

**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.

In this Item, we present historical information for BENJAMIN FRANKLIN PLUMBING Franchised Businesses for the 2025 fiscal year and prior years. The explanatory notes following the tables are an important part of the information presented. As of December 31, 2025, we had 96 franchisees operating in 399 Territories.

Tables 1 and 2 present information on 86 franchisees (representing 373 Territories) that were in operation for the entire 2025 fiscal year. Excluded from these Tables are 19 new franchisees (representing 70 territories) that opened in 2025 and 11 franchisees (representing 25 Territories) that ceased operations during the 2025 fiscal year. 2 of these franchised outlets had been open for less than 12 months when they closed (2 franchisees representing 2 territories). The Tables also excludes 2 franchisees (representing 2 Territories) that did not report revenue in fiscal year 2025.

**TABLE 1**  
**Gross Revenue by Territory, by Quartile**  
**(For the Fiscal Year Ended December 31, 2025)**

Quartile	Number of Franchisees in Group <sup>(1)</sup>	Number of Territories in Group <sup>(1)(2)</sup>	Aggregate Gross Revenue of Territories for Group <sup>(3)</sup>	Average Gross Revenue per Territory in Group <sup>(4)</sup>	Highest Gross Revenue of Territories in Group	Lowest Gross Revenue of Territories in Group	Median Gross Revenue of Territories in Group	Number of Territories Exceeding Group Average	Percent of Territories Exceeding Group Average
Top 25% <sup>(4)</sup>	22	54	\$93,169,246	\$1,725,356	\$3,271,587	\$1,248,598	\$1,736,066	15	28%
2nd Quartile <sup>(4)</sup>	21	81	\$72,938,992	\$900,481	\$1,227,853	\$629,232	\$897,737	43	53%
3rd Quartile <sup>(4)</sup>	21	186	\$70,348,950	\$378,220	\$623,160	\$282,847	\$473,799	30	16%
Bottom 25% <sup>(4)</sup>	22	52	\$8,467,573	\$162,838	\$254,085	\$17,658	\$180,555	31	60%
<b>TOTALS</b>	<b>86</b>	<b>373</b>	<b>\$244,924,761</b>	<b>\$656,635</b>	<b>\$3,271,587</b>	<b>\$17,658</b>	<b>\$610,560</b>	<b>136</b>	<b>36%</b>

**Notes:**

- (1) The table reports 86 franchisees, ranked in order of highest Average Gross Revenue per Territory to lowest Average Gross Revenue per Territory.
- (2) In some cases, a franchisee may have increased or decreased its number of Territories during the fiscal year. For purposes of the Table, we include all of the Territories operated by a franchisee that were operated during any time in the 2025 fiscal year.

- (3) Total Gross Revenue of the Territories in the quartile, as reported by those franchisees. The term “**Gross Revenue**” is generally defined in the applicable forms of franchise agreement as all revenue from the sale of products and services and all other income of every kind related to the Franchised Business, whether for cash, credit, trade, barter or other value and regardless of collection in the case of credit and even if you have contracted with third parties to provide certain of the services, less any bona fide refunds given to customers in the ordinary course of business. Gross Revenue also includes amounts billed to insurance or government programs. Further, Gross Revenue includes all revenue related to the sale of any products and the performance of any services (whether or not the products or services are approved by us) that are provided using any portion of the Franchised Business in any manner, including the Marks (such as service vehicles, invoices, and uniforms bearing the Marks), the System, Confidential Information, any of the employees of the Franchised Business, or the telephone number of the Franchised Business. Gross Revenue is not reduced on account of any fees or commissions you pay to third parties who refer customers. The Gross Revenue data for a franchisee may include sales in “open” Territory, that is, territory that had not been awarded to a franchisee.
- (4) The averages reported in the table are calculated by dividing the aggregate Gross Revenue by the number of Territories in the respective quartile. The chart below shows the year Territories first began operation grouped by the respective quartile.

	2024	2023	2022	2021	2020	2004-2019
Top 25%	0	1	0	4	0	49
2nd Quartile	1	8	0	0	0	72
3rd Quartile	5	13	2	0	0	166
Bottom 25%	15	4	4	0	0	29

**TABLE 2**  
**Gross Revenue of Franchisees, by Quartile**  
**(For the Fiscal Year Ended December 31, 2025)**

Quartile	Number of Franchisees in Group <sup>(1)</sup>	Number of Territories in Group	Aggregate Gross Revenue for Group <sup>(2)</sup>	Average Gross Revenue for Franchisees in Group <sup>(3)</sup>	Highest Gross Revenue of Franchisees in Group	Lowest Gross Revenue of Franchisees in Group	Median Gross Revenue of Franchisees in Group <sup>(4)</sup>	Number of Franchisees Exceeding Group Average	Percent Exceeding Group Average
Top 25% <sup>(5)</sup>	22	222	\$165,702,670	\$7,531,940	\$30,985,391	\$3,921,443	\$5,171,685	7	32%
2nd Quartile <sup>(5)</sup>	21	74	\$49,446,063	\$2,354,574	\$3,440,389	\$1,681,611	\$2,311,515	9	43%
3rd Quartile <sup>(5)</sup>	21	41	\$23,619,957	\$1,124,760	\$1,519,343	\$623,160	\$1,175,402	12	57%
Bottom 25% <sup>(5)</sup>	22	36	\$6,156,071	\$279,821	\$599,048	\$26,896	\$248,803	10	45%
<b>TOTALS</b>	<b>86</b>	<b>373</b>	<b>\$244,924,761</b>	<b>\$2,847,962</b>	<b>\$30,985,391</b>	<b>\$26,896</b>	<b>\$1,512,930</b>	<b>13</b>	<b>15%</b>

**Notes:**

- (1) In some cases, a franchisee may have increased or decreased its number of Territories during the fiscal year. For purposes of the Table, we include all of the Territories operated by a franchisee that were operated during any time in the 2025 fiscal year.
- (2) Total Gross Revenue of the franchisees in the quartile, as reported by those franchisees. See Note 3 to Table 1 for the definition of Gross Revenue.
- (3) The averages reported in the Table are per franchisee, not per Territory. “Franchisee” refers to the business entity that signed the Franchise Agreement; some franchisees are under common ownership by the same individual or group of individuals.
- (4) The medians reported in the Table are per franchisee, not per Territory.
- (5) The chart below shows the year franchisees first began operating grouped by the respective quartile.

	2024	2023	2022	2021	2020	2004 - 2019
Top 25%	0	0	0	4	0	218
2nd Quartile	0	18	0	0	0	56
3rd Quartile	4	4	4	0	0	29
Bottom 25%	17	4	2	0	0	13

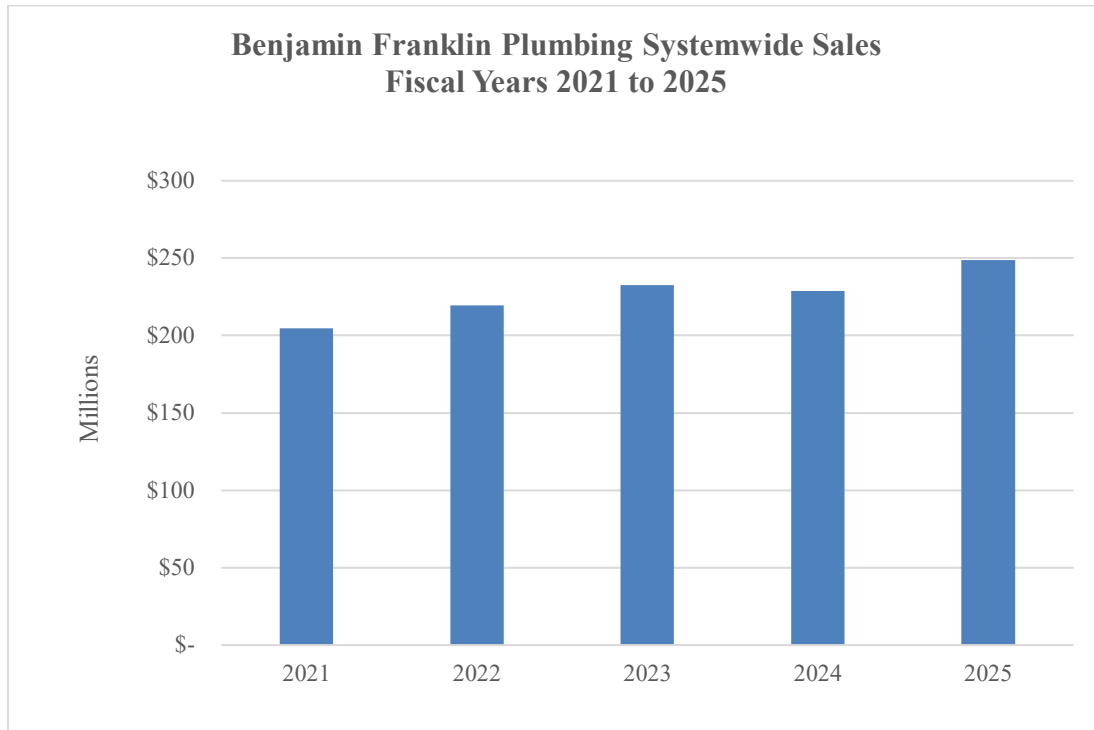
**TABLE 3**  
**Active Franchise Revenue Growth**  
**(In Business and Reporting as of December 31, 2024 – December 31, 2025)**

Table 3 below shows the total Gross Revenue growth between calendar years 2024 and 2025 for 72 franchisees that were in business and reporting revenue as of December 31, 2024, and as of December 31, 2025. These franchisees operated a total of 319 Territories during calendar year 2024 and during calendar year 2025. A franchisee was considered in business as of December 31, 2024, or December 31, 2025, if it reported Gross Revenue greater than \$0 during the month of December 2024 or December 2025, respectively.

Year	Same Store Sales	Year-over-Year Growth	Same Store Sales Territory Count
2024	\$220,432,399	8.9%	319
2025	\$239,959,441		

**TABLE 4**  
**SYSTEMWIDE SALES**

Table 4 sets forth the aggregate Gross Revenue (“Systemwide Sales”) reported by all franchisees whose Franchised Businesses were operational for any part of the year (even as little as one month if the franchisee completed initial training in December of their initial year). See Note 3 to Table 1 for the definition of “Gross Revenue.”



Year	Systemwide Sales	Year-over-Year Growth	Systemwide Sales Territory Count
2023	\$232,388,722	N/A	332
2024	\$228,849,236	-1.5%	358
2025	\$248,704,546	8.7%	414

\* \* \*

**Some outlets have sold this amount. Your individual results may differ. There is no assurance that you will sell as much.**

The financial information we utilized in preparing the preceding financial performance representations was based on information reported to us by franchisees.

Written substantiation for these financial performance representations will be made available to you upon reasonable request.

Other than the preceding financial performance representations, we do not make any representations about a franchisee's future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Jordan Wilson, Benjamin Franklin Franchising SPE LLC, 7120 Samuel Morse Drive, Suite 300, Columbia, MD 21046 and (410) 740-1900, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20**  
**OUTLETS AND FRANCHISEE INFORMATION**

**TABLE 1**  
**Systemwide Outlet Summary For Years 2023 to 2025<sup>(1)(2)(3)</sup>**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	275	325	+50
	2024	325	353	+28
	2025	353	399	+46
Company-Owned	2023	10	10	0
	2024	10	10	0
	2025	10	10	0
<b>TOTALS</b>	<b>2023</b>	<b>285</b>	<b>335</b>	<b>+50</b>
	<b>2024</b>	<b>335</b>	<b>363</b>	<b>+28</b>
	<b>2025</b>	<b>363</b>	<b>409</b>	<b>+46</b>

**Notes to all Item 20 Tables:**

- (1) Our fiscal year ends December 31. The figures in the tables are as of our fiscal year end each year.
- (2) The figures are for the number of territories in operation at year-end. It is not uncommon for franchisees to own more than one Territory. Each franchise territory has a separate Franchise Agreement.
- (3) As of December 31, 2025, there were 96 franchisees in operation; the number of territories in operation for each franchisee is shown in Exhibit F. See Table 5 below regarding territories that were not yet in operation under Franchise Agreements that had been signed as of year-end.