

Provision	Article in Franchise Agreement	Summary
		all revenue of the competing business. (subject to applicable state law).
s. Modification of the agreement	Article 19	Only upon mutual agreement.
t. Integration/merger clause	Article 19.10	Only the terms of the Franchise Agreement and other related written agreements are binding (subject to state law). Any representations or promises made outside the disclosure document and the Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	Article 20	Arbitration within 5 miles of our headquarters, subject to state law
v. Choice of forum	Articles 19 and 20	Los Angeles County, California (subject to applicable state law)
w. Choice of law	Article 19	The Agreement and all related matters will be governed by the laws of the State where the Franchisee's main business address is located. (subject to applicable state law). The Franchisor's headquarters is Van Nuys, CA.

ITEM 18 PUBLIC FIGURES

We do not use any public figures to endorse or recommend our franchise to prospective franchisees.

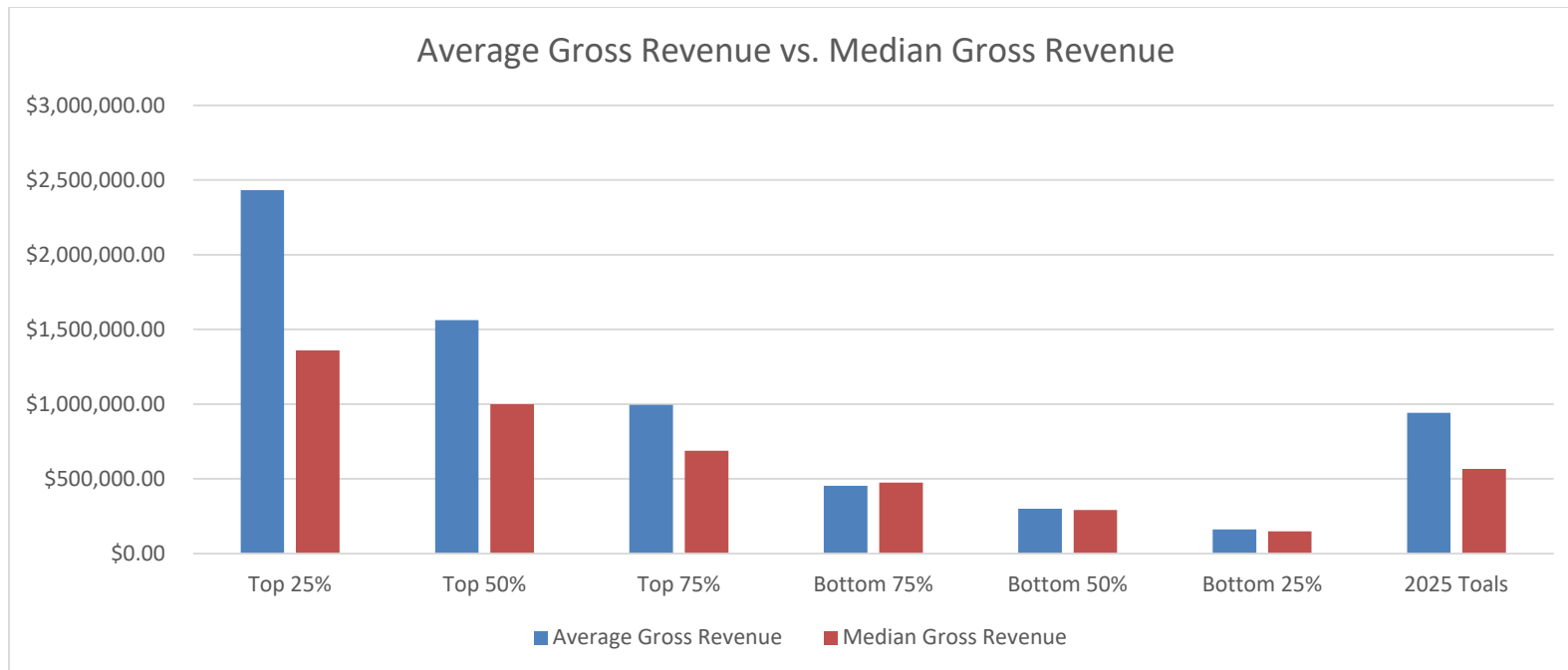
ITEM 19 FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned 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.

The following financial performance representations disclose the historical data relating to the operation of 196 franchisee-owned 911 Restoration businesses (i.e. territories) owned and operated by 65 franchisee owners that were open and operating from January 1, 2025 to December 31, 2025. The data excludes businesses that opened (11 outlets), closed (13 outlets), or transferred ownership (17 outlets) during this period and businesses that did not provide adequate financial reporting (90 outlets). No company-owned outlets are included in this financial performance representation.

Table 1: Historical Gross Revenue performance of 911 Restoration franchisee-owned businesses (by operator group)

2025 Franchise Quartile	Number of Operators in Group	Average Gross Revenue	Operators Exceed the Average	% of Operators that Exceed the Average	Highest Gross Revenue	Lowest Gross Revenue	Median Gross Revenue
Top 25%	16	\$2,432,297.76	4	25%	\$7,348,101.54	\$1,024,508.56	\$1,359,506.95
Top 50%	33	\$1,563,318.44	6	18.18%	\$7,348,101.54	\$567,770.98	\$999,157.10
Top 75%	49	\$995,844.73	18	36.73%	\$7,348,101.54	\$299,212.26	\$688,134.14
Bottom 75%	49	\$455,044.17	26	53.06%	\$999,157.10	\$112,059.39	\$475,648.57
Bottom 50%	32	\$300,763.12	15	46.87%	\$562,076.70	\$112,059.39	\$292,310.96
Bottom 25%	16	\$161,973.05	7	43.75%	\$285,409.65	\$112,059.39	\$149,351.16
2025 Totals	65	\$941,752.74	18	27.69%	\$7,348,101.54	\$112,059.39	\$567,770.98



2025 Franchise Quartile	Number of Operators in Group	Average Gross Revenue	Territories	Average Territory Amount (per franchise)	Highest Territory Amount (per franchise)	Lowest Territory Amount (per franchise)	Median Territory Amount (per franchise)	Number That Exceeds the Average
Top 25%	16	\$2,432,297.76	61	3.81	16	1	2	5
Top 50%	33	\$1,563,318.44	108	3.27	16	1	2	11
Top 75%	49	\$995,844.73	162	3.31	16	1	2	17
Bottom 75%	49	\$455,044.17	135	2.76	12	1	2	18
Bottom 50%	32	\$300,763.12	88	2.75	12	1	2	10
Bottom 25%	16	\$161,973.05	34	2.13	7	1	2	3
2025 Totals	65	\$941,752.74	196	3.02	16	1	2	19

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Table 2: Historical performance of 911 Restoration franchisee-owned businesses based upon the size of jobs for the fiscal year ending December 31, 2025 (by operator group)

2025 Franchise Quartile	Number of Operators in Group	Overall Average Job Revenue Size	Median Overall Job Revenue Size	Average Water Job Revenue Size	Median Water Job Revenue Size	Average Fire Job Revenue Size	Median Fire Job Revenue Size	Average Mold Job Revenue Size	Median Mold Job Revenue Size	Average Reconstruction Job Revenue	Median Reconstruction Job Revenue
Top 25%	16	\$9,683.48	\$8,874.24	\$6,203.57	\$5,761.46	\$28,833.91	\$28,773.27	\$3,847.32	\$3,334.43	\$21,691.43	\$14,458.60
Top 50%	33	\$8,366.71	\$7,437.00	\$5,939.05	\$5,368.07	\$20,091.01	\$16,751.20	\$3,755.85	\$3,508.71	\$18,236.39	\$14,392.15
Top 75%	49	\$7,800.14	\$6,889.59	\$6,253.01	\$5,535.49	\$18,319.04	\$15,547.60	\$3,394.54	\$2,587.01	\$15,171.25	\$12,032.21
Bottom 75%	49	\$6,174.04	\$5,911.64	\$5,641.01	\$4,844.75	\$9,676.69	\$4,769.66	\$3,763.15	\$2,400.79	\$9,841.81	\$6,785.03
Bottom 50%	32	\$5,667.57	\$5,807.37	\$5,614.94	\$5,638.23	\$8,515.53	\$175.92	\$3,812.76	\$2,127.86	\$7,109.71	\$5,806.74
Bottom 25%	16	\$4,703.56	\$4,318.15	\$4,329.34	\$3,743.49	\$2,366.70	\$0.00	\$4,976.19	\$1,811.73	\$5,370.03	\$3,939.57
2025 Totals	65	\$7,037.90	\$6,257.81	\$5,779.49	\$5,382.31	\$14,392.31	\$9,275.90	\$3,783.87	\$2,536.82	\$12,758.64	\$9,974.61

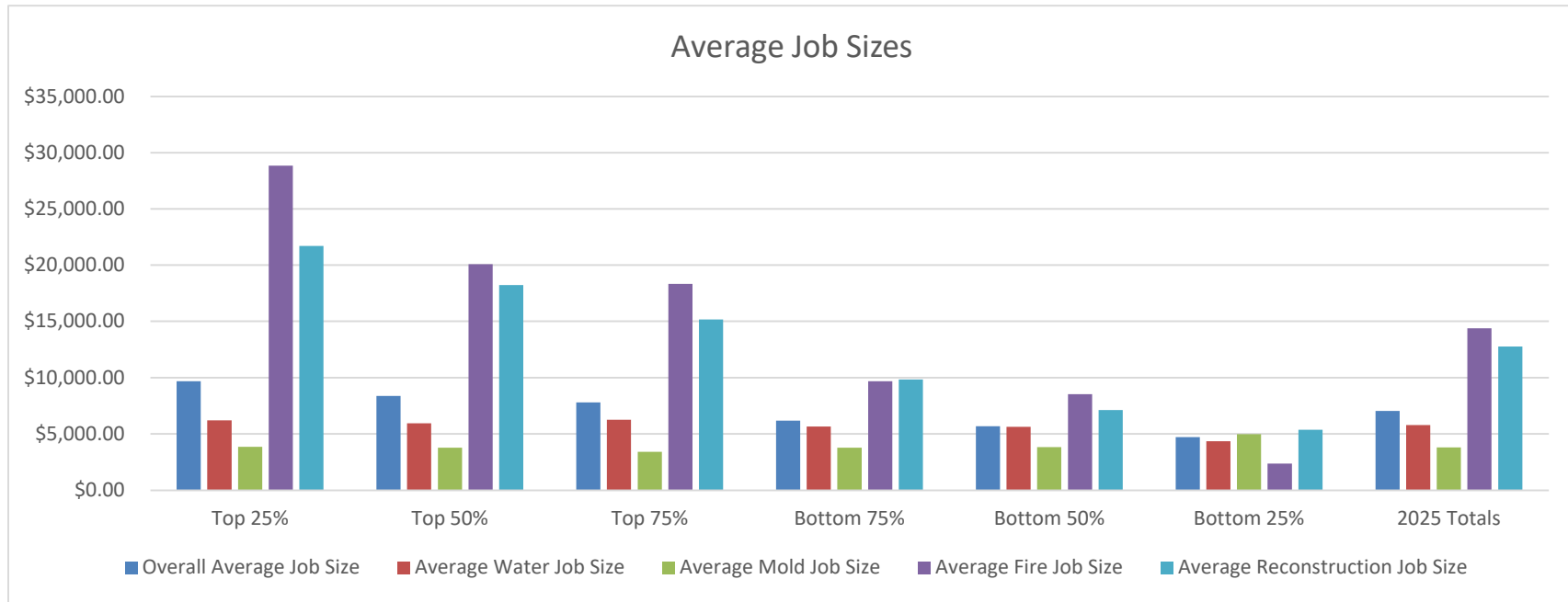


Table 3 – Historical Performance of 911 Restoration Single Territory Franchisee-Owned Businesses Gross Revenue

2025 Franchise Quartile	Number of Operators in Group	Average Gross Revenue	Operators Exceed the Average	% of Operators that Exceed the Average	Highest Gross Revenue	Lowest Gross Revenue	Median Gross Revenue
Top 25%	4	\$959,633.17	2	50%	\$1,188,874.29	\$687,508.67	\$981,074.86
Top 50%	8	\$757,637.27	3	37.5%	\$1,188,874.29	\$542,591.08	\$627,639.83
Top 75%	12	\$615,961.21	4	33.33%	\$1,188,874.29	\$197,349.28	\$556,101.71
Bottom 75%	12	\$338,228.81	6	50%	\$567,770.98	\$116,544.41	\$320,936.97
Bottom 50%	8	\$229,522.53	3	37.5%	\$491,213.14	\$116,544.41	\$168,775.56
Bottom 25%	4	\$126,435.98	2	50%	\$140,201.83	\$116,544.41	\$124,498.83
2025 Totals	16	\$493,579.90	9	56.25%	\$1,188,874.29	\$116,544.41	\$516,902.11

ONE TERRITORY: Average Gross Revenue vs. Median Gross Revenue

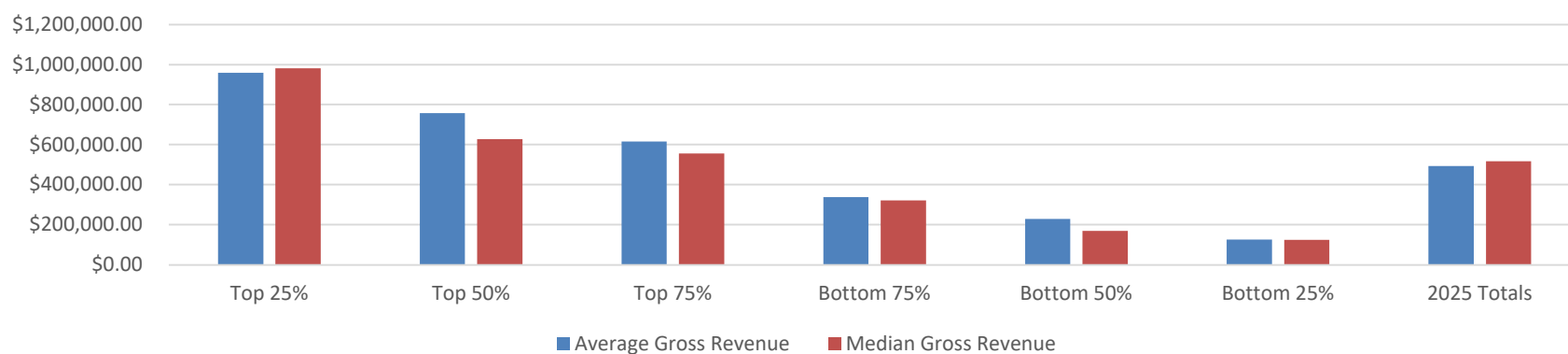
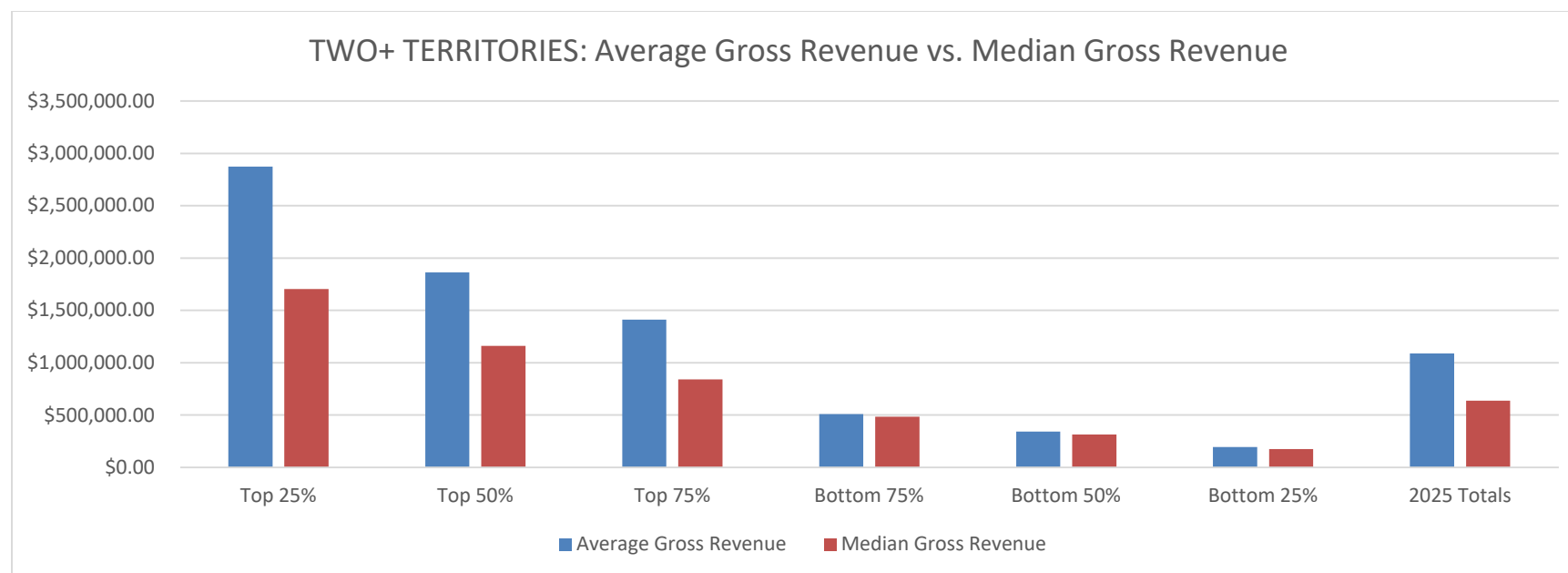


Table 4 – Historical Performance of 911 Restoration Two or More Territory Franchisee-Owned Businesses Gross Revenue

2025 Franchise Quartile	Number of Operators in Group	Average Gross Revenue	Operators Exceed the Average	% of Operators that Exceed the Average	Highest Gross Revenue	Lowest Gross Revenue	Median Gross Revenue
Top 25%	12	\$2,873,149.35	4	33.33%	\$7,348,101.54	\$1,210,822.33	\$1,703,130.17
Top 50%	24	\$1,863,951.84	6	25%	\$7,348,101.54	\$658,122.58	\$1,159,975.29
Top 75%	36	\$1,410,948.56	7	19.44%	\$7,348,101.54	\$330,916.28	\$841,943.03
Bottom 75%	37	\$509,158.32	16	43.24%	\$1,109,128.24	\$112,059.39	\$485,682.29
Bottom 50%	25	\$343,272.23	11	44%	\$638,456.86	\$112,059.39	\$315,479.56
Bottom 25%	13	\$194,038.59	5	38.46%	\$315,479.56	\$112,059.39	\$175,126.58
2025 Totals	49	\$1,088,094.89	14	28.57%	\$7,348,101.54	\$112,059.39	\$638,456.86



Notes:

1. "Gross Revenue" means all fees received by a franchisee (including actual deposits in franchisee's bank accounts as well as undeposited cash receipts) from, through, by or on account of the operation of its franchised business, whether received in cash, in services or in kind, less: (i) the amount of all sales tax receipts or similar tax receipts which, by law, are chargeable to customers and actually paid by Franchisee to governmental authorities; and (ii) the amount of any documented refunds, credits and allowances given in good faith to customers by Franchisee.

2. We do not require that multi-territory franchisees report income separately for each territory; therefore for those franchisees who own and operate more than 1 territory, all Gross Revenue for the territories have been combined for the historical representations shown above.

3. We calculated the figures in this Item 19 using unaudited data submitted to us by the representative franchisee-owned 911 Restoration businesses.

4. As of the date of this Disclosure Document we have not sold any micro-market franchises.

5. These results represent sales of products and services similar to those that will be available to the franchisee to sell.

6. Written substantiation for these financial performance representations is available upon reasonable request.

Some outlets 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 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 Franchisor's management by contacting our President, Miri Offir, 7721 Densmore Avenue, Van Nuys, California 91406; telephone: (818) 373-4880, the Federal Trade Commission and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

TABLE NO. 1
SYSTEM-WIDE OUTLET SUMMARY
FOR FISCAL YEARS 2023 to 2025

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised*				
	2023	281	322	+41
	2024	322	326	+4
	2025	326	327	+1
Company-Owned				
	2023	6	6	0
	2024	6	4	-2
	2025	4	3	-1
Total Outlets				
	2023	287	328	+41
	2024	328	330	+2
	2025	330	330	0

*We have 4 Canadian franchises not listed in this Item 20 but which is included on our financial statements attached to this Disclosure Document as Exhibit E

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