Provision	Section in Subleases	Summary
t. Integration/ merger clause	Section 20(b) of Sublease SF; Section 39 of Sublease LF	Only the terms of the Sublease are binding (subject to applicable state law) as to the subject matter of the Sublease; however, we do not disclaim, and you do not waive, reliance on any authorized statements in this disclosure document or in its exhibits and amendments
u. Dispute resolution by arbitration or mediation	None	
v. Choice of forum	Section 17 of Sublease SF; Section 30 of Sublease LF	Action for possession may be brought in any court with jurisdiction; other litigation must be in New York (subject to applicable state law)
w. Choice of law	Section 17 of Sublease SF; Section 30 of Sublease LF	New York law applies except action for repossession will be governed by the law of the state in which the premises are located (subject to applicable 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, by example, by providing information about possible performance at a particular location or under particular circumstances.

Actual results may vary from unit to unit and we cannot estimate any results of any particular franchise. The following information is provided for the purpose of helping you evaluate the potential earnings capability of a Car-X Center. Please carefully read all information in this Item 19, including the statements following the table, which explain the information and the limitations on the information contained in this Item 19.

As of December 31, 2025, there were 97 Car-X Centers in operation; 46 were franchised and 51 were company-owned. The table below sets forth a pro forma profit and loss statement for Car-X centers based on average gross sales of the 46 franchised locations, as divided into terciles based on average gross sales. The gross sales information in the table is based on average gross sales for 2025 for the 46 franchised Car-X Centers that, as of December 31, 2025, had been in operation for at least two full calendar years. Car-X does not collect from franchisees information regarding franchisees' cost of sales or other expenses. In the table below, (i) amounts included in "Cost of Sales (net)" are calculated based on the average Cost of Sales (net) for 2025, as calculated as a percentage of Gross Sales, of the 51 company-owned Car-X Centers that, as of December 31, 2025, had been in operation for at least 12 calendar months; (ii) amounts included for royalty expense is determined using a blended rate of 4.2% for royalties payable based on tire sales, battery sales, and service sales by franchisees; (iii) amounts included for advertising reflect the average expenses of franchisees within their respective terciles; (iv) amounts included for POS operating systems reflect the current fixed amount payable by franchisees; and (v) amounts included for all other expenses (including labor expenses (direct labor, management salary, and payroll taxes), cash rent (net), and utilities/other costs) are calculated based on the average amounts of such expenses, as calculated as a percentage of Gross Sales, of all company-owned Car-X Centers within their respective terciles that, as of December 31, 2025, had been in operation for at least 12 calendar months.

	Tercile 1		**Tercile 2**		**Tercile 3**	
	Amount	% of Gross Sales	Amount	% of Gross Sales	Amount	% of Gross Sales
Gross Sales (46 Franchises)[1]	$1,170,635		$758,563		$500,630	
Cost of Sales (net)[2]	$366,995	31%	$237,810	31%	$156,948	31%
Gross Profit	$803,640	69%	$520,753	69%	$343,682	69%
Direct Labor[3]	$215,259	18%	$158,212	21%	$136,395	27%
Management Salary[3]	$108,669	9%	$78,567	10%	$72,759	15%
Payroll Taxes	$59,823	5%	$43,273	6%	$37,764	8%
Total Labor	$383,750	33%	$280,052	37%	$246,918	49%
Royalty (average 46 Franchises))	$49,167	4.2%	$31,860	4.2%	$21,026	4.2%
Advertising	$38,633	3%	$31,061	4%	$24,293	5%
Cash Rent (net)	$56,865	5%	$53,023	7%	$52,073	10%
POS Operating System	$3,876	0%	$3,876	1%	$3,876	1%
Utilities/Other Costs[4]	$36,549	3%	$38,284	5%	$42,871	9%
Net Income[5][6]	$234,799	20%	$82,597	11%	($47,375)	-9%

1. The figures in the table (other than the figures for company-owned Car-X Centers) reflect information reported to us by independent owners of Car-X Centers. We do not know if the figures reported to us were audited or whether they were prepared in accordance with generally accepted accounting principles (GAAP). We have not independently audited the figures.

2. Gross sales, Cost of Sales, costs of labor, and other costs and expenses do not reflect the actual potential net income of a Car-X Center and should not be relied on in calculating profitability. As noted above, the expense information provided above reflects expenses of company-owned Car-X Centers, and does not reflect the actual expenses of any franchised Car-X Center. There are a number of fixed and variable costs associated with a Car-X Center that are not reflected in the information set forth above and that vary

among individual Car-X Centers. We strongly encourage you to consult with your financial advisors in reviewing the information in this Item 19, in particular, in estimating the categories and amount of expenses you will incur in establishing and operating a Car-X Center.

3. All Management salary excludes any benefits, contests, spiff, and bonus. All tech pay excludes any benefits, contests, and spiff.

4. Utilities/other costs excludes any warranties or bad debts.

5. You should be aware that the financial performance of any particular Car-X Center might be affected by a number of factors that may vary due to the individual characteristics of the Car-X Center. These factors include, but are not limited to: competition from other auto service centers; appreciation and acceptance of the products and services offered by your franchise in the community in which your franchise is located; your experience; the quality and effectiveness of your managerial skills; and your decisions with respect to location, additional advertising programs, personnel and cost controls; geographic and socioeconomic conditions in you locality; business cycles; and the performance of the local, national and world economy.

6. Written substantiation for the financial performance representation will be made available to you upon request.

SOME FRANCHISEES HAVE SOLD THE AMOUNTS SET FORTH IN CHART ABOVE. YOUR INDIVIDUAL RESULTS MAY DIFFER. THERE IS NO ASSURANCE THAT YOU'LL SELL AS MUCH.

Other than the preceding financial performance representations, 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 Michael DeMarco, 1100 East Woodfield Road, Suite 105 Schaumburg, IL 60173, 847-273-8920, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20--OUTLETS AND FRANCHISEE INFORMATION

Information in the following tables is provided as of December 31 of each year.

Table No. 1

System Wide 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/Licensed	2023	76	50	-26
	2024	50	47	-3
	2025	47	46	-1
Company	2023	69	74	5
	2024	74	71	-3
	2025	71	51	-20
Total	**2023**	**145**	**124**	**-21**
	2024	**124**	**118**	**-6**
	2025	**118**	**97**	**-21**

Table No. 2

Transfers of Outlets From Franchisees to New Owners (Other than the Franchisor)
For Years 2023 to 2025

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

Table No. 3

Status of Franchised Outlets
For Years 2023 to 2025

State	Year	Outlets at Start of Year	Outlets Opened	Termin-ations	Non-Renewals	Re-acquired by Franchisor	Ceased Opera-tions-Other Reasons	Outlets at End of Year
Illinois	2023	18	0	0	0	0	0	18
	2024	18	0	0	2	0	1	15