

ITEM 18
PUBLIC FIGURES

We currently do not use any public figure to promote our franchise.

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits us to provide information about actual or potential financial performance of our franchised 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) we provide the actual records of an existing outlet you are considering buying; or (2) we supplement the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

Written substantiation for the financial performance representations made in this Item 19 will be made available to you upon reasonable request.

Some Closet Factory Businesses have earned these amounts. Your individual results may differ. There is no assurance you'll earn as much.

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2024 TABLE 1
TOTAL GROSS SALES AT 47 FRANCHISED CLOSET FACTORY BUSINESSES
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2024 (NOTES 1 – 2)

Number of Franchised Closet Factory Businesses (Note 1)	Total Gross Sales of Franchised Closet Factory Businesses (Note 2)	Highest/Lowest Gross Sales (Note 2)	Average Gross Sales of Franchised Closet Factory Businesses (Note 2)	Median Gross Sales of Franchised Closet Factory Businesses (Note 2)
47	\$286,561,735	\$39,149,176/ \$350,963	\$6,097,058	\$4,618,860

2024 TABLE 2
GROSS SALES AT 47 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2024 (NOTES 1, 3–4)

FIRST QUARTILE		SECOND QUARTILE		THIRD QUARTILE		FOURTH QUARTILE	
Franchised Business (Note 1)	Annual Gross Sales (Notes 3, 4)	Franchised Business (Note 1)	Annual Gross Sales (Notes 3, 4)	Franchised Business (Note 1)	Annual Gross Sales (Notes 3, 4)	Franchised Business (Note 1)	Annual Gross Sales (Notes 3, 4)
9001*	\$39,149,176	8001****	\$7,504,672	7001**	\$4,491,907	6001*	\$2,128,714
9002**	\$20,773,087	8002*	\$7,252,592	7002**	\$4,050,060	6002*	\$2,009,750
9003****	\$16,888,991	8003*	\$6,707,192	7003*	\$3,824,252	6003*	\$1,804,804
9004**	\$12,719,960	8004*	\$6,434,908	7004*	\$3,792,858	6004*	\$1,466,896
9005*	\$11,378,162	8005*	\$6,430,345	7005*	\$3,681,534	6005*	\$1,378,480
9006*****	\$10,135,279	8006*	\$6,120,947	7006**	\$3,305,789	6006*	\$1,363,713
9007***	\$9,842,921	8007**	\$5,744,010	7007*	\$3,273,093	6007*	\$1,010,798
9008**	\$9,696,055	8008*	\$5,352,724	7008**	\$3,086,133	6008*	\$873,274

FIRST QUARTILE		SECOND QUARTILE		THIRD QUARTILE		FOURTH QUARTILE	
Franchised Business (Note 1)	Annual Gross Sales (Notes 3, 4)	Franchised Business (Note 1)	Annual Gross Sales (Notes 3, 4)	Franchised Business (Note 1)	Annual Gross Sales (Notes 3, 4)	Franchised Business (Note 1)	Annual Gross Sales (Notes 3, 4)
9009***	\$8,709,306	8009*	\$5,003,778	7009**	\$2,817,249	6009*	\$757,819
9010**	\$7,870,849	8010***	\$4,624,102	7010**	\$2,582,204	6010*	\$549,438
9011*	\$7,842,463	8011***	\$4,618,860	7011*	\$2,481,568	6011**	\$350,963
9012*	\$7,805,601	8012**	\$4,514,018	7012*	\$2,360,441		
TOTAL	\$162,811,851	TOTAL	\$70,308,148	TOTAL	\$39,747,088	TOTAL	\$13,694,649
AVERAGE (Notes 3, 4)	\$13,567,654	AVERAGE (Notes 3, 4)	\$5,859,012	AVERAGE (Notes 3, 4)	\$3,312,257	AVERAGE (Notes 3, 4)	\$1,244,968
MEDIAN (Note 3, 4)	\$9,989,100	MEDIAN (Note 3, 4)	\$5,932,479	MEDIAN (Note 3, 4)	\$3,289,441	MEDIAN (Note 3, 4)	\$1,363,713

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2024 TABLE 3
SALES DATA AT 47 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2024 (NOTES 1, 3, 5)

	FIRST QUARTILE	SECOND QUARTILE	THIRD QUARTILE	FOURTH QUARTILE
Total Gross Sales (Note 3)	\$162,811,851	\$70,308,148	\$39,747,088	\$13,694,649
Average Sales Data (Note 5)	\$13,567,654	\$5,859,012	\$3,312,257	\$1,244,968
Lowest Sales Data (Note 5)	\$7,805,601	\$4,514,018	\$2,360,441	\$350,963
Highest Sales Data (Note 5)	\$39,149,176	\$7,504,672	\$4,491,907	\$2,128,714
Median Sales Data (Note 5)	\$9,989,100	\$5,932,479	\$3,289,441	\$1,244,968

2024 TABLE 4
SALES PER OPPORTUNITY AT 47 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2024 (NOTES 1, 3, 6)

	FIRST QUARTILE	SECOND QUARTILE	THIRD QUARTILE	FOURTH QUARTILE
Total Gross Sales (Note 3)	\$162,811,851	\$70,308,148	\$39,747,088	\$13,694,649
Average Sales Per Opportunity (Note 6)	\$4,946	\$3,956	\$3,730	\$3,575
Lowest Sales Per Opportunity (Note 6)	\$3,828	\$3,047	\$2,305	\$2,736
Highest Sales Per Opportunity (Note 6)	\$6,161	\$4,981	\$5,454	\$5,161
Median Sales Per Opportunity (Note 6)	\$4,640	\$3,961	\$3,913	\$3,978

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2023 TABLE 1
TOTAL GROSS SALES AT 47 FRANCHISED CLOSET FACTORY BUSINESSES
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2023 (NOTES 7 – 8)

Number of Franchised Closet Factory Businesses (Note 7)	Total Gross Sales of Franchised Closet Factory Businesses (Note 8)	Highest/Lowest Gross Sales (Note 8)	Average Gross Sales of Franchised Closet Factory Businesses (Note 8)	Median Gross Sales of Franchised Closet Factory Businesses (Note 8)
47	\$253,329,816	\$35,274,609/ \$420,097	\$5,399,421	\$4,076,527

2023 TABLE 2
GROSS SALES AT 47 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2023 (NOTES 7, 9-10)

FIRST QUARTILE		SECOND QUARTILE		THIRD QUARTILE		FOURTH QUARTILE	
Franchised Business (Note 7)	Annual Gross Sales (Notes 9, 10)	Franchised Business (Note 7)	Annual Gross Sales (Notes 9,10)	Franchised Business (Note 7)	Annual Gross Sales (Notes 9,10)	Franchised Business (Note 7)	Annual Gross Sales (Notes 9,10)
4030*	\$35,274,609	3030*	\$5,915,425	2030**	\$3,590,104	1030**	\$2,058,898
4031**	\$18,730,349	3031*	\$5,809,996	2031*	\$3,430,689	1031*	\$1,897,330
4032****	\$13,536,451	3032*	\$5,450,073	2032*	\$3,278,633	1032*	\$1,882,787
4033**	\$11,236,316	3033*	\$5,422,082	2033*	\$3,233,193	1033*	\$1,360,496
4034*	\$10,909,175	3034**	\$5,399,889	2034**	\$3,135,461	1034*	\$1,148,045
4035*****	\$9,062,375	3035*	\$5,355,358	2035*	\$3,102,351	1035*	\$1,071,623
4036***	\$8,500,954	3036*	\$5,206,871	2036*	\$3,083,879	1036*	\$1,042,541
4037**	\$8,490,311	3037**	\$5,131,880	2037**	\$3,027,183	1037*	\$740,458

FIRST QUARTILE		SECOND QUARTILE		THIRD QUARTILE		FOURTH QUARTILE	
Franchised Business (Note 7)	Annual Gross Sales (Notes 9, 10)	Franchised Business (Note 7)	Annual Gross Sales (Notes 9,10)	Franchised Business (Note 7)	Annual Gross Sales (Notes 9,10)	Franchised Business (Note 7)	Annual Gross Sales (Notes 9,10)
4038*	\$8,317,549	3038*	\$4,665,593	2038**	\$2,946,713	1038*	\$552,708
4039***	\$8,273,828	3039*	\$4,359,289	2039**	\$2,174,473	1039*	\$551,251
4040****	\$7,063,236	3040**	\$4,233,126	2040*	\$2,187,987	1040*	\$514,600
4041*	\$6,633,216	3041***	\$3,920,365			1041*	\$420,097
TOTAL	\$146,028,369	TOTAL	\$60,869,947	TOTAL	\$33,190,666	TOTAL	\$13,240,834
AVERAGE (Notes 9, 10)	\$12,169,031	AVERAGE (Notes 9, 10)	\$5,072,496	AVERAGE (Notes 9, 10)	\$3,017,333	AVERAGE (Notes 9, 10)	\$1,103,403
MEDIAN (Notes 9, 10)	\$8,781,665	MEDIAN (Notes 9, 10)	\$5,281,115	MEDIAN (Notes 9, 10)	\$3,102,351	MEDIAN (Notes 9, 10)	\$1,057,082

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2023 TABLE 3
SALES DATA AT 47 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2023 (NOTES 7, 9, 11)

	FIRST QUARTILE	SECOND QUARTILE	THIRD QUARTILE	FOURTH QUARTILE
Total Gross Sales (Note 9)	\$146,028,369	\$60,869,947	\$33,190,666	\$13,240,834
Average Sales Data (Note 11)	\$12,169,031	\$5,072,496	\$3,017,333	\$1,103,403
Lowest Sales Data (Note 11)	\$6,633,216	\$3,920,365	\$2,187,987	\$420,097

Highest Sales Data (Note 11)	\$35,274,609	\$5,915,425	\$3,590,104	\$2,058,898
Median Sales Data (Note 11)	\$8,781,665	\$5,281,115	\$3,012,351	\$1,057,082

2023 TABLE 4
SALES PER OPPORTUNITY AT 47 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2023 (NOTES 7, 9, 12)

	FIRST QUARTILE	SECOND QUARTILE	THIRD QUARTILE	FOURTH QUARTILE
Total Gross Sales (Note 9)	\$146,028,369	\$60,869,947	\$33,190,666	\$13,240,834
Average Sales Per Opportunity (Note 12)	\$4,748	\$3,948	\$3,647	\$3,364
Lowest Sales Per Opportunity (Note 12)	\$3,457	\$3,296	\$2,817	\$2,326
Highest Sales Per Opportunity (Note 12)	\$5,946	\$4,522	\$6,629	\$4,684
Median Sales Per Opportunity (Note 12)	\$4,425	\$4,119	\$3,361	\$3,337

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2022 TABLE 1
TOTAL GROSS SALES AT 41 FRANCHISED CLOSET FACTORY BUSINESSES
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2022 (NOTES 13 – 14)

Number of Franchised Closet Factory Businesses (Note 13)	Total Gross Sales of Franchised Closet Factory Businesses (Note 14)	Highest/Lowest Gross Sales (Note 14)	Average Gross Sales of Franchised Closet Factory Businesses (Note 14)	Median Gross Sales of Franchised Closet Factory Businesses (Note 14)
41	\$242,316,313	\$34,197,431/\$329,271	\$5,910,153	\$4,237,517

2022 TABLE 2
GROSS SALES AT 41 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2022 (NOTES 13, 15–16)

FIRST QUARTILE		SECOND QUARTILE		THIRD QUARTILE		FOURTH QUARTILE	
Franchised Business (Note 13)	Annual Gross Sales (Notes 15, 16)	Franchised Business (Note 13)	Annual Gross Sales (Notes 15, 16)	Franchised Business (Note 13)	Annual Gross Sales (Notes 15, 16)	Franchised Business (Note 13)	Annual Gross Sales (Notes 15, 16)
4010*	\$34,197,431	3010**	\$7,185,571	2010***	\$4,237,517	1010*	\$2,565,343
4011**	\$20,059,878	3011*	\$6,697,474	2011**	\$4,112,421	1011*	\$2,524,437
4012****	\$14,811,126	3012****	\$6,427,988	2012*	\$4,084,858	1012*	\$2,347,177
4013	\$11,149,162	3013*	\$6,030,654	2013*	\$4,011,909	1013*	\$2,047,818
4014**	\$10,438,463	3014*	\$5,525,544	2014**	\$3,835,620	1014*	\$2,041,741
4015***	\$9,799,799	3015*	\$5,243,901	2015**	\$3,627,873	1015**	\$1,994,655
4016*****	\$9,310,188	3016*	\$4,944,863	2016*	\$3,542,469	1016*	\$1,481,103
4017***	\$8,177,396	3017*	\$4,942,472	2017*	\$3,068,991	1017*	\$900,124

FIRST QUARTILE		SECOND QUARTILE		THIRD QUARTILE		FOURTH QUARTILE	
Franchised Business (Note 13)	Annual Gross Sales (Notes 15, 16)	Franchised Business (Note 13)	Annual Gross Sales (Notes 15, 16)	Franchised Business (Note 13)	Annual Gross Sales (Notes 15, 16)	Franchised Business (Note 13)	Annual Gross Sales (Notes 15, 16)
4018*	\$7,349,107	3018**	\$4,916,208	2018**	\$2,921,182	1018*	\$778,090
4019*	\$7,281,180	3019*	\$4,345,281	2019**	\$2,642,784	1019*	\$387,244
						1020	\$329,271
TOTAL	\$132,573,730	TOTAL	\$56,259,956	TOTAL	\$36,085,624	TOTAL	\$17,397,003
AVERAGE (Notes 15, 16)	\$13,257,373	AVERAGE (Notes 15, 16)	\$5,625,995	AVERAGE (Notes 15, 16)	\$3,608,562	AVERAGE (Notes 15, 16)	\$1,739,700
MEDIAN (Notes 15, 16)	\$10,119,131	MEDIAN (Notes 15, 16)	\$5,384,722	MEDIAN (Notes 15, 16)	\$3,731,746	MEDIAN (Notes 15, 16)	\$1,994,655

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2022 TABLE 3
SALES DATA AT 41 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2022 (NOTES 13, 15, 17)

	FIRST QUARTILE	SECOND QUARTILE	THIRD QUARTILE	FOURTH QUARTILE
Total Gross Sales (Note 15)	\$132,573,730	\$56,259,956	\$36,085,624	\$17,397,003
Average Sales Data (Note 17)	\$13,257,373	\$5,625,995	\$3,608,562	\$1,739,700
Lowest Sales Data (Note 17)	\$7,281,180	\$4,345,281	\$2,642,784	\$329,271
Highest Sales Data (Note 17)	\$34,197,431	\$7,185,571	\$4,237,517	\$2,565,343
Median Sales Data (Note 17)	\$10,119,131	\$5,384,722	\$3,731,746	\$4,036,396

2022 TABLE 4
SALES PER OPPORTUNITY AT 41 FRANCHISED CLOSET FACTORY BUSINESSES BROKEN DOWN BY QUARTILE
OPEN MORE THAN ONE YEAR ON DECEMBER 31, 2022 (NOTES 13, 15, 18)

	FIRST QUARTILE	SECOND QUARTILE	THIRD QUARTILE	FOURTH QUARTILE
Total Gross Sales (Note 15)	\$132,573,730	\$56,259,956	\$36,085,624	\$17,397,003
Average Sales Per Opportunity (Note 18)	\$4,432	\$3,814	\$3,735	\$4,449
Lowest Sales Per Opportunity (Note 18)	\$3,285	\$3,118	\$2,527	\$2,844
Highest Sales Per Opportunity (Note 18)	\$5,981	\$4,764	\$4,979	\$8,492
Median Sales Per Opportunity (Note 18)	\$4,330	\$3,699	\$3,591	\$3,992

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