

Provision	Section in Development Agreement	Summary
(v) Choice of forum	Section 13.2	Denver, Colorado (subject to modification by state law).
(w) Choice of law	Section 13.1	Colorado (subject to modification by state law).

**ITEM 18
PUBLIC FIGURES**

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

**ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS**

The FTC’s Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in 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.

As of December 31, 2025, there were 23 franchised True North Restoration Businesses in business. Tables 1 and 2 below present the historic financial performance of 18 franchised True North Restoration Businesses that were in business as of December 31, 2025 that reported Gross Revenues during each month of 2025. These tables exclude the results of 5 franchised Businesses that opened in 2025 and did not report Gross Revenues during each month of 2025.

TABLE 1

ACTUAL GROSS REVENUES OF 18 FRANCHISED BUSINESSES IN 2025

Franchised Business	Gross Revenues
1	\$3,275,395
2	\$2,602,194
3	\$1,594,391
4	\$1,295,914
5	\$751,664
6	\$682,698
7	\$629,234
8	\$571,763

Franchised Business	Gross Revenues
9	\$482,843
10	\$472,091
11	\$434,330
12	\$362,718
13	\$286,539
14	\$263,705
15	\$242,078
16	\$225,713
17	\$204,280
18	\$66,725

TABLE 2

GROSS REVENUES FOR 18 FRANCHISED BUSINESSES IN 2025 BY TIER

	No. of Businesses	Combined Annual Gross Revenues	Average Annual Gross Revenues	Median Annual Gross Revenues	Highest Annual Gross Revenues	Lowest Annual Gross Revenues
Top 25%	4	\$8,767,894	\$2,191,974	\$2,098,293	\$3,275,395	\$1,295,914
Middle 50%	10	\$4,937,585	\$493,759	\$477,467	\$751,664	\$263,705
Lower 25%	4	\$738,796	\$184,699	\$214,997	\$242,078	\$66,725
All Businesses	18	\$14,444,274	\$802,459	\$477,467	\$3,275,395	\$66,725

TABLE 3

**2025 PERCENTAGE OF GROSS REVENUES BY SERVICE CATEGORY
OF 22 FRANCHISED BUSINESSES IN 2025**

The following table presents the percentage of Gross Revenues earned by service category for the 22 franchised True North Restoration Businesses that were in operation for any portion of the 2025 calendar year. This table excludes the data related to two franchised True North Restoration businesses that did not report their Gross Revenues to us by service category.

Service Category	Percentage of Gross Revenue
Water Damage Mitigation (Water Mitigation + Water Reconstruction)	37.7%

Service Category	Percentage of Gross Revenue
Reconstruction / Build-Back	19.3%
Large Loss	16.3%
Mold Mitigation & Remediation	14.1%
Fire & Smoke Mitigation	4.7%
Specialty Services (Abatement, Content/Packout, Duct Cleaning, Cleanouts/Misc, Trauma/Crime Mitigation, Inspection/Testing, Steam Cleaning, Emergency Services, Other)	7.9%

EXPLANATORY NOTES

1. “Gross Revenues” means the total revenue received by the Business from the sale of services, including sales made to Customers outside of the Business’ Territory, less taxes, discounts, and refunds.
2. The Gross Revenues figures do not reflect the costs of sales, operating expenses, or other items to obtain net income, profit or loss. We do not disclose information about expenses or costs. You should conduct an independent investigation of the costs and expenses you will incur in operating your True North Restoration Business. We recommend that you consult with an accountant to assist you in your investigation of costs and expenses. Franchisees or former franchisees, listed in this Disclosure Document, may be one source of this information.
3. In Table 2, of the 4 Businesses included in the top 25%, 2 / 50% met or exceeded the average Gross Revenues of \$2,191,974; of the 10 Businesses in the middle 50%, 4 / 40% met or exceeded the average Gross Revenues of \$493,759; of the 4 Businesses in the lower 25%, 3 / 75% met or exceeded the average Gross Revenues of \$184,699; of the 18 Businesses, 4 / 22% met or exceeded the average Gross Revenues of \$802,459.
4. In Table 3, the Large Loss category consists of three individual projects. Large-loss revenue is inherently episodic, concentrated in a small number of projects, and may not recur in future years.
5. The above information was prepared from financial reports provided by each franchisee-owned Business. These results have not been audited and we have not independently verified these results.

Some True North Restoration Businesses have earned the amounts reported below. Your individual results may differ. There is no assurance that you will earn as much.

Written substantiation for the financial performance representation will be made available to a prospective franchisee upon reasonable request.

Other than the information set forth above, 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 our President and Chief Executive Officer, Justin Donat, at True North Restoration Franchising LLC, 634 Trade Center Drive, Chesterfield, Missouri 63005, 720-316-6850 and the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20
OUTLETS AND FRANCHISEE INFORMATION**

**TABLE 1
SYSTEMWIDE OUTLET SUMMARY¹
FOR YEARS 2023, 2024, 2025**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	8	10	+2
	2024	10	18	+8
	2025	18	23	+5
Company-Owned	2023	2	0	-2
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	10	10	0
	2024	10	18	+8
	2025	18	24	+6

1. All numbers are as of December 31 for each year.

**TABLE 2
TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS¹
(OTHER THAN FRANCHISOR)
FOR YEARS 2023, 2024, 2025**

State	Year	Number of Transfers
All States	2023	0
	2024	0
	2025	0
Totals	2023	0
	2024	0
	2025	0

1. All numbers are as of December 31 for each year.