

Provision	Section in Franchise Agreement	Summary
w. Choice of law	Section XIX(G)	The state of Delaware (subject to applicable state law).

ITEM 18. PUBLIC FIGURES

We do not use any public figures 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, for example, by providing information about a possible performance at a particular location or under particular circumstances.

At the end of 2024, there were sixteen (16) franchised locations and two (2) company-owned locations. Six (6) franchised locations were open for the entire 2024 calendar year. Two (2) locations were open for the entire 2024 calendar year but were transferred to Franchisor during the calendar year. An additional five (5) franchised locations were not open for the entire 2024 calendar year but have reported their sales. Five (5) franchised locations were either not open for the entire 2024 calendar year, or did not report their sales to Franchisor, and have been excluded from this Item 19. The information that we have provided in this Item 19 was recorded and reported to us by the owners of the Affiliate Business and the Franchised Business being disclosed in this Item.

We have not independently audited this information. Written substantiation of the data used in preparing this information will be made available upon reasonable request. Some outlets have sold this amount. Your individual results may differ. There is no assurance you will sell as much.

Detroit, MI[^]
 100 total jobs
 \$2,150.00 Median
 \$65.00 Minimum
 \$18,200.00 Maximum
 \$2,823.82 Average

Central (Des Moines), Iowa*

27 total jobs

\$2,278.99	Median
\$50.00	Minimum
\$6,996.00	Maximum
\$2,570.39	Average

Central (Waco), Texas*

27 total jobs

\$2,149	Median
\$1,449	Minimum
\$5,125	Maximum
\$2,154	Average

Charlotte, NC^

85 total jobs

\$1,930	Median
\$250	Minimum
\$9,153	Maximum
\$2,297	Average

Columbus (St. Louisville), OH^

96 total jobs

\$1,700	Median
\$85	Minimum
\$8,082	Maximum
\$2,020	Average

Greater DFW, TX*

15 total jobs

\$1,407.00	Median
\$270.00	Minimum
\$4,194.00	Maximum
\$1,429.00	Average

Greater Raleigh, NC^

165 total jobs

\$3,483	Median
\$106	Minimum
\$9,999	Maximum
\$2,940	Average

Indianapolis, IN ^

101 total jobs

\$3,289	Median
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\$600	Minimum
\$17,038	Maximum
\$3,942	Average

Milwaukee, WI[^]

78 total jobs

\$1,725	Median
\$75	Minimum
\$15,117	Maximum
\$2,206	Average

Providence, RI⁺

37 total jobs

\$1,605	Median
\$64	Minimum
\$7,992	Maximum
\$2,109	Average

Utah*

61 total jobs

\$1,608	Median
\$214	Minimum
\$4,021	Maximum
\$1,830	Average

Orlando, FL⁺

166 total jobs

\$3,000	Median
\$99	Minimum
\$20,904	Maximum
\$3,264	Average

Treasure Valley, ID*

54 total jobs

\$1,811	Median
\$375	Minimum
\$5,400	Maximum
\$2,293	Average

[^] Indicates that it was open a full calendar year.

⁺Indicates that it began as a franchised location but was transferred to Franchisor during the 2024 calendar year.

*These locations were not open for a full calendar year as of December 31, 2024, but we have included their sales as it was reported to us.

Other than the foregoing, 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 Shinabarger at michael@phoenixfranchisebrands.com, 19500 Victor Parkway, Livonia, MI 48152, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20. OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
SYSTEMWIDE OUTLET SUMMARY
For Years 2022 to 2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised Outlets	2022	8	18	+10
	2023	18	20	+2
	2024	20	16	-4
Company-Owned	2022	0	0	0
	2023	0	0	0
	2024	0	2	+2
TOTAL OUTLETS	2022	8	18	+10
	2023	18	20	+2
	2024	20	18	-2

Table No. 2
TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS
(Other than Franchisor)
For Years 2022 to 2024

State	Year	Number of Transfers
Kentucky	2022	0
	2023	0
	2024	1
Michigan	2022	0
	2023	0
	2024	1
Ohio	2022	0
	2023	0
	2024	1
TOTAL	2022	0
	2023	0
	2024	3

Table No. 3
STATUS OF FRANCHISED OUTLETS
For Years 2022 to 2024*

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
Colorado	2022	0	1	0	0	0	0	1
	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	0
Florida	2022	0	4	0	0	0	1	3
	2023	3	0	0	0	0	1	2
	2024	2	1	0	0	1	1	1
Georgia	2022	0	1	0	0	0	0	1
	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	1	0
Idaho	2022	0	0	0	0	0	0	0
	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
Indiana	2022	0	1	0	0	0	0	1
	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
Iowa	2022	0	0	0	0	0	0	0
	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
Kentucky	2022	1	0	0	0	0	0	1
	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
Louisiana	2022	1	0	0	0	0	0	1
	2023	1	0	0	0	0	0	1
	2024	1	0	0	1	0	0	0
Michigan	2022	2	1	0	0	0	0	3
	2023	3	0	0	0	0	0	3
	2024	3	0	0	1	0	0	2
Missouri	2022	0	1	0	0	0	1	0
	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
North Carolina	2022	0	0	0	0	0	0	0
	2023	0	2	0	0	0	0	2
	2024	2	0	0	0	0	0	2
Ohio	2022	3	0	0	0	0	0	3
	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
Pennsylvania	2022	0	1	0	0	0	0	1
	2023	1	0	0	0	0	1	0
	2024	0	0	0	0	0	0	0
Rhode Island	2022	0	1	0	0	0	0	1
	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	1	0	0
South Carolina	2022	0	1	0	0	0	0	1
	2023	1	1	0	0	0	0	2
	2024	2	0	0	0	0	2	0

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations Other Reasons	Outlets at End of the Year
Texas	2022	1	0	0	0	0	0	1
	2023	1	1	0	0	0	1	1
	2024	1	2	0	0	0	1	2
Utah	2022	0	0	0	0	0	0	0
	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
Wisconsin	2022	0	0	0	0	0	0	0
	2023	0	1	0	0	0	0	1
	2024	1	0	0	0	0	0	1
TOTAL	2022	8	12	0	0	0	2	18
	2023	18	5	0	0	0	3	20
	2024	20	6	0	2	2	6	16

* If multiple events occurred affecting an outlet, this table shows the event that occurred last in time.

Where a franchise territory covers more than one state, the franchise, for purposes of this table, is assigned to the state where it has the bulk of its operation, which is not necessarily the same state shown in the business address in the list of franchisees, EXHIBITS E and F.

Table No. 4
STATUS OF COMPANY-OWNED OUTLETS
For Years 2022 to 2024

State	Year	Outlets at Start of Year	Outlets Opened	Reacquired from Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of the Year
Florida	2022	0	0	0	0	0	0
	2023	0	0	0	0	0	0
	2024	0	0	1	0	0	1
Rhode Island	2022	0	0	0	0	0	0
	2023	0	0	0	0	0	0
	2024	0	0	1	0	0	1
TOTAL	2022	0	0	0	0	0	0
	2023	0	0	0	0	0	0
	2024	0	0	2	0	0	2

Table No. 5
PROJECTED OPENINGS
As of December 31, 2024

State	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company-Owned Outlet in the Next Fiscal Year
Florida	0	1	0
Idaho	0	1	0
Iowa	0	1	0
Kansas	1	0	0
Pennsylvania	1	1	0
Texas	0	1	0
Utah	0	1	0
Total	2	6	0

A list of the names, addresses, and telephone numbers of all Door Renew franchisees is attached to this disclosure document as EXHIBIT D. A list of the names, last known home addresses, and telephone numbers of every Door Renew franchise that has had their franchise terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under the Franchise Agreement during the most recently completed fiscal year, or who has not communicated with us within 10 weeks of the date of this disclosure document, is attached to this disclosure document as EXHIBIT E. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with Door Renew. You may wish to speak with current and former franchisees, but be aware that not all such franchisees will be able to communicate with you.

ITEM 21. FINANCIAL STATEMENTS

Our audited financials as of December 31, 2022, December 31, 2023, and December 31, 2024 are attached to this disclosure document as F. Our fiscal year ends on December 31.

ITEM 22. CONTRACTS

The following exhibits to this disclosure document are the contracts used by us in offering franchises:

EXHIBIT A FRANCHISE AGREEMENT
EXHIBIT B FRANCHISE DISCLOSURE QUESTIONNAIRE
EXHIBIT C STATE FRANCHISE REGULATORS AND AGENTS FOR SERVICE
OF PROCESS
EXHIBIT D LIST OF FRANCHISEES
EXHIBIT E LIST OF FRANCHISEES WHO LEFT THE SYSTEM
EXHIBIT F FINANCIAL STATEMENTS
EXHIBIT G TABLE OF CONTENTS OF OPERATING MANUAL
EXHIBIT H STATE SPECIFIC ADDENDA

ITEM 23. RECEIPT

The Receipt page is attached to the last page of this disclosure document. You must sign the receipt to acknowledge your receipt of this disclosure document.



EXHIBIT A. FRANCHISE AGREEMENT

TO THE DOOR RENEW FRANCHISE DISCLOSURE DOCUMENT