

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.

In 2024, eight Furniture Medic franchisees converted their franchises to Renew Medic franchises, all of which are Traditional Franchises. Four of these eight Furniture Medic franchisees transferred their businesses to our corporate affiliates prior to the Renew Medic conversion. These eight franchisees had developed their Furniture Medic businesses, and particularly their specialty restoration and insurance business, to a level where their business no longer resembled a Furniture Medic business. Specifically, Furniture Medic businesses are smaller operations where furniture repair work can be performed on site at customer locations as well as in small shops, including home offices or garages. By contrast, the eight Renew Medic franchisees that were converted from Furniture Medic franchisees operate their businesses in large, industrial-size warehouses that contain a minimum of 5,000 - 7,500 square feet of warehouse and office space. Likewise, where Furniture Medic franchisees provide services that restore furniture, wood, and fabric for customers directly and through insurance carriers, the Renew Medic business is limited to cabinet and wood repair and provides services mostly through insurance carriers.

In 2024, there were eight Renew Medic franchisees, all of which had converted their businesses from Furniture Medic franchised businesses in 2024. This includes four conversion franchises that are now operated by our corporate affiliates. All of these previous Furniture Medic businesses opened before 2024. Table 1A below shows the Gross Revenue these franchisees generated in the calendar year 2024, both before and after their conversion. While the Gross Revenue included in Table 1A below includes pre-conversion revenue in 2024, the pre-conversion revenue only includes Gross Revenue derived from services that the Renew Medic business offers.

The information presented in Tables 1, 2 and 3 below is based on historical results and is not a forecast of future potential performance. For purposes of this Item 19, the term “Gross Revenue” means the total of sales invoices or other items billed to the franchisee’s customer (including any National Accounts or MRN customers), less any bad debts, credits, sales tax or other restatement of revenue allowed to the customer.

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TABLE 1A: 2024 & 2025 Gross Revenue All Locations Open >12 Months				
Market	Conversion Date	2025	2024	% Change
Corporate Locations				
Memphis - 1 Territory	3/1/2024	\$1,206,454	\$554,276	118%
Chicago - 5 Territories	7/1/2024	\$1,855,018	\$1,702,250	9%
Phoenix - 5 Territories	10/1/2024	\$2,673,005	\$3,061,449	-13%
San Francisco*- 5 Territories	10/24/2024	\$2,976,597	\$3,560,459	16%
Sacramento* - 3 Territories	10/24/2024	\$1,144,120		
Franchise Locations				
Denver - 5 Territories	8/7/2024	\$6,347,651	\$5,366,283	18%
Houston - 1 Territory	9/12/2024	\$1,053,027	\$1,041,925	1%
Las Vegas - 2 Territories	8/8/2024	\$685,467	\$487,906	40%
Detroit - 2 Territories	9/11/2024	\$762,767	\$649,016	18%

*Note: The San Francisco and Sacramento locations previously ran as a single market. In January 2025 they were separated into two distinct corporate locations.

TABLE 1B: 2025 Gross Revenue for Locations Opened After January 1, 2025		
Franchise Locations	Open Date	2025 Revenue
Charlotte - 2 Territories	May 2025	\$220,721
Atlanta - 5 Territories	July 2025	\$565,069
Nashville - 2 - Territories	December 2025	\$4,008

Notes to Table 1:

- As of December 31, 2025, there were 19 corporate locations open, of which 19 were open for more than 12 months and are included in Table 1A. As of December 31, 2025 there were 26 franchised locations open, of which 10 were open for more than 12 months and are included in Table 1A.
- The Gross Revenue listed in Table 1 comes from sales reports the franchisees provided to their franchisor, which formed the basis for their calculation of royalties. We have not audited the franchisees' sales reports.

Table 2 below shows the following data for all corporate and franchised locations that were open for more than 12 months as of December 31, 2025: (i) total number of jobs, (ii) average ticket price, (iii) highest ticket price, (iv) lowest ticket price and (v) median ticket price.

TABLE 2: 2025 Job and Ticket Data for Cabinet Restoration*					
	Number of Jobs	Average Job Size	Maximum	Minimum	Median
Corporate Locations - 19 Territories	2241	\$4,357.14	\$71,004.00	\$150.00	\$1,571.20
Franchise Locations - 10 Territories	1277	\$4,183.13	\$73,980.00	\$2.00	\$1,208.10

*This only represents cabinet restoration jobs where the job was won and the ticket is not null.

Notes to Table 2:

- Tickets include jobs for providing estimates only (where franchisees may not have ultimately performed the estimated work), jobs for doing emergency cabinet removal only (where franchisees may not have performed the repair work), and jobs where all of the needed work was completed.
- The data in Table 2 comes from our operating systems in use by these franchisees in 2025. We have not audited this data. Of the 26 franchised locations and the 19 corporate locations that were in operation as of December 31, 2025, 10 franchised locations and all 19 corporate locations were open for more than 12 months as of December 31, 2025 and are included in Table 2.

Table 3 provides the total 2025 revenue and expenses from the Renew Medic franchisee who operates in the Denver, Colorado Territory. Table 3 shows all of the Denver Franchisee’s revenue and expenses. The data in Table 3 comes from the Denver Franchisee’s profit and loss statement, which was prepared by the Denver Franchisee and provided to us. We have not audited this data. We are not providing expenses for the other Renew Medic franchisees because we do not have reliable profit and loss statements from those franchisees for the entire 2025 calendar year. And we do not provide expense breakdowns for our company-owned locations because the corporate location operations model and business practices are currently different from those of our franchised locations. Our company-owned locations have different expense models, staffing structures, and/or marketing strategies compared to franchised locations. Therefore, the expense breakdowns of our company-owned locations may not be indicative of the financial performance that a franchisee can expect.

TABLE 3: 2025 Revenue & Expense Information from Denver Franchisee	
Total Income	\$6,347,651
Contractors/Production Labor	\$2,068,388
Job Supplies	\$464,304
Advertising/Promotion	\$49,215
Rent	\$243,425
Royalties/Brand Fund/MRN Fees	\$558,623
Management/Clerical Payroll	\$530,914
Insurance	\$278,756
Auto/Fuel	\$144,597
Repair & Maintenance	\$161,224
Professional Services	\$32,565
Utilities	\$79,068
Other Expenses	\$286,691
EBITDA	\$1,449,880

Notes for Table 3:

1. “EBITDA” in Table 3 does not include any owners’ compensation.

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

Characteristics of the franchisees presented in this Item 19 may differ substantially from your Franchised Business

depending on your previous business or management experience, competition in your area, and length of time that the presented franchisees have operated compared to your Franchised Business. The sales, profits and earnings of an individual franchisee may vary greatly depending on these and a wide variety of other factors, including the location of the Franchised Business, population, demographics in your market area, economic and market conditions, labor, and product costs, etc.

We have written substantiation in our possession to support the information appearing in this financial performance representation. Written substantiation will be made available to you on reasonable request. We recommend that you make your own independent investigation to determine whether or not the franchise may be profitable and consult with an attorney and other advisors prior to executing the franchise agreement. We suggest that you develop and review with your own professional advisors a pro forma cash flow statement, balance sheet and statement of operations, and that you make your own financial projections regarding sales, costs, customer base, and business development for your own outlet before you sign any agreement with us.

Other than the preceding financial performance representation, we do not make any financial performance 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 our management by contacting our team at franchisesales@tcbfranchising.com or by using our mailing address at 57 Germantown Ct., Suite 201, Cordova, TN 38018 or by telephone at 844-326-5292, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20: Outlets and Franchisee Information

An outlet as used in these Item 20 Tables is defined as a franchise territory.

**Table No. 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	0	0	0
	2024	0	10	+10
	2025	10	26	+16
Company-Owned	2023	0	0	0
	2024	0	19	+19
	2025	19	19	0
Total Outlets	2023	0	0	0
	2024	0	29	+29
	2025	29	45	+16

*We previously reported company-owned and franchise “outlets” on a location basis (*i.e.*, each franchisee’s location, regardless of territory count, was counted as one outlet). Beginning with this 2026 Franchise Disclosure Document, we report “outlets” based on franchises sold (*i.e.*, each territory granted under a Franchise Agreement is counted as one outlet). As a result of this change in reporting methodology, the outlet counts for 2024 presented in this Item 20 may differ from those presented in our 2025 Franchise Disclosure Document, and such figures are not directly comparable.