

Provision	Section in franchise or other agreement	Summary
v. Choice of forum	Article 20	Arbitration must be in Charlotte, North Carolina unless local state law supersedes this provision (subject to state law).
w. Choice of law	Article 20 and 21	North Carolina law applies unless local state law supersedes this provision (subject to state law).

**Item 18.**  
**Public Figures**

We do not employ any public figure or celebrity in our management, nor do we use a public figure or celebrity to promote our franchises.

**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 franchisees 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.

**DEFINITIONS**

- (a) Average – means the sum of all data points in a set, divided by the number of data points in that set.
- (b) Calendar Year – means, as to each respective year, the 12-month period commencing on January 1 and ending on December 31.
- (c) Company Owned Outlet – means a BNI franchise, owned either directly or indirectly by us, or our affiliate.
- (d) Franchise Outlet – means a BNI franchise, operated under a Franchise Agreement that is not a Company Owned Outlet.
- (e) Gross Revenues – means the total revenue derived by each BNI franchise, less sales tax, discounts, allowances and returns.
- (f) Median - means the data point that is in the center of all data points used. That number is found by examining the total number of data points and finding the middle number in that set.

In the event the number of data points is an odd number, the median will be the center number. If the dataset contains an even number of data points, the median is reached by taking the two numbers in the middle, adding them together, and dividing by two.

- (g) New Company Owned Outlet – means, as to a particular Calendar Year, a Company Owned Outlet that for the first time opened and commenced operations during the Calendar Year. For example, if a Company Owned Outlet first opened for business in February 2025, as to the 2025 Calendar Year, the Company Owned Outlet would qualify as a New Company Owned Outlet and not as an Operational Company Owned Outlet (see definition below).
- (h) New Franchise Outlet – means, as to a particular Calendar Year, a Franchise Outlet that for the first time opened and commenced operations during the Calendar Year. For example, if a Franchise Outlet first opened for business in February 2025, as to the 2025 Calendar Year, the Franchise Outlet would qualify as a New Franchise Outlet and not as an Operational Franchise Outlet (see definition below).
- (i) Operational Company Owned Outlet – means, as to a particular Calendar Year, a Company Owned Outlet that was open and in operation on or prior to the first day of the Calendar Year and for the entire Calendar Year.
- (j) Operational Franchise Outlet – means, as to a particular Calendar Year, a Franchise Outlet that was open and in operation on or prior to the first day of the Calendar Year and for the entire Calendar Year.

### **BASES AND ASSUMPTIONS**

The financial information was not prepared on a basis consistent with generally accepted accounting principles. Data for our Franchise Outlets is based on information reported to us by our franchisees. Data for our Company Owned Outlets is based on information reported to us by our affiliate. The information in this analysis has not been audited, is based on historical financial data.

### **ANALYSIS OF RESULTS OF COMPANY OWNED OUTLETS**

During the 2025 Calendar Year we had a total of 90 Company Owned Outlets that qualify as Operational Company Owned Outlets. For the 2025 Calendar year, there were no New Company Owned Outlets. We do not include data in these tables for one Company Owned Outlet sold to a franchisee.

**Table 1: Gross Revenue for Company Owned Outlets**

<b>Average Gross Revenue</b>	<b>High / Low</b>	<b>Median</b>	<b>Percentile</b>	<b>Number of Company Owned Outlets in the Stated Percentile</b>	<b>Number of Company Owned Outlets in the Percentile that Attained or Exceeded the Average Gross Revenues</b>	<b>Percentage of Company Owned Outlets in the Percentile that Attained or Exceeded the Average Gross Revenue</b>
\$1,345,400	\$1,837,112 / \$936,533	\$1,300,898	Top 10%	9	3	33%
\$919,250	\$1,837,112 / \$458,460	\$730,830	Top 25%	23	9	39%
\$639,853	\$1,837,112 / \$259,876	\$458,460	Top 50%	45	16	36%
\$495,187	\$1,837,112 / \$154,823	\$326,723	Top 75%	67	22	33%
\$388,022	\$1,837,112 / \$10,086	\$258,687	100%	90	30	33%
\$205,660	\$440,285 / \$10,086	\$185,808	Bottom 75%	67	30	45%
\$136,191	\$257,497 / \$10,086	\$144,135	Bottom 50%	45	23	51%
\$75,844	\$144,135 / \$10,086	\$77,531	Bottom 25%	23	12	52%
\$31,634	\$46,440 / \$10,086	\$35,786	Bottom 10%	9	7	78%

**Table 2: Membership Counts for Company Owned Outlets**

<b>Average Number of Members</b>	<b>High / Low</b>	<b>Median</b>	<b>Percentile</b>	<b>Number of Company Owned Outlets in the Stated Percentile</b>	<b>Number of Company Owned Outlets in the Percentile that Attained or Exceeded the Average Gross Revenues</b>	<b>Percentage of Company Owned Outlets in the Percentile that Attained or Exceeded the Average Gross Revenue</b>
1,048	1,399 / 808	1,024	Top 10%	9	4	44%
745	1,399 / 400	642	Top 25%	23	9	39%
529	1,399 / 240	400	Top 50%	45	17	38%
416	1,399 / 144	304	Top 75%	67	21	31%
327	1,399 / 9	240	100%	90	29	32%
183	397 / 9	175	Bottom 75%	67	29	43%
124	239 / 9	139	Bottom 50%	45	24	53%
67	139 / 9	65	Bottom 25%	23	11	48%
26	42 / 9	29	Bottom 10%	9	5	56%

## ANALYSIS OF RESULTS OF OPERATIONAL FRANCHISE OUTLETS

During the 2025 Calendar Year we had a total of 94 Franchise Outlets that qualify as Operational Franchise Outlets. We do not include data in these tables for the 6 New Franchise Outlets or 1 Franchised Outlet that was transferred in 2026. We also did not include data in these tables for the 3 franchised outlets that became corporate outlets in the 2025 Calendar Year.

**Table 1: Gross Revenue for Franchise Outlets**

<b>Average Gross Revenue</b>	<b>High / Low</b>	<b>Median</b>	<b>Percentile</b>	<b>Number of Franchised Outlets in the Stated Percentile</b>	<b>Number of Franchised Outlets in the Percentile that Attained or Exceeded the Average Gross Revenues</b>	<b>Percentage of Franchised Outlets in the Percentile that Attained or Exceeded the Average Gross Revenue</b>
\$1,219,931	\$2,022,906 / \$958,308	\$1,096,112	Top 10%	10	3	30%
\$891,187	\$2,022,906 / \$499,600	\$763,060	Top 25%	24	11	46%
\$638,603	\$2,022,906 / \$295,535	\$499,600	Top 50%	47	18	38%
\$503,202	\$2,022,906 / \$176,837	\$353,891	Top 75%	70	23	33%
\$399,084	\$2,022,906 / \$12,274	\$293,449	100%	94	31	33%
\$230,363	\$479,409 / \$12,274	\$222,407	Bottom 75%	70	34	49%
\$159,565	\$291,362 / \$12,274	\$165,503	Bottom 50%	47	26	55%
\$95,408	\$165,503 / \$12,274	\$88,182	Bottom 25%	24	10	42%
\$55,468	\$84,708 / \$12,274	\$57,768	Bottom 10%	10	5	50%

**Table 2: Membership Counts for Franchise Outlets**

<b>Average Number of Members</b>	<b>High / Low</b>	<b>Median</b>	<b>Percentile</b>	<b>Number of Franchised Outlets in the Stated Percentile</b>	<b>Number of Franchised Outlets in the Percentile that Attained or Exceeded the Average Gross Revenues</b>	<b>Percentage of Franchised Outlets in the Percentile that Attained or Exceeded the Average Gross Revenue</b>
1,217	1,758 / 1,021	1,158	Top 10%	10	5	50%
966	1,758 / 641	913	Top 25%	24	10	42%
714	1,758 / 367	641	Top 50%	47	19	40%
576	1,758 / 228	431	Top 75%	70	27	39%
460	1,758 / 17	367	100%	94	32	34%
286	637 / 17	294	Bottom 75%	70	36	51%
205	366 / 17	218	Bottom 50%	47	26	55%
119	218 / 17	112	Bottom 25%	24	11	46%
66	107 / 17	70	Bottom 10%	10	6	60%

**Some Outlets have earned this amount. Your individual results may differ. There is no assurance that you'll earn as much.**

Other than the preceding financial performance representations, we do 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 our Chief Financial Officer, Andrew Bender, BNI Franchising, LLC, 3430 Toringdon Way, Suite 300 Charlotte, NC 28277, (704) 248-4800 ext. 28, the Federal Trade Commission, and the appropriate state regulatory agencies.

Written substantiation of the data used in preparing these sales figures will be made available to you upon reasonable request.

**Item 20.**  
**Outlets and Franchisee Information**

**Table No. 1**  
**Systemwide Outlet Summary For years 2023 to 2025**

(Column 1) OUTLET TYPE	(Column 2) YEAR	(Column 3) OUTLETS AT THE START OF THE YEAR	(Column 4) OUTLETS AT THE END OF THE YEAR	(Column 5) NET CHANGE
<b>Franchised</b>	2023	106	102	-4
	2024	102	99	-3
	2025	99	101	+2
<b>Company- Owned*</b>	2023	81	85	+4
	2024	85	88	+3
	2025	88	90	+2
<b>Total Outlets</b>	<b>2023</b>	<b>187</b>	<b>187</b>	<b>0</b>
	<b>2024</b>	<b>187</b>	<b>187</b>	<b>0</b>
	<b>2025</b>	<b>187</b>	<b>191</b>	<b>+4</b>

\*These locations are owned by our affiliate, BNI Global, LLC.

**Table No. 2**  
**Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)**  
**For years 2023 to 2025**

(Column 1) STATE	(Column 2) YEAR	(Column 3) NUMBER OF TRANSFERS
Maryland	2023	0
	2024	1
	2025	0
Texas	2023	0
	2024	0
	2025	1
<b>Total</b>	<b>2023</b>	<b>0</b>
	<b>2024</b>	<b>1</b>
	<b>2025</b>	<b>1</b>