

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 Charts below present the financial performance of 11 franchised True North Restoration Businesses that were in business as of December 31, 2024 that reported Gross Revenues during each month of 2024. The Charts exclude the results of seven franchised Businesses that opened in 2024.

CHART 1

ACTUAL GROSS REVENUES OF 11 FRANCHISED BUSINESSES IN 2024

1	\$3,081,742
2	\$2,705,414
3	\$970,938
4	\$750,526
5	\$652,927
6	\$578,584
7	\$576,488
8	\$500,074
9	\$452,557
10	\$292,418
11	\$272,838

CHART 2

AVERAGE GROSS REVENUE FOR 11 FRANCHISED BUSINESSES IN 2024

2024 Gross Revenues	Results of 11 Franchised Businesses in 2024
Average Gross Revenues	\$984,955
Range of Gross Revenues	\$3,081,742 - \$272,838
Median Gross Revenues	\$578,584
Number and Percentage of Business that met or Exceeded Average Gross Revenues	2 / 18%

CHART 3

GROSS REVENUES FOR 11 FRANCHISED BUSINESSES IN 2024 BY TIER

	No. of Businesses	Combined Annual Gross Sales	Average Annual Gross Sales	Median Annual Gross Sales	Highest Annual Gross Sales	Lowest Annual Gross Sales
Top 25%	3	\$6,758,094.00	\$2,252,698.00	\$2,705,414.00	\$3,081,742.00	\$970,938.00
Middle 50%	5	\$3,058,599.00	\$611,719.80	\$578,584.00	\$750,526.00	\$500,074.00
Lower 25%	3	\$1,017,813.00	\$339,271.00	\$292,418.00	\$452,557.00	\$272,838.00
All Businesses	11	\$10,834,506.00	\$984,955.09	\$578,584.00	\$3,081,742.00	\$272,838.00

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 3, of the 3 Businesses included in the top 25%, 2 met or exceeded the average Gross Revenues of \$2,252,698; of the 5 Businesses in the middle 50%, 2 met or exceeded the average Gross Revenues of \$611,719.80; of the 3 Businesses in the lower 25%, 2 met or exceeded the average Gross Revenues of \$339,271.00 ; of the 11 Businesses, 2 met or exceeded the average Gross Revenues of \$984,955.09.
4. 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 2022, 2023, 2024**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	6	8	+2
	2023	8	10	+2
	2024	10	18	+8
Company-Owned	2022	2	2	0
	2023	2	0	-2
	2024	0	0	0
Total Outlets	2022	8	10	+2
	2023	10	10	0
	2024	10	18	+8

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 2022, 2023, 2024**

State	Year	Number of Transfers
All States	2022	0
	2023	0
	2024	0