

	Provision	Section in Franchise Agreement	Summary
u.	Dispute resolution by arbitration or mediation	Section	You must bring all disputes before our President and/or Chief Executive Officer prior to bringing a claim before a third party. After exhausting this internal dispute resolution procedure, at our option, all claims or disputes between you and us must be submitted first to mediation in Memphis, Tennessee in accordance with the American Arbitration Association’s Commercial Mediation Rules then in effect.
V.	Choice of forum	Section	Subject to applicable state law, all claims not subject to mediation must be brought before a court of general jurisdiction in Memphis, Tennessee, or the United States District Court for the Western District of Tennessee. You consent to the personal jurisdiction and venue of any court of general jurisdiction in Memphis, Tennessee, and the United States District Court for the Western District of Tennessee. (subject to state law)
w.	Choice of law	Section 18.1 in the Franchise Agreement	Subject to applicable state law, the Franchise Agreement is governed by the laws of the state of Tennessee. (subject to state law)

ITEM 18
PUBLIC FIGURES

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

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATION

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: (i) a franchisor provides the actual records of an existing outlet you are considering buying; or (ii) 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, we had three (3) company-owned locations (each, a “Company-Owned Location”) and ten (10) franchised locations (each, a “Franchised Location”).

This Item sets forth certain historical data for the three (3) company-owned locations and seven (7) Franchised Locations. This Item excludes data in connection with three (3) Franchised Locations that opened during the 2024 calendar year and were otherwise not open the entire 2024 calendar year. Not all of the Franchised Locations provide all contents-related services. Three of the seven Franchised Locations did not provide contents-related services.

The table below presents the following information for the Company-Owned Locations and Franchised Locations over the 2024 calendar year: (i) highest Gross Sales, (ii) lowest Gross Sales, (iii) median Gross

Sales, (iv) average Gross Sales, and (v) the number of locations that met or exceeded the average Gross Sales.

	2025 Calendar Year		
	Company-Owned Locations	Franchised Locations	All Locations
Number of Locations	3	10	13
Highest Gross Sales	\$2,917,621	\$2,446,538	\$2,917,621
Median Gross Sales	\$478,342	\$908,354	\$641,301
Average Gross Sales	\$1,171,285	\$810,383	\$900,608
Number (and %) that Met or Exceeded Average Gross Sales	1 (33%)	3 (30%)	4 (31%)
Lowest Gross Sales	\$117,892	\$0	\$0
Average Years in Operation	18	7	10

Notes:

1. **Gross Sales.** “Gross Sales” includes all revenues generated from all Restoration Services or related services provided at or from the applicable facility including amounts received, whether from a partial payment or a payment in full, from the sale and delivery of any services, products, merchandise, and tangible property relating to the Restoration Services or bearing the Proprietary Marks, whether in cash or for credit, and is based on the amount actually collected. Gross Sales do not include the amount of any applicable sales tax imposed by any federal, state, municipal, or other governmental authority if the taxes are stated separately when the customer is charged and taxes are paid as and when due to the appropriate taxing authority. Also excluded from Gross Sales is the amount of any documented refunds, chargebacks, credits and allowances given to customers in good faith and in accordance with our operating procedures.
2. **Average.** “Average,” also known as the “mean,” is defined as the sum of all data points in a set, divided by the number of data points in that set.
3. **Median.** “Median” is defined as 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.
4. Written substantiation for the Financial Performance Representation will be made available to the prospective franchisee upon reasonable request.
5. **Some outlets have sold this amount. Your individual results may differ. There is no assurance you will sell as much.**

Except as set forth herein, we do not make any representations about a franchisee’s future financial performance or the past financial performance of company-owned 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 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 Joel Lyons at 1750 Transport Avenue, Memphis, Tennessee 38116 or (866) 933-8267, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

TABLE 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
Franchised	2023	10	8	-2
	2024	8	10	+2
	2025	10	10	0
Company-Owned¹	2023	5	3	-2
	2024	3	3	0
	2025	3	3	0
Total Outlets	2023	15	11	-4
	2024	11	13	+2
	2025	13	13	0

¹Please note that all outlets in the “Company-Owned or Affiliate-Owned” category are: (i) owned by our parent company Lyons Enterprises, Incorporated; and (ii) operate under our then-current primary mark LYONS and/or LYONS RESTORES; and (iii) offer the Restoration and other Approved Services as our System franchisees.

TABLE 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For Years 2023 to 2025

STATE	YEAR	NUMBER OF TRANSFERS
TOTALS	2023	0
	2024	0
	2025	0

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