

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 2024, as to the 2024 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 2024, as to the 2024 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 and is not a forecast or projection of future financial performance.

ANALYSIS OF RESULTS OF COMPANY OWNED OUTLETS

During the 2024 Calendar Year we had a total of 85 Company Owned Outlets that qualify as Operational Company Owned Outlets. We do not include data in these tables for New Company Owned Outlets.

Table 1							
Average Gross Revenue	High / Low	Median	Percentile	Number of Company Owned Outlets in the Stated Percentile	Number of Company Owned Outlets in the Percentile that Attained or Exceeded the	Percentage of Company Owned Outlets in Percentile that Attained or Exceeded the Average Gross Revenues	

Average Gross Revenues						
\$1,212,123	\$1,579,382 / \$869,696	\$1,196,611	Top 10%	9	4	44%
\$879,477	\$1,579,382 / \$473,763	\$795,155	Top 25%	21	7	33%
\$607,986	\$1,579,382 / \$282,178	\$447,807	Top 50%	43	16	37%
\$477,305	\$1,579,382 / \$143,700	\$338,324	Top 75%	64	20	31%
\$379,131	\$1,579,382 / \$12,978	\$282,178	100%	85	29	34%
\$214,955	\$447,807 / \$12,979	\$209,059	Bottom 75%	64	27	42%
\$148,022	\$282,178 / \$12,980	\$143,700	Bottom 50%	43	21	49%
\$79,936	\$143,506 / \$12,981	\$87,288	Bottom 25%	21	13	62%
\$42,324	\$83,876 / \$12,982	\$43,397	Bottom 10%	9	5	56%
Table 2						
Average Number of Members	High / Low	Median	Percentile	Number of Company Owned Outlets in the Stated Percentile	Number of Company Owned Outlets in the Percentile that Attained or Exceeded the Average Number of Members	Percentage of Company Owned Outlets in Percentile that Attained or Exceeded the Average Number of Members

1100	1,380 / 885	1,042	Top 10%	9	3	33%
825	1,380 / 486	749	Top 25%	21	9	43%
583	1,380 / 278	471	Top 50%	43	16	37%
460	1,380 / 169	352	Top 75%	64	22	34%
370	1,380 / 23	278	100%	85	27	32%
221	471 / 23	207	Bottom 75%	64	28	44%
155	278 / 23	169	Bottom 50%	43	24	56%
95	166 / 23	94	Bottom 25%	21	10	48%
56	84 / 23	67	Bottom 10%	9	5	56%

ANALYSIS OF RESULTS OF OPERATIONAL FRANCHISE OUTLETS

During the 2024 Calendar Year we had a total of 99 Franchise Outlets that qualify as Operational Franchise Outlets. We do not include data in these tables for New Franchise Outlets.

Table 1						
Average Gross Revenue	High / Low	Median	Percentile	Number of Franchise Outlets in the Stated Percentile	Number of Franchise Outlets in the Percentile that Attained or Exceeded the Average Gross Revenues	Percentage of Franchise Outlets in Percentile that Attained or Exceeded the Average Gross Revenues
\$1,066,401	\$1,850,662 / \$809,603	\$1,010,007	Top 10%	10	3	30%
\$772,247	\$1,850,662 / \$437,958	\$665,878	Top 25%	25	11	44%
\$546,637	\$1,850,662 / \$262,018	\$431,450	Top 50%	50	21	42%
\$431,387	\$1,850,662 / \$148,462	\$316,345	Top 75%	74	25	34%
\$343,922	\$1,850,662 / \$8,183	\$262,018	100%	99	32	32%

\$199,218	\$425,941 / \$8,183	\$183,862	Bottom 75%	74	34	46%
\$139,570	\$262,018 / \$8,183	\$148,289	Bottom 50%	50	26	52%
\$85,027	\$148,115 / \$8,183	\$88,510	Bottom 25%	25	14	56%
\$52,800	\$77,516 / \$8,183	\$52,368	Bottom 10%	10	4	40%

Table 2						
Average Number of Members	High / Low	Median	Percentile	Number of Franchise Outlets in the Stated Percentile	Number of Franchise Outlets in the Percentile that Attained or Exceeded the Average Number of Members	Percentage of Franchise Outlets in Percentile that Attained or Exceeded the Average Number of Members
1130	1,619 / 875	1,102	Top 10%	10	5	50%
889	1,619 / 597	854	Top 25%	25	9	36%
654	1,619 / 342	584	Top 50%	50	21	42%
527	1,619 / 205	398	Top 75%	74	27	36%
424	1,619 / 18	342	100%	99	35	35%
267	571 / 18	268	Bottom 75%	74	37	50%
192	342 / 18	200	Bottom 50%	50	27	54%
117	195 / 18	103	Bottom 25%	25	11	44%
69	93 / 18	75	Bottom 10%	10	7	70%

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 2022 to 2024

(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
Franchised	2022	109	106	-3
	2023	106	102	-4
	2024	102	99	-3
Company- Owned*	2022	77	81	+4
	2023	81	85	+4
	2024	85	88	+3
Total Outlets	2022	186	187	+1
	2023	187	187	0
	2024	187	187	0

*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 2022 to 2024

(Column 1) STATE	(Column 2) YEAR	(Column 3) NUMBER OF TRANSFERS
California	2022	1
	2023	0
	2024	0
Ohio	2022	1
	2023	0
	2024	0
Maryland	2022	0
	2023	0
	2024	1
Total	2022	2
	2023	0
	2024	1

Table No. 3
Status of Franchised Outlets For years 2022 to 2024

(Col. 1) State	(Col. 2) Year	(Col. 3) Outlets at Start of Year	(Col. 4) Outlets Opened	(Col. 5) Terminations	(Col. 6) Non- Renewals	(Col. 7) Reacquired by Franchisor *	(Col. 8) Ceased Operations- Other Reasons	(Col. 9) Outlets at End of Year
Alabama	2022	3	0	0	0	0	0	3
	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
Alaska	2022	1	0	0	0	0	0	1