

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 of a particular location or under particular circumstances.

The following tables present unaudited information about the historical Net Cumulative Receipts generated by 137 of our Regional Franchisees for the period from January 1, 2025 to December 31, 2025 (the "Review Period"). Written substantiation of the data presented in this financial performance representation will be made available to you upon reasonable request.

This is a historic financial performance representation of active Regional Franchisees that have been operating a franchise substantially similar to the type offered in this Disclosure Document for at least 18 months. The franchise information contained herein does not include data for (i) area franchises; (ii) company-owned and company-affiliated outlets; (iii) and those terminated, reacquired, non-renewal, or mutually ceased operations for other reasons. Where "other reasons" are typically agreed-to for medical, special circumstances, death, or other similar reasons; and (iv) the 30 Regional Franchisees that began operating in 2025.

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Note: Only franchisees who have completed the 18-month start-up phase prior to the beginning of the 2025 fiscal year are included in the numbers below.

Table 1 NET Cumulative Receipts of Full-Time Franchisees by Range for the 12 Months Ending December 31, 2025

Number of Full-Time Franchisees	Range¹	Average Annual Secured Revenue	Median Annual Secured Revenue	Highest Annual Secured Revenue in the range	Lowest Annual Secured Revenue in the range	# of Full-Time Franchisees achieving the average	% of all Full-Time Franchisees achieving the average	# of Full-Time Franchisees in Quartile achieving the average	% of all Full-Time Franchisees in Quartile achieving the average
Quartiles									
22	1st Quartile	\$900,566	\$734,102	\$2,998,404	\$510,989	5	6%	5	23%
21	2nd Quartile	\$356,457	\$341,597	\$468,148	\$261,053	30	35%	8	38%
21	3rd Quartile	\$208,279	\$202,622	\$257,796	\$151,816	53	62%	10	48%
22	4th Quartile	\$55,355	\$60,644	\$115,984	\$0	75	87%	11	50%
Deciles									

8	1st Decile	\$1,356,332	\$1,070,017	\$2,998,404	\$776,954	3	4%	3	38%
8	2nd Decile	\$696,743	\$696,109	\$761,199	\$638,935	12	14%	4	50%
9	3rd Decile	\$523,185	\$520,803	\$634,967	\$421,010	20	23%	4	44%
9	4th Decile	\$372,453	\$384,445	\$416,413	\$336,677	30	35%	5	56%
9	5th Decile	\$303,603	\$309,250	\$330,271	\$261,053	40	47%	5	56%
9	6th Decile	\$238,021	\$237,094	\$257,796	\$218,085	46	53%	3	38%
9	7th Decile	\$194,565	\$195,257	\$216,223	\$178,906	58	67%	6	67%
9	8th Decile	\$122,549	\$106,946	\$169,107	\$91,522	64	74%	3	33%
8	9th Decile	\$67,342	\$72,221	\$90,066	\$24,895	75	87%	4	50%
8	10th Decile	\$7,007	\$467	\$24,467	\$0	80	93%	2	25%
All Full-Time Franchises									
86	All	\$388,180	\$268,982	\$2,998,404	\$0	25	29%	N/A	N/A

Number of Part-Time Franchisees	Average Annual Secured Revenue	Median Annual Secured Revenue	Highest Annual Secured Revenue	Lowest Annual Secured Revenue	# of Part-Time Franchisees achieving the average	% of all Part-Time Franchisees achieving the average
51	\$30,939	\$109	\$436,063	0	15	29%

Notes:

- 1) “Net Cumulative Receipts” means Gross Revenue less any fees that you agree to pay in connection with any Joint Venture Agreement that you enter into with another Consulting Business franchisee to provide Approved Products and Services in connection with a given Client, subject to the terms of your Franchise Agreement. A joint venture agreement is an agreement entered into between a franchisee with another franchisee or third party that delegates certain responsibilities and duties to other people.
- 2) “Range” refers to the relative performance ranking of the Regional Franchisees. Therefore, the “Top 25%” refers to the top 25% of the franchisee count, ranked by Net Cumulative Receipts, the “Medium Top” range refers to the next 25% of the franchisee count, the “Medium Low” range refers to the next 25% of the franchisee count, and the “Low 25%” range refers to the last 25% of the franchisee count.
- 3) The “1st Decile” range refers to the top 10% of the franchisee count, ranked by Net Cumulative Receipts, the “2nd Decile” range refers to the next 10% of the franchisee count, and so on.
- 4) “Net Cumulative Receipts Range” lists the actual high and low-end values of Net Cumulative Receipts in each Decile.

An “Active Franchisee” is a Regional Franchisee that was active throughout the entire calendar year from January 1, 2025 to December 31, 2025. To this end, an “Inactive Franchisee” is a franchisee that did not operate the ERA Business for all 12 months during the calendar year of 2025.

The financial performance information is separated into two tables: one for Full-Time Franchisees, and one for Part-Time Franchisees. We do not track the number of hours our franchisees work, but we can determine through their interactions with our systems and staff which franchisees are dedicating their full time and attention to the franchised business (“Full-Time Franchisees”).

The “Average Net Cumulative Receipts” is calculated by adding up all Net Cumulative Receipts figures and dividing by the number of figures counted. The “Median Net Cumulative Receipts” is calculated by placing all Net Cumulative Receipts figures being counted in order of ascending or descending value and finding the middle figure in the list. If there is an even number of figures, the median is calculated by adding the middle two figures and dividing by two.

TABLE 3: PROJECT INFORMATION

Project Information	2023	2024	2025
Average Cumulative Invoice Total Per Project	\$34,773	\$40,061	\$45,961
Average Cumulative Royalties (15%) Total Per Project	\$5,216	\$6,009	\$6,894
Average Cumulative Marketing Fund (3%) Total Per Project	\$1,043	\$1,202	\$1,379
Average Cumulative Net Total Per Project	\$28,514	\$32,850	\$37,688
Average Projects Per Client Signed at Start of Engagement	5.1	5.1	5.1

	2023	2024	2025
MEDIAN Project Total Invoices	\$14,665	\$14,632	\$16,990
High Project Total Invoices	\$638,278	\$851,955	\$1,739,141
Low Project Total Invoices	\$130	\$106	\$177
Number of Percentile that met or exceeded Average total invoicing	181 (26%)	197 (26%)	197 (26%)
Number of Percentile that met or exceeded Median total invoicing	342 (50%)	386 (50%)	409 (50%)

Note: Project invoicing incorporates all invoicing for the calendar year, which means that the billing for a single project could have started as early as January 1, 2024 or as late as December 31, 2024.

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

Other than the preceding financial performance representation, Expense Reduction Analysts, Inc. does 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 the 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 Mr. Charles A. Smith, CEO, North America, Asia-Pacific at 16415 Addison Road, Suite 410, Addison, Texas 75001, (469) 310-2977, the Federal Trade Commission, and the appropriate state regulatory agencies.

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**ITEM 20. OUTLETS AND FRANCHISEE
INFORMATION
(REGIONAL FRANCHISEES)**

**TABLE NO. 1
SYSTEMWIDE OUTLET SUMMARY
FOR YEARS 2023 to 2025**

OUTLET TYPE	YEAR	OUTLETS AT THE START OF THE YEAR	OUTLETS AT THE END OF THE YEAR	NET CHANGE*
				(+ or -)
Franchised	2023	136	144	+8
	2024	144	161	+17
	2025	161	196	+35
Company Owned	2023	0	2	+2
	2024	2	2	0
	2025	2	0	-2
Total Outlets	2023	136	146	+10
	2024	146	163	+17
	2025	163	196	+33

**TABLE NO. 2
TRANSFER OF OUTLETS FROM FRANCHISEES TO NEW OWNERS (OTHER THAN FRANCHISOR OR
AN AFFILIATE)
FOR YEARS 2023 to 2025**

STATE	YEAR	NUMBER OF TRANSFERS
CA	2023	1
	2024	0
	2025	0
KY	2023	0
	2024	1
	2025	0
TX	2023	1
	2024	0
	2025	0
Totals	2023	1
	2024	1
	2025	1