

city and state, and the current business telephone number (or, if unknown, the last known home telephone number) of every franchisee who had an outlet terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under the franchise agreement during our most recently completed fiscal year or who has not communicated with us within 10 weeks of the issuance date of this Disclosure Document. 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 and Franchisees sign provisions restricting their ability to speak openly about their experience with us. You may wish to speak with current and former franchisees and Franchisees, but be aware that not all of them will be able to communicate with you.

Exhibit “H” to this Disclosure Document lists, to the extent known, the names, addresses, telephone numbers, e-mail address and Web address of each trademark-specific franchisee organization associated with the franchise system being offered that we have created, sponsored or endorsed. Exhibit “H” to this Disclosure Document lists the independent franchisee organizations that have asked to be included in this Disclosure Document.

ITEM 21. FINANCIAL STATEMENTS

The following financial statements of Project Lean Nation Franchising, Inc., for the periods stated, are included as a part of this Disclosure Document as Exhibit “F”: Audited Financial Statements and report of independent Certified Public Accountants, for the years ended September 30, 2025, September 30, 2024, and September 30, 2023, and an unaudited Profit & Loss Statement for October 2025 – March 2026 and Balance Sheet dated March 31, 2026. Our fiscal year ends on September 30th.

ITEM 22. CONTRACTS

Attached to this Disclosure Document (or the Franchise Agreement attached to this Disclosure Document) are copies of the following franchise and other contracts or agreements proposed for use or in use in this state:

Exhibits to Disclosure Document

EXHIBIT “A” State Agencies and Administrators
 EXHIBIT “B” Franchisor’s Agent for Service of Process
 EXHIBIT “C” Franchise Agreement
 EXHIBIT “D” Table of Contents to Manual
 EXHIBIT “E” List of Franchisees
 EXHIBIT “F” Financial Statements
 EXHIBIT “G” State Specific Addenda
 EXHIBIT “H” Franchisee Organizations
 EXHIBIT “I” Request for Consideration
 EXHIBIT “J” General Release
 EXHIBIT “K” State Effective Dates
 EXHIBIT “L” Receipts

Attachments to Franchise Agreement

Schedule 1: Irrevocable Power of Attorney - Telephone
 Schedule 2: Irrevocable Power of Attorney - Lease
 Schedule 3: Form of Guarantee Agreement

EXHIBIT “F”
TO
FRANCHISE DISCLOSURE DOCUMENT

Financial Statements

[See Attached]

The attached Balance Sheet dated March 31, 2026 and the Profit and Loss Statement dated October 2025 – March 2026 have been prepared without an audit. Prospective franchisees or sellers of franchises should be advised that no independent Certified Public Accountant has audited these figures or expressed an opinion with regard to their content of form.

Project Lean Nation Franchising Inc
Profit & Loss
October 2025 through March 2026

	Oct '25 - Mar 26
Ordinary Income/Expense	
Income	
Royalty Fee Income	917,752.30
Franchise Fee Income	422,500.00
Total Income	1,340,252.30
Cost of Goods Sold	530,545.12
Gross Profit	809,707.18
Expense	
Advertising and Promotion	117,341.38
Automobile Expense	39,081.79
Bank Service Charges	13,556.32
Computer and Internet Expenses	118,911.67
Consulting	46,980.64
Dues and Subscriptions	6,102.80
Meals and Entertainment	26,955.95
Office Expense	15,110.57
Payroll	195,996.76
Professional Fees	42,939.46
Rent Expense	17,945.08
Repairs and Maintenance	2,141.10
Telephone Expense	215.57
Training	500.00
Travel Expense	90,387.91
Utilities	188.04
Total Expense	734,355.04
Net Ordinary Income	75,352.14
Other Income/Expense	
Other Income	
Interest Income	1,918.87
Total Other Income	1,918.87
Net Other Income	1,918.87
Net Income	77,271.01

Project Lean Nation Franchising Inc
Balance Sheet
As of March 31, 2026

	Mar 31, 26
ASSETS	
Current Assets	
Checking/Savings	
Checking CNB #7970	202,029.54
Savings CNB #7875	313,600.36
Total Checking/Savings	515,629.90
Other Current Assets	
Royalties Receivable	
Allowance for Bad Debt	-78,642.41
Royalties Receivable - Other	84,709.46
Total Royalties Receivable	6,067.05
Prepaid Commission Expense	1,927,800.00
Total Other Current Assets	1,933,867.05
Total Current Assets	2,449,496.95
Fixed Assets	
Furniture and Equipment	16,812.76
Accumulated Depreciation	-5,099.00
Total Fixed Assets	11,713.76
Other Assets	
Security Deposit	1,990.00
Note Receivable	1,000.00
Stripe Fees & Reimb	3,153.48
Investment	630,000.00
Total Other Assets	636,143.48
TOTAL ASSETS	3,097,354.19
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Amex #11001	82,952.38
Amex	14,110.76
Total Credit Cards	97,063.14
Other Current Liabilities	
Customer Franchise Fee Deposits	2,469,500.00
Corporate Taxes Payable	42,818.00
Total Other Current Liabilities	2,512,318.00
Total Current Liabilities	2,609,381.14
Long Term Liabilities	
D/T/F PLN	216,000.00
Total Long Term Liabilities	216,000.00
Total Liabilities	2,825,381.14
Equity	
Capital Stock	50,000.00
Retained Earnings	144,702.04
Net Income	77,271.01
Total Equity	271,973.05
TOTAL LIABILITIES & EQUITY	3,097,354.19

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
New York	03/04/2026
North Carolina	10/19/2022
South Carolina	11/16/2022
Georgia	01/06/2023
Texas	04/03/2024
Florida	07/29/2025
Indiana	09/14/2025
Utah	05/06/2025 03/31/2026
Connecticut	02/13/2025
Kentucky	03/04/2025
Nebraska	02/26/2025
Virginia	02/28/2026
California	Pending 03/05/2026
Illinois	Pending
Maryland	Pending
Michigan	02/18/2026
Minnesota	Pending
North Dakota	Pending 01/21/2026
South Dakota	01/22/2026
Rhode Island	03/05/2026
Washington	Pending
Wisconsin	01/21/2026

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.