE ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT
FOR USE IN NORTH DAKOTA**

THIS RIDER is by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, MI 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain franchise agreement dated _____ (the “Franchise Agreement”) that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) you are a resident of North Dakota and the *Allegra*[®] Center, *American Speedy*[®] *Printing* Center or *Insty-Prints*[®] Center that you will operate under the Franchise Agreement will be located or operated in North Dakota; and/or (b) any of the offering or sales activity relating to the Franchise Agreement occurred in North Dakota.

2. **RELEASES.** The following is added to the end of Sections 12.C(11), 12.D, 13.C and 15.E of the Franchise Agreement:

Any release required as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by the North Dakota Franchise Investment Law.

3. **TERMINATION FEE.** Section 14.A(2) of the Franchise Agreement is deleted in its entirety.

4. **COVENANT NOT TO COMPETE.** The following is added to the end of Section 15.D of the Franchise Agreement:

Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota; however, we will enforce the covenants to the maximum extent the law allows.

5. **ARBITRATION.** The first paragraph of Section 17.G of the Franchise Agreement is amended to read as follows:

G. **ARBITRATION.** We and you agree that all controversies, disputes, or claims between us or any of our affiliates, and our and their respective owners, officers, directors, agents, and employees on the one hand, and you (and your owners, guarantors, affiliates, and/or employees), on the other hand, arising out of or related to:

- (1) this Agreement or any other agreement between you (or any of your owners) and us (or any of our affiliates);
- (2) our relationship with you;
- (3) the scope or validity of this Agreement or any other agreement between you (or any of your owners) and us (or any of our affiliates) or any provision of any such agreements (including the validity and scope of the

arbitration provision under this Section, which we and you acknowledge is to be determined by an arbitrator, not a court); or

- (4) any System Standard;

must be submitted for binding arbitration, on demand of either party, to the American Arbitration Association (“AAA”). The arbitration proceedings will be conducted by one arbitrator and, except as this Section otherwise provides, according to the AAA’s then-current Commercial Arbitration Rules. All proceedings will be conducted at a suitable location chosen by the arbitrator that is within 50 miles of our or, as applicable, our successor’s or assign’s then-current principal place of business (currently, Plymouth, Michigan); provided, however, that to the extent otherwise required by the North Dakota Franchise Investment Law (unless such a requirement is preempted by the Federal Arbitration Act), arbitration shall be held at a site to which we and you mutually agree. All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et seq.). The interim and final awards of the arbitrator shall be final and binding upon each party, and judgment upon the arbitrator’s awards may be entered in any court of competent jurisdiction.

6. **GOVERNING LAW.** Section 17.H of the Franchise Agreement is deleted and replaced with the following:

H. GOVERNING LAW. ALL MATTERS RELATING TO ARBITRATION WILL BE GOVERNED BY THE UNITED STATES FEDERAL ARBITRATION ACT (9 U.S.C. §§ 1 ET SEQ.). EXCEPT TO THE EXTENT GOVERNED BY THE FEDERAL ARBITRATION ACT, THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW AND EXCEPT AS OTHERWISE REQUIRED BY NORTH DAKOTA LAW, THIS AGREEMENT, THE FRANCHISE, AND ALL CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF MICHIGAN WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES, EXCEPT THAT ANY STATE LAW REGULATING THE OFFER OR SALE OF FRANCHISES OR GOVERNING THE RELATIONSHIP OF A FRANCHISOR AND ITS FRANCHISEE WILL NOT APPLY UNLESS ITS JURISDICTIONAL REQUIREMENTS ARE MET INDEPENDENTLY WITHOUT REFERENCE TO THIS PARAGRAPH.

7. **CONSENT TO JURISDICTION.** Section 17.I of the Franchise Agreement is deleted and replaced with the following:

I. CONSENT TO JURISDICTION. SUBJECT TO SECTION 17.G. ABOVE AND THE PROVISIONS BELOW, YOU AND YOUR OWNERS AGREE THAT ALL ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OTHERWISE AS A RESULT OF THE RELATIONSHIP BETWEEN YOU AND US MUST BE COMMENCED EXCLUSIVELY IN THE STATE OR FEDERAL COURT WHICH IS CLOSEST TO OUR OR, AS APPLICABLE, OUR SUCCESSOR’S OR ASSIGN’S THEN CURRENT PRINCIPAL PLACE OF BUSINESS (CURRENTLY PLYMOUTH, MICHIGAN), AND WE AND YOU (AND EACH OWNER) IRREVOCABLY CONSENT TO THE

JURISDICTION OF THOSE COURTS AND WAIVE ANY OBJECTION TO EITHER THE JURISDICTION OF OR VENUE IN THOSE COURTS. NOTWITHSTANDING THE FOREGOING, TO THE EXTENT REQUIRED BY THE NORTH DAKOTA FRANCHISE INVESTMENT LAW, AND SUBJECT TO YOUR ARBITRATION OBLIGATIONS, YOU MAY BRING AN ACTION IN NORTH DAKOTA FOR CLAIMS ARISING UNDER THE NORTH DAKOTA FRANCHISE INVESTMENT LAW.

8. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL.** To the extent required by the North Dakota Franchise Investment Law, Section 17.J of the Franchise Agreement is deleted.

9. **DAMAGES.** The following language is added to the end of Section 17.K of the Franchise Agreement:

We and you acknowledge that certain parts of this provision might not be enforceable under the North Dakota Franchise Investment Law. However, we and you agree to enforce the provision to the extent the law allows.

10. **CLASS ACTION BAR AND LIMITATIONS OF CLAIMS.** The following is added to the end of Section 17.N of the Franchise Agreement:

THE STATUTES OF LIMITATIONS UNDER NORTH DAKOTA LAW APPLIES WITH RESPECT TO CLAIMS ARISING UNDER THE NORTH DAKOTA FRANCHISE INVESTMENT LAW.

The remainder of this page is intentionally left blank.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the effective date of the Franchise Agreement.

ALLIANCE FRANCHISE BRANDS LLC, a
Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

**RIDER TO THE ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT
FOR USE IN RHODE ISLAND**

THIS RIDER is by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, MI 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain franchise agreement dated _____ (the “Franchise Agreement”) that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) you are domiciled in Rhode Island and the *Allegra*[®] Center, *American Speedy*[®] *Printing* Center or *Insty-Prints*[®] Center that you will operate under the Franchise Agreement will be located in Rhode Island; and/or (b) any of the offering or sales activity relating to the Franchise Agreement occurred in Rhode Island.

2. **GOVERNING LAW/CONSENT TO JURISDICTION.** The following language is added to Section 17.H and 17.I of the Franchise Agreement:

SECTION 19-28.1-14 OF THE RHODE ISLAND FRANCHISE INVESTMENT ACT PROVIDES THAT “A PROVISION IN A FRANCHISE AGREEMENT RESTRICTING JURISDICTION OR VENUE TO A FORUM OUTSIDE THIS STATE OR REQUIRING THE APPLICATION OF THE LAWS OF ANOTHER STATE IS VOID WITH RESPECT TO A CLAIM OTHERWISE ENFORCEABLE UNDER THIS ACT.”

The remainder of this page is intentionally left blank.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the effective date of the Franchise Agreement.

ALLIANCE FRANCHISE BRANDS LLC, a
Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

**RIDER TO THE ALLIANCE FRANCHISE BRANDS LLC
FRANCHISE AGREEMENT, REPRESENTATIONS AND ACKNOWLEDGEMENT
STATEMENT AND RELATED AGREEMENTS
FOR USE IN WASHINGTON**

THIS RIDER is by and between **ALLIANCE FRANCHISE BRANDS LLC**, a Michigan limited liability company with its principal business address at 47585 Galleon Drive, Plymouth, MI 48170-2466 (“we” or “us”), and _____, whose principal business address is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain franchise agreement dated _____ (the "Franchise Agreement") that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) you are domiciled in Washington; and/or (b) the *Allegra*[®] Center, *American Speedy*[®] Printing Center or *Insty-Prints*[®] Center that you will operate under the Franchise Agreement will be located or operated in Washington; and/or (c) you accepted the offer for the sale of the *Allegra*[®], *American Speedy*[®] Printing or *Insty-Prints*[®] franchise in Washington.

2. **COVENANT NOT TO COMPETE.** Section 15.D of the Franchise Agreement is hereby modified by deleting the words “two years” and replacing them with “eighteen months.”

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

In recognition of the requirements of the Washington Franchise Investment Protection Act (the “Act”) and the rules and regulations promulgated thereunder, this Agreement shall be modified as follows:

In the event of a conflict of laws, the provisions of the Act, Chapter 19.100 RCW will prevail.

RCW 19.100.180 may supersede this Agreement in your relationship with us, including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede this Agreement in your relationship with us, including the areas of termination and renewal of your franchise.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the State of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by this Agreement, you may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Act, in Washington.

A release or waiver of rights executed by you may not include rights under the Act, except when executed pursuant to a negotiated settlement after this Agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act, such as a right to a jury trial, may not be enforceable.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in this Agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in this Agreement or elsewhere are void and unenforceable in Washington.

Remainder of page intentionally blank

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the effective date of the Franchise Agreement.

ALLIANCE FRANCHISE BRANDS LLC, a
Michigan limited liability company

By: _____

Title: _____

FRANCHISEE

**(IF YOU ARE A CORPORATION,
LIMITED LIABILITY COMPANY, OR
PARTNERSHIP):**

[Name]

By: _____

Title: _____

**(IF YOU ARE AN INDIVIDUAL AND NOT
A LEGAL ENTITY):**

[Signature]

[Print Name]

[Signature]

[Print Name]

NEW YORK REPRESENTATIONS PAGE

FRANCHISOR REPRESENTS THAT THIS FRANCHISE DISCLOSURE DOCUMENT DOES NOT KNOWINGLY OMIT ANY MATERIAL FACT OR CONTAIN ANY UNTRUE STATEMENT OF A MATERIAL FACT.

STATE EFFECTIVE DATES

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

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

State	Effective Date
California	Exempt
Hawaii	_____
Illinois	Exemption Pending
Indiana	Exempt
Maryland	_____
Michigan	March 25, 2022
Minnesota	_____
New York	Exempt
North Dakota	_____
Rhode Island	_____
South Dakota	_____
Virginia	_____
Washington	Pending
Wisconsin	March 25, 2022

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

EXHIBIT Q

RECEIPTS

**RECEIPT
(OUR COPY)**

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 Alliance Franchise Brands LLC 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, Alliance Franchise Brands LLC or an affiliate in connection with the proposed franchise sale, or sooner if required by applicable state law. Under Iowa law, we must give you this disclosure document at the earlier of our 1st personal meeting or 14 calendar days before you sign an agreement with, or make a payment to, us or an affiliate in connection with the proposed franchise sale. Under Michigan law, we must give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first. Under New York law, we must provide this disclosure document at the earlier of the 1st personal meeting or 10 business days before you sign a binding agreement with, or make a payment to, us or an affiliate in connection with the proposed franchise sale.

If Alliance Franchise Brands LLC does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the appropriate state agency identified on Exhibit A.

The franchisor is Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466. Tel: (800) 726-9050. The franchise seller for this offering is:

<input type="checkbox"/> Michael Cline Alliance Franchise Brands LLC 47585 Galleon Drive Plymouth, MI 48170-2466 (800) 726-9050	<input type="checkbox"/> _____ Alliance Franchise Brands LLC 47585 Galleon Drive Plymouth, MI 48170-2466 (800) 726-9050	<input type="checkbox"/> Name of Franchise Seller: _____ Principal Business Address: _____ _____ Telephone No.: _____
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Issuance Date: March 25, 2022. (The effective dates in the franchise registration states are noted on the page immediately preceding the Receipts cover page.)

See Exhibit A for Alliance Franchise Brands LLC's registered agents authorized to receive service of process.

I have received a disclosure document dated March 25, 2022, that included the following Exhibits:

- | | |
|--|---|
| Exhibit "A" - State Administrators/Agents for Service of Process | Exhibit "J" - Dual-Brand Addendum to Franchise Agreements |
| Exhibit "B" - Franchise Agreement | Exhibit "K" - Franchisees |
| Exhibit "C" - Application for Franchise | Exhibit "L" - Franchisees Ceasing to Operate |
| Exhibit "D" - Guaranty and Assumption of Obligations | Exhibit "M" - Financial Statements |
| Exhibit "E" - Confidentiality and Non-Solicitation Agreement | Exhibit "N" - Table of Contents to Operations Materials |
| Exhibit "F" - Representations and Acknowledgement Statement | Exhibit "O" - Sample General Release |
| Exhibit "G" - Advantage Addendum to Franchise Agreement | Exhibit "P" - State Addenda and Agreement Riders |
| Exhibit "H" - MatchMaker Addendum to Franchise Agreement | Exhibit "Q" - Receipts |
| Exhibit "I" - Transition Addendum to Franchise Agreement | |

_____	_____	_____
Date	Signature	Printed Name
_____	_____	_____
Date	Signature	Printed Name

Please sign this copy of the receipt, print the date on which you received this disclosure document, and return it, by mail or facsimile, to Legal Department, Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466. Phone: (800) 726-9050, Facsimile: (800) 669-1228.

**RECEIPT
(YOUR COPY)**

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 Alliance Franchise Brands LLC 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, Alliance Franchise Brands LLC or an affiliate in connection with the proposed franchise sale, or sooner if required by applicable state law. Under Iowa law, we must give you this disclosure document at the earlier of our 1st personal meeting or 14 calendar days before you sign an agreement with, or make a payment to, us or an affiliate in connection with the proposed franchise sale. Under Michigan law, we must give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first. Under New York law, we must provide this disclosure document at the earlier of the 1st personal meeting or 10 business days before you sign a binding agreement with, or make a payment to, us or an affiliate in connection with the proposed franchise sale.

If Alliance Franchise Brands LLC does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the appropriate state agency identified on Exhibit A.

The franchisor is Alliance Franchise Brands LLC, 47585 Galleon Drive, Plymouth, Michigan 48170-2466. Tel: (800) 726-9050. The franchise seller for this offering is:

<input type="checkbox"/> Michael Cline Alliance Franchise Brands LLC 47585 Galleon Drive Plymouth, MI 48170-2466 (800) 726-9050	<input type="checkbox"/> _____ Alliance Franchise Brands LLC 47585 Galleon Drive Plymouth, MI 48170-2466 (800) 726-9050	<input type="checkbox"/> Name of Franchise Seller: _____ Principal Business Address: _____ _____ Telephone No.: _____
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Issuance Date: March 25, 2022. (The effective dates in the franchise registration states are noted on the page immediately preceding the Receipts cover page.)

See Exhibit A for Alliance Franchise Brands LLC's registered agents authorized to receive service of process.

I have received a disclosure document dated March 25, 2022, that included the following Exhibits:

- | | |
|--|---|
| Exhibit "A" - State Administrators/Agents for Service of Process | Exhibit "J" - Dual-Brand Addendum to Franchise Agreements |
| Exhibit "B" - Franchise Agreement | Exhibit "K" - Franchisees |
| Exhibit "C" - Application for Franchise | Exhibit "L" - Franchisees Ceasing to Operate |
| Exhibit "D" - Guaranty and Assumption of Obligations | Exhibit "M" - Financial Statements |
| Exhibit "E" - Confidentiality and Non-Solicitation Agreement | Exhibit "N" - Table of Contents to Operations Materials |
| Exhibit "F" - Representations and Acknowledgement Statement | Exhibit "O" - Sample General Release |
| Exhibit "G" - Advantage Addendum to Franchise Agreement | Exhibit "P" - State Addenda and Agreement Riders |
| Exhibit "H" - MatchMaker Addendum to Franchise Agreement | Exhibit "Q" - Receipts |
| Exhibit "I" - Transition Addendum to Franchise Agreement | |

Date

Signature

Printed Name

Date

Signature

Printed Name

PLEASE SIGN THIS COPY OF THE RECEIPT, PRINT THE DATE ON WHICH YOU RECEIVED THIS DISCLOSURE DOCUMENT AND KEEP IT FOR YOUR RECORDS.