



Franchise Services of North America Inc.

Consolidated Financial Statements

**As at September 30, 2011
and for the years ended September 30, 2011 and 2010**

Franchise Services of North America Inc.

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INDEPENDENT AUDITOR'S REPORT

To the Shareholders of
Franchise Services of North America Inc.

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of Franchise Services of North America Inc. which comprise the consolidated balance sheets as at September 30, 2011 and September 30, 2010 and the consolidated statements of operations and accumulated deficit, statements of comprehensive loss and statements of cash flows for the years then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

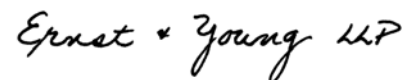
Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinions.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Franchise Services of North America Inc. as at September 30, 2011 and September 30, 2010 and the results of its operations and its cash flows for the years then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants
Licensed Public Accountants

Toronto, Ontario
December 29, 2011

Franchise Services of North America Inc.

Consolidated Balance Sheets

	September 30, 2011	September 30, 2010
Assets		
Cash and cash equivalents	\$ 2,586,399	\$ 2,165,389
Restricted cash and cash equivalents (Note 4)	1,845,911	2,791,630
Accounts receivable, net of allowance for doubtful accounts (\$386,282 at 2011 and \$298,938 at 2010)	1,034,447	922,421
Related party accounts receivable (Note 13)	242,240	120,890
Related party notes receivable (Note 5)	160,000	172,500
Other notes receivable, net of allowance for doubtful notes (\$9,001 at 2011) (Note 6)	43,562	-
Prepaid expenses	236,701	207,654
Total current assets	6,149,260	6,380,484
Property, Plant and Equipment, net (Note 7)	169,746	189,560
Other:		
Related party notes receivable, net of allowance for doubtful notes (\$1,273,447 at 2011 and \$1,299,566 at 2010) (Note 5)	1,576,355	1,736,356
Other assets (Note 9)	127,970	129,658
Goodwill	3,959,473	3,959,473
Other intangible assets, net (Note 8)	2,255,860	2,383,735
	8,089,404	8,398,782
Total assets	\$ 14,238,664	\$ 14,779,266

See accompanying notes to consolidated financial statements.

Franchise Services of North America Inc.

Consolidated Balance Sheets

	September 30, 2011	September 30, 2010
Liabilities and Shareholders' Equity		
Liabilities		
Accounts payable and accrued liabilities	\$ 2,883,550	\$ 2,239,408
Deposits received from franchisees	235,377	244,517
Insurance loss reserves (Note 4)	1,649,044	2,560,675
Total current liabilities	4,767,971	5,044,600
Notes payable (Note 10)	2,500,000	2,500,000
Total liabilities	7,267,971	7,544,600
Commitments and contingencies (Notes 4, 14, 17)		
Shareholders' Equity		
Share capital (Note 11 a)	15,117,041	15,117,041
Contributed surplus (Note 11 b)	1,564,027	1,506,579
	16,681,068	16,623,620
Accumulated deficit	(9,879,967)	(9,563,027)
Accumulated other comprehensive income (Note 11 c)	169,592	174,073
	(9,710,375)	(9,388,954)
Total shareholders' equity	6,970,693	7,234,666
Total liabilities and shareholders' equity	\$ 14,238,664	\$ 14,779,266

See accompanying notes to consolidated financial statements.

Approved by the Board of Directors

(Signed) "Sanford Miller" _____ Director

(Signed) "Michael Linn" _____ Director

Franchise Services of North America Inc.

Consolidated Statements of Operations and Accumulated Deficit

	Year Ended September 30, 2011	Year Ended September 30, 2010
Revenues		
Continuing franchisee and related fees (Note 5)	\$ 3,839,309	\$ 3,668,333
Initial franchise fees	396,398	619,544
Insurance premiums and related fees	11,652,994	11,924,645
Total revenues	15,888,701	16,212,522
Costs and expenses		
Direct operating		
Franchise operating	4,500,736	4,495,205
Insurance operating	5,518,976	5,305,269
Claims expense	2,905,228	3,812,966
Insurance underwriting expenses	461,859	823,001
General and administration	2,326,408	1,954,085
Recovery of losses on related party notes receivable	(13,619)	(3,282)
Provision for losses on other notes receivable	9,001	16,798
Stock-based compensation expense (Note 11a)	57,448	35,704
Interest expense	251,129	277,369
Amortization and depreciation	215,385	225,252
Total costs and expenses	16,232,551	16,942,367
Operating loss before income taxes	(343,850)	(729,845)
Income tax expense (benefit) (Note 12)	(26,910)	2,750
Net loss	\$ (316,940)	\$ (732,595)
Accumulated Deficit beginning of the period	(9,563,027)	(8,830,432)
Accumulated Deficit end of period	\$ (9,879,967)	\$ (9,563,027)
Loss per share (Note 11d)		
Basic and Diluted	\$ (0.01)	\$ (0.01)

See accompanying notes to consolidated financial statements.

Franchise Services of North America Inc.

Consolidated Statements of Comprehensive Loss

	Year Ended September 30, 2011	Year Ended September 30, 2010
Net loss	\$ (316,940)	\$ (732,595)
Other Comprehensive Loss		
Translation of Canadian dollar functional currency to US dollar reporting currency (Note 11 c)	(4,481)	24,945
Comprehensive loss	\$ (321,421)	\$ (707,650)

See accompanying notes to consolidated financial statements.

Franchise Services of North America Inc.

Consolidated Statements of Cash Flows

	Year Ended September 30, 2011	Year Ended September 30, 2010
Operating activities		
Net loss	\$ (316,940)	\$ (732,595)
Items not affecting cash:		
Amortization and depreciation (Notes 7 and 8)	215,385	225,252
Recovery of losses on related party notes receivable (Note 5)	(13,619)	(3,282)
Provision for losses on other notes receivable (Note 6)	9,001	16,798
Provision for doubtful accounts receivable (Note 17)	122,724	141,192
Note received in payment of franchise fee	(103,974)	(16,798)
Stock-based compensation (Note 11a)	57,448	35,704
	(29,975)	(333,729)
Changes in non-cash working capital:		
Accounts receivable	(360,793)	(119,634)
Prepaid expenses and other assets	(27,366)	(80,637)
Accounts payable and accrued liabilities	646,442	85,835
Insurance loss reserves	(912,081)	113,321
Deposits received from franchisees	(9,140)	6,285
Net change in non-cash working capital	(662,938)	5,170
Net cash used in operating activities	(692,913)	(328,559)
Investing activities		
Change in restricted cash and cash equivalents	941,974	(62,968)
Property, plant and equipment expenditures	(67,696)	(54,019)
Payments for intangible assets	-	(9,420)
Repayments on notes and other receivables	237,531	39,599
Net cash provided by (used in) investing activities	\$ 1,111,809	\$ (86,808)

Franchise Services of North America Inc.

Consolidated Statements of Cash Flows

	Year Ended September 30, 2011	Year Ended September 30, 2010
Financing activities		
Repayments of notes payable	\$ -	\$ (61,758)
Net cash used in financing activities	-	(61,758)
Net increase (decrease) in cash and cash equivalents	418,896	(477,125)
Effect of exchange rate changes on cash	2,114	9,539
Cash and cash equivalents, beginning of period	2,165,389	2,632,975
	2,167,503	2,642,514
Cash and cash equivalents, end of period	\$ 2,586,399	\$ 2,165,389

Supplemental disclosures of cash flow information:

Cash paid during the period for:

Income taxes paid (recoveries), net	\$ 42,615	\$ (61,188)
Interest	251,390	274,589

Non-cash investing activities:

Related party note receivable offset with related party note payable (Note 5)	-	896,433
Notes receivable offset with accounts payable and accrued expenses	-	11,374

See accompanying notes to consolidated financial statements.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

1. Nature of Business

Organization and Nature of the Business

Franchise Services of North America Inc. ("FSNA" or the "Company"), formerly Rent-A-Wreck Capital Inc., is a public company incorporated under the Canada Business Corporations Act on August 27, 1998 and whose common shares are listed on the TSX Venture Exchange under the symbol 'FSN.'

The Company owns two operating subsidiaries, U-Save Auto Rental of America, Inc. ("U-Save") and Practicar. U-Save licenses franchises to operate U-Save Auto Rental businesses in the United States and abroad. In addition, U-Save offers to franchisees and independent car rental operators ("associates") insurance products including liability and physical damage coverage on their rental fleet. U-Save also operates an association, Auto Rental Resource Center ("ARRC"). ARRC provides insurance discounts and products and services to its members who operate independent vehicle rental businesses. As a result of the acquisition of DRSN Holdings, LLC ("DRSN"), the Company owns a full-service insurance agency, providing insurance products to its franchisees, associates, and third-party customers predominately in the auto rental business. Practicar licenses franchises to operate Rent-A-Wreck vehicle rental and sales businesses in Canada. Thus, overall, the Company operates in one reportable business segment, the auto rental segment. See Note 15 related to Segments.

2. Summary of Significant Accounting Policies

Currency

In these consolidated financial statements, all dollar amounts are expressed in United States (U.S.) dollars, unless indicated otherwise. The Company has adopted the U.S. dollar as its reporting currency because the majority of its operations are located in the United States. All references to US\$ or to \$ are to United States dollars and references to C\$ are to Canadian dollars.

At September 30, 2011, certain of the Company's financial instruments are denominated in Canadian dollars as follows:

	C\$
Cash	59,182
Restricted cash	356,302
Accounts receivable	230,666
Accounts payable	193,074
Insurance reserves	285,614

Basis of Consolidation

The consolidated financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles (Canadian GAAP) and include the accounts of the Company and its wholly-owned subsidiaries. All significant intercompany transactions have been eliminated.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Foreign Currency Translation

The Company and its operating subsidiary in Canada (Practicar) have a functional currency which is the Canadian dollar. The accounts of their self-sustaining operations are translated using the current rate method, whereby assets and liabilities are translated at period-end exchange rates, while revenues and expenses are translated using average rates during the period. Translation gains and losses relating to the self-sustaining operations are included in accumulated other comprehensive income.

Cash and Cash Equivalents

The Company considers unrestricted highly liquid investments with original maturities of three months or less when purchased to be cash equivalents.

Restricted Cash and Cash Equivalents

Restricted cash is held in short-term investment funds and carried at fair value. Restricted cash and cash equivalents are restricted for the payment of estimated insurance claims and premiums for some, but not all, of the Company's insurance programs, with some balances held in the Company's name at financial institutions and other balances held on the Company's behalf by insurance carriers (see Note 4). At September 30, 2011, the Company has annual renewable letters of credit totaling \$1.435 million outstanding to the Company's insurance carriers as security for payment of claims, insurance premiums and any other obligations to the carrier. These letters of credit are secured by cash of the same amounts and are reflected in the Company's restricted cash balance at September 30, 2011.

Accounts Receivable

Accounts receivable are carried at original invoice amount less an estimate for doubtful receivables based on a review of all outstanding amounts on a monthly basis. Management determines the allowance for doubtful accounts by regularly evaluating individual customer receivables and considering a customer's financial condition, credit history, and current economic conditions. Receivables are written off when deemed uncollectible. See Note 17 for further discussion of financial instrument risks.

Notes Receivable

Notes receivable are classified as impaired when there is no longer reasonable assurance of the timely collection of outstanding advances. In determining the provision for possible note receivable losses, the Company considers the length of time the notes have been outstanding, whether they are in arrears, the overall financial strength of the borrower and the residual value of security pledged. If necessary, a provision for losses on impaired notes receivable is made to reduce the carrying amount to the estimated realizable amounts. During the year ended September 30, 2011, the Company recorded a net recovery of provisions for losses on impaired notes receivable of \$4,618. During the year ended September 30, 2010, the Company recorded a net provision for losses on impaired notes receivable of \$13,516. See Note 5 and Note 6.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Property, Plant and Equipment

Property, plant and equipment are stated at cost and amortized generally on the straight-line method for financial reporting purposes using estimated useful lives as follows:

Furniture and equipment	5	Years
Vehicles	5	Years
Computer equipment	3-5	Years

Goodwill and Intangible Assets

Goodwill and identifiable intangible assets carried on the books of the Company are mainly the result of acquisitions. Goodwill and identifiable intangible assets with indefinite lives are not amortized, but rather reviewed annually for impairment and not more frequently, unless events or circumstances warrant such a review. On an annual basis, management reviews the carrying amount of goodwill for possible impairment by conducting a two-step test. In the first step, fair value of the reporting unit, as determined by discounted cash flows, is compared to its carrying value. If the fair value is less than the carrying value, the second step is conducted whereby the fair value of goodwill is determined on the same basis as a business combination. If fair value of goodwill is less than the carrying value of goodwill, goodwill is written down to its estimated fair value.

The "Measurement Uncertainty" section contains further details as to the nature of goodwill and its review and also Note 8, "Other Intangible Assets" has further details as to the nature of intangible assets with an indefinite or finite life.

Intangible assets that have a finite life are amortized using the straight-line basis over the estimated useful lives as follows:

Customer list	7-8	years
Advertising jingle	5	years
Non-compete agreement	3	years

The amount of goodwill at September 30, 2011 expected to be deductible for tax purposes through the amortization method permitted by the Internal Revenue Service is approximately \$698,000.

Revenue Recognition

Initial franchise fee revenue from an individual franchise is recognized when all material services or conditions relating to the transaction have been substantially performed or satisfied by the Company. Generally, substantial performance occurs prior to the commencement of operations by the franchisee. Continuing license fees are recognized as revenue as the fees are earned and are based on the number of cars operated by the individual franchisee or as a percentage of the individual franchisee's time and mileage revenue.

Income from insurance operations is recorded as revenue when earned and recognized ratably over the term of the coverage.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Franchise Activity

The following provides a summary of the number of franchises granted, acquired and closed during the years ended September 30, 2011 and 2010:

Franchise Activity	Year Ended September 30, 2011	Year Ended September 30, 2010
Number of franchises - beginning of period	199	205
New franchises granted	14	14
Franchises closed	(19)	(20)
Number of franchises - end of period	194	199

Insurance Reserves

The Company recognizes loss reserves primarily for re-insured physical damage claims and liability claims. The Company funds, through monthly installments, loss funds specified by the fronting insurance companies, plus underwriting expenses. For liability claims, these loss funds are used to pay up to the first \$20,000, or \$100,000 of such loss, depending on the policy and fronting insurer. For property claims, the Company is responsible for the first \$25,000 and any amount in excess of \$50,000 per vehicle per claim. Operating costs are charged for estimated losses and underwriting fees. The charges are based on the estimated ultimate liability related to claims and differ from period to period due to claim payment and settlement practices as well as changes in development factors for estimated claims incurred but not reported. On a monthly basis, the Company receives from its fronting insurance companies estimates of selected ultimate losses that are based on actuarial analysis, which management uses to estimate the Company's expected losses. Charges to operations are then adjusted to reflect these estimates.

The Company recorded increases (decreases) related to changes in liability claim reserves from the prior period reserves, based on carrier reports, approximately as follows:

	Year Ended September 30, 2011	Year Ended September 30, 2010
Changes in liability claim reserves	\$ (935,371)	\$ 281,817

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Income Taxes

Income taxes are accounted for under the asset and liability method. Under this method, future income tax assets and liabilities are determined based on differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases and operating loss and tax credit carryforwards. Future tax assets and liabilities are measured using substantively enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recoverable or settled. The effect on future tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the enactment date.

Future tax assets, if any, are recognized only to the extent that, in the opinion of management, it is more likely than not that future income tax assets will be realized. The Company is subject to income tax in both Canada and the United States.

To the extent the Canadian operations generate taxable income, such income would be taxed at the applicable Canadian statutory tax rates. To date, the Company's Canadian operations have not generated taxable income. The Company has not recognized a future tax asset related to the resulting non-capital loss carryforwards for its Canadian operations because management has concluded that it is more likely that such future income tax assets will not be realized.

To the extent the U.S. operations generate taxable income, such income would be taxed at the applicable U.S. statutory tax rates. Based upon the level of historical taxable income and anticipated future taxable income over the periods in which the future tax assets are deductible, management believes it is not likely that the Company will realize the full benefit of these future tax assets and accordingly, has recorded a full valuation allowance against these future tax assets in its financial statements.

Stock-Based Compensation

The Company uses the fair value method of accounting for common share options granted to employees and non-employees. Under this method, for employee grants, the Company recognizes compensation expense based on the fair value of the options on the date of grant which is determined by using the Black-Scholes option pricing model. The fair value of the options is recognized over the vesting period of the options granted as compensation expense and contributed surplus. For non-employee grants, the fair value of the options granted is measured at the earlier of the date of the completion of the service rendered, performance commitments reached or upon vesting. The Company estimates forfeitures of stock options when determining stock-based compensation.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Long-Lived Assets

Long-lived assets, which comprise property, plant and equipment and intangible assets with finite lives, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets to be held and used is measured by a comparison of the carrying amount of an asset to the sum of future undiscounted net cash flows expected to be generated by the asset and residual value. If the carrying amount of an asset exceeds its estimated undiscounted future cash flows and residual value, an impairment charge is recognized in the amount by which the carrying amount of the asset exceeds the fair value of the asset. Discontinued operations are reported separately, including the discontinuation of a component of an entity that either has been disposed of (by sale, abandonment, or in a distribution to owners) or is classified as held for sale. Assets to be disposed of are reported at the lower of the carrying amount or fair value less costs to sell. See Note 8.

Advertising Expense

Advertising costs are expensed in the period incurred. The Company incurred advertising expense of \$123,571 and \$108,819 for the years ended September 30, 2011 and 2010, respectively.

Risk and Uncertainties

The auto rental industry is highly competitive with various companies focusing on different markets, such as business and vacation travel at or near airports, insurance replacement and neighborhood rental. The success of the Company is based largely on the success of its franchisees. Franchisees are located throughout the United States and Canada. The U-Save brand is also represented internationally.

The royalty revenue trend for the Company's vehicle rentals and sales is greatly influenced by the tourism cycle; consequently, the summer quarter ending in September, the (4th) quarter of the fiscal year, traditionally generates the highest levels of revenue, followed by the spring (3rd) quarter ending in June, then the fall (1st) quarter ending in December, which includes the Christmas holiday season and finally, the winter (2nd) quarter which is usually the lowest in both tourism and car sales. Although tourism is a significant part of the rental revenue, the system also caters to the local rental markets and vehicle replacement market. These markets do not necessarily follow the same cycle patterns as tourism; for example, the vehicle replacement market is typically stronger during the winter months.

The insurance premiums reported are a function of the number of cars insured by the underlying franchisees. The seasonality aspects that are attributed above to the tourism cycle also greatly influence the number of vehicles a franchisee will operate and make available for rent. Additionally, as the number of airport locations increase based upon a successful opening of a new location, these airport locations tend to rent a greater number of vehicles than a local market store. Thus, as each airport location is opened, if the Company also provides that location with its vehicle liability insurance for its fleet, the overall car count of insured vehicles will increase thereby having a positive effect on this revenue stream.

The Company's royalty revenue stream and insurance premiums are greatly influenced by the performance of the underlying franchisees. This can be affected in either a positive or negative manner based upon current trends in the car rental industry.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Measurement Uncertainty

The consolidated financial statements have been prepared in conformity with Canadian GAAP. Accordingly, management has made estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting periods. Significant items subject to estimates and assumptions include the net carrying amount of intangible assets including goodwill, insurance loss reserves, valuation allowances for receivables, future income taxes and stock-based compensation. Actual results could differ from those estimates.

The Company's goodwill balance of \$3,959,473 at September 30, 2011 and 2010 represents 27.8% and 26.8% respectively, of total assets of the Company. This goodwill resulted from insurance related acquisitions made in January 2000, February 2005 and January 2007 which are ongoing operations of the Company. Assumptions considered in the annual review of goodwill include retention of members and customers, growth in the membership and customer base, cash flows, as well as the goods, services and products provided. Synergies of the operations in terms of leveraging brands, products, services and technologies are also reviewed annually in support of goodwill. Management believes these assumptions to be reasonable in support of goodwill. There is an inherent level of uncertainty related to any goodwill. Goodwill is reviewed annually for impairment and not more frequently, unless events or circumstances warrant such a review. See Note 2, "Goodwill and Intangible Assets."

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Financial Instruments

a) Financial instruments – recognition and measurement

Financial instruments are classified into one of the following five categories: held-for-trading, held-to-maturity, loans and receivables, available-for-sale financial assets or other financial liabilities. All financial instruments, including any derivatives, are measured in the balance sheet at fair value except for loans and receivables, held to maturity investments, and other financial liabilities which are measured at amortized cost determined using the effective interest rate method. For all financial instruments, at initial recognition, cost of the instrument is fair value, adjusted for any transaction costs, other than held-for-trading financial securities.

Following adoption of these standards, the Company has classified all cash and cash equivalents as held-for-trading, which is measured at fair value, with changes in fair value recognized in net income. Third party and related party accounts and notes receivable are classified as loans and receivables, which are measured at amortized cost. Accounts payable and accrued liabilities and notes payable are classified as other financial liabilities which are measured at amortized cost.

b) Derivatives

The Company does not have any derivative instruments or hedging activities.

c) Transaction costs

Transaction costs attributable to financial instruments classified as other than held-for-trading are included in the recognized amount of the related financial instrument and recognized over the life of the resulting financial instrument on an effective yield method. Transaction costs attributable to financial instruments classified as held-for-trading are expensed.

3. Changes in Accounting Policies

Impaired Loans

Effective October 1, 2009, the Company has adopted the amendments to the Canadian Institute of Chartered Accountants' Handbook Section 3025, Impaired Loans, which has been changed to conform the definition of a loan to that in amended Section 3855, Financial Instruments – Recognition and Measurement, and to include held-to-maturity investments within the scope of this Section. The Company has determined that these amendments have no material effect on its financial statements.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Goodwill and Intangible Assets

Effective October 1, 2009, the Company has adopted the new recommendations of the CICA Handbook Section 3064, Goodwill and Intangible Assets, which replaces Section 3062, Goodwill and Intangible Assets, and Section 3450, Research and Development Costs. Section 3064 establishes the standards for recognition, measurement and disclosure of goodwill and intangible assets. Under these new standards, internally generated intangible assets may be recognized in the financial statements under certain circumstances. As a result of adopting this new standard, the Company has determined that these changes had no material effect on its financial statements.

Financial Instruments – Recognition and Measurement

Effective October 1, 2009, the Company has adopted the amendments to the CICA Handbook Section 3855, Financial Instruments – Recognition and Measurement which has been amended to change the categories into which a debt instrument is required or permitted to be classified, change the impairment model for held-to-maturity financial assets to the incurred credit loss model in Section 3025, Impaired Loans, and require reversal of previously recognized impairment losses on available-for-sale financial assets in specified circumstances. The Company has determined that these amendments have no material effect on its financial statements.

Also, effective October 1, 2009, the Company has adopted the amendment to CICA Handbook Section 3855, concerning the assessment of embedded derivatives upon reclassification of a financial asset out of the held-for-trading category. The Company has determined that this amendment has no material effect on its financial statements.

Financial Instruments – Disclosures

Effective October 1, 2009, the Company has adopted the amendments to the CICA Handbook Section 3862, Financial Instruments – Disclosures, which has been amended to include additional disclosure requirements about fair value measurements of financial instruments and to enhance liquidity risk disclosure. The Company has determined that these amendments have no material effect on its financial statements. The disclosures required by these changes are in Note 17.

Future Accounting Changes

The CICA converged Canadian GAAP for public companies with International Financial Reporting Standards (IFRS) effective January 1, 2011. The Company will transition to IFRS on October 1, 2010, and will begin reporting under IFRS for the quarter ended December 31, 2011 and the year ended September 30, 2012. This requires the restatement for comparative purposes of amounts reported by the Company for the interim and annual financial statements in 2011.

As a result of the adoption of IFRS, future accounting changes relating to Canadian GAAP are not applicable in these consolidated financial statements as they will never be applied by the Company.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

4. Insurance Programs

The Company provides insurance coverage to participating franchisees and associates covering liability, property and physical damage, and commercial and general liability. Under the arrangements described below, the Company pays fronting (or underwriting) fees to its insurance carriers and the Company is required to make deposits to funds restricted for claim payments within the deductibles. At September 30, 2011, the Company has annual renewable letters of credit totaling \$1.435 million (\$1.75 million at September 30, 2010) outstanding to the Company's insurance carriers as security for payment of claims, insurance premiums and any other obligations to the carrier. These letters of credit are secured by cash of the same amounts and are reflected in the Company's restricted cash balance at September 30, 2011.

The Company, through licensed insurers, provides participating franchisees and associates automobile liability insurance for claims arising as a result of personal injury and property damage for which drivers of rental vehicles or franchisees may be legally liable. The Company is responsible, through a funded obligation, for varying deductibles (depending on the policy and insurer), for each claim. The Company has no further obligation to its insurer to fund claims that exceed its funded deductible. The Company has accrued a liability for both incurred and incurred but not reported losses. See item (a) below of Key figures for the Company's insurance programs.

The Company deposits funds with the insurance carriers, in a restricted account, to pay claims and other expenses within the deductibles. See item (c) below of Key figures for the Company's insurance programs.

The Company also provides its participating franchisees and associates with physical damage insurance coverage. Under this program, the Company has responsibility for a deductible up to \$25,000 per claim, per vehicle. Losses in excess of \$25,000, up to a maximum of \$50,000 per incident, are insured by an insurance carrier. The Company has accrued a liability for claims expected to be reported and claims reported but not paid. See item (b) below of Key figures for the Company's insurance programs.

In conjunction with these insurance programs, the Company generally requires participating franchisees to pay a deposit equal to the larger of fifteen percent of estimated annual insurance premium or \$2,000.

The Company, as agent, also may provide other insurance programs such as commercial and general liability, business interruption, workers compensation, and directors' and officers' liability. The Company has entered into various agreements with several insurance carriers to provide coverage on these types of policies.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Key figures for the Company's insurance programs are as follows:

	September 30, 2011	September 30, 2010
(a) Funded Deductible Program		
Deductibles of \$20,000 or \$100,000		
Accrued liability for incurred and incurred but not reported losses	\$ 1,444,406	\$ 2,379,777
(b) Physical Damage Deductible Program		
Deductibles of \$25,000		
Excess of \$25,000 to \$50,000 max separately insured		
Accrued liability for incurred and incurred but not reported losses	204,638	180,898
Insurance loss reserves	<u>\$ 1,649,044</u>	<u>\$ 2,560,675</u>
(c) Restricted Cash		
Amounts held related to estimated liability for claims and expenses	\$ 1,845,911	\$ 2,791,630

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

5. Related Party Notes Receivable

	September 30, 2011	September 30, 2010
<p>This balance originated from certain accounts receivable (insurance, royalties, reservation fees) of a former franchisee of which a Co-Chief Executive Officer of the Company was formerly a co-owner. This note was restructured, effective February 1, 2010. The new note is unsecured, bears interest at prime+2% (currently 5.25%) payable quarterly, with annual principal payments of \$10,000. The note matures in 2020.</p>	\$ 104,000	\$ 114,000
<p>This balance originated from interest payments paid or payable by U-Save on behalf of the Co-Chief Executive Officers on related loans incurred to acquire common shares of U-Save through ownership in Holdings. Holdings is required to reimburse U-Save for payments made in this regard. This balance is non-interest bearing and is unsecured, and has been classified as non-current based on management's estimate of when the balance will be collected. A portion of the balance attributable to one of the Company's Co-Chief Executive Officers (\$255,298) was fully reserved in September 2009 after consideration of the financial strength of the borrower and the unsecured nature of the note. Effective February 1, 2010, the portion of this balance that had not been previously reserved was restructured into a new note with a face amount of \$1,782,355 – see below.</p>	255,298	255,298
<p>This note originated February 1, 2010, as a restructuring of certain amounts due from and payable to a Co-Chief Executive Officer of the Company. The note is unsecured, bears interest at prime+2% (currently 5.25%) payable quarterly, with annual principal payments of \$150,000. The note matures in 2020.</p>	1,632,355	1,782,355
Subtotal	\$ 1,991,653	\$ 2,151,653

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Note 5 – Related party notes receivable, continued

	September 30, 2011	September 30, 2010
Balance brought forward	\$ 1,991,653	\$ 2,151,653
Note receivable from a franchisee in which one of the Company's Co-Chief Executive Officers has a non-controlling financial interest. Note originated in December 2008 reconstituting certain outstanding accounts receivable of \$723,404 and existing notes receivable of \$284,419, totaling \$1,007,823. The note required a \$37,500 down payment that was received in January 2009. The note bears interest at 6%, requires interest only payments in the first year and graduated principal and interest payments thereafter, with a final maturity in 2014. The Company has fully reserved this note after consideration of the financial strength of the borrower and the value of the underlying collateral pledged as security for the note.	938,149	964,269
Note receivable from an executive officer of the Company. This note originated in May 2000, is non-interest bearing and is unsecured. The note matured in May 2010 and allows \$30,000 of the note to be forgiven if the balance is paid in full. During the year ended September 30, 2009, the Company fully reserved this note after considering the likelihood that the note will ultimately be repaid.	80,000	80,000
Note receivable from an executive officer of the Company. This note originated at \$50,000 in 2007, bears interest at 6% and is unsecured. The note matures in 2012 and \$12,500 of the note is forgiven on an annual basis so long as the executive officer remains an employee of the Company.	-	12,500
Allowance for notes deemed uncollectible:	(1,273,447)	(1,299,566)
Current portion of related party notes receivable	(160,000)	(172,500)
Total	\$ 1,576,355	\$ 1,736,356

During the year ended September 30, 2011, the Company recorded a net recovery of losses on impaired notes receivable of \$13,619, which included a \$26,119 recovery on a note due from a franchisee in which one of the Company's Co-Chief Executive Officers has a non-controlling financial interest offset by a \$12,500 loss attributable to forgiveness of a note due from an Executive Officer of the Company as required under his employment agreement with the Company, with the loss recorded as a write-off of the related note.

During the year ended September 30, 2010, the Company recorded a net recovery of losses on impaired notes receivable of \$3,282, which included a recovery of \$15,782 on a note due from a franchisee in which one of the Company's Co-Chief Executive Officers has a non-controlling financial interest, offset by a \$12,500 loss attributable to forgiveness of a note due from an Executive Officer of the Company as required under his employment agreement with the Company, with the loss recorded as a write-off of the related note.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Effective February 1, 2010, the Company's Co-Chief Executive Officers agreed to restructure certain notes payable to and receivable from the Company. The restructuring of these notes and the related terms and conditions were approved at the Company's Annual General Meeting on March 31, 2010. The notes require annual principal payments and quarterly interest payments. One of the Company's Co-Chief Executive Officers agreed to combine a non-interest bearing note with a principal balance of \$2,423,823, an other non-interest bearing receivable of \$254,966, and offset a note payable due to that Co-Chief Executive Officer with a principal balance of \$896,434 resulting in a new note with a net principal balance due from the Co-Chief Executive Officer of \$1,782,355.

6. Other Notes Receivable

	September 30, 2011	September 30, 2010
Unsecured notes receivable due from franchisees. The notes bear interest at rates from 0% - 4.0% and mature in 2012 and 2013.	\$ 53,827	\$ 20,000
Discount:	(1,264)	(3,202)
Allowance for notes deemed uncollectible:	(9,001)	(16,798)
Current portion of notes receivable:	(43,562)	-
Total	\$ -	\$ -

7. Property, Plant and Equipment

September 30, 2011

	Cost	Accumulated Depreciation	Net
Furniture and equipment	\$ 530,045	\$ (503,229)	\$ 26,816
Vehicles	24,200	(24,200)	-
Computer equipment	1,138,372	(995,442)	142,930
	\$ 1,692,617	\$ (1,522,871)	\$ 169,746

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

September 30, 2010

	Cost	Accumulated Depreciation	Net
Furniture and equipment	\$ 524,020	\$ (480,641)	\$ 43,379
Vehicles	24,200	(20,167)	4,033
Computer equipment	1,076,702	(934,554)	142,148
	\$ 1,624,922	\$ (1,435,362)	\$ 189,560

The Company recorded total depreciation expense of \$87,510 and \$97,377 for the years ended September 30, 2011 and 2010, respectively.

8. Other Intangible Assets

	September 30, 2011			September 30, 2010		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Finite-life intangible assets:						
Customer list	\$ 983,000	\$ (653,491)	\$ 329,509	\$ 983,000	\$ (525,616)	\$ 457,384
Advertising jingle	10,000	(10,000)	-	10,000	(10,000)	-
Non-compete agreement	254,158	(254,158)	-	254,158	(254,158)	-
	\$ 1,247,158	\$ (917,649)	\$ 329,509	\$ 1,247,158	\$ (789,774)	\$ 457,384
Indefinite-life intangible assets:						
Rent-A-Wreck Brand	\$ 1,916,931	\$ -	\$ 1,916,931	\$ 1,916,931	\$ -	\$ 1,916,931
Trademark	9,420	-	9,420	9,420	-	9,420
	\$ 1,926,351	\$ -	\$ 1,926,351	\$ 1,926,351	\$ -	\$ 1,926,351
	\$ 3,173,509	\$ (917,649)	\$ 2,255,860	\$ 3,173,509	\$ (789,774)	\$ 2,383,735

Amortization expense of \$127,875 was recorded for both the years ended September 30, 2011 and 2010.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

9. Other Assets

Other Assets consisted of the following:

	September 30, 2011		September 30, 2010
Security Deposits	\$ 99,165	\$	99,165
Other	28,805		30,493
	\$ 127,970	\$	129,658

10. Notes Payable

	September 30, 2011		September 30, 2010
In December 2003, the Company entered into two notes payable with a non-related party totaling \$2,500,000. The notes were renewed in December 2008 into a single note bearing an interest rate of 10% per annum. Interest only payments are due monthly. The note is collateralized with personal assets of a shareholder and stock of Auto Rental Resource Center, Inc. (a wholly-owned subsidiary of the Company). The note matures December 2012.	\$ 2,500,000	\$	2,500,000
Subtotal	\$ 2,500,000	\$	2,500,000
Less current portion	(-)		(-)
Total	\$ 2,500,000	\$	2,500,000

Maturities of notes payable are as follows:

	Year Ending September 30
2013	2,500,000
Total	\$ 2,500,000

Interest expense was \$251,129 and \$277,369 for the years ended September 30, 2011 and 2010, respectively.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

11. Shareholders' Equity

11. (a) Share Capital

Authorized:

Unlimited common shares, without par value

Unlimited preferred shares, without par value

Issued:

Common Shares	September 30, 2011	
	Number	Amount
Balance at September 30, 2010	62,820,426	\$ 15,117,041
No activity	-	-
Balance at September 30, 2011	62,820,426	\$ 15,117,041

Common Shares	September 30, 2010	
	Number	Amount
Balance at September 30, 2009	62,820,426	\$ 15,117,041
No activity	-	-
Balance at September 30, 2010	62,820,426	\$ 15,117,041

There were no outstanding preferred shares at September 30, 2011 or 2010.

(i) Stock options

The Company has adopted the Franchise Services of North America Inc. Stock Option Plan ("the Plan") as approved by the shareholders on November 30, 2006. Under the Plan, the Company may grant stock options to directors, officers, employees or agents of the Company. The number of common shares reserved for issuance shall not at any time exceed 20% of the aggregate number of issued and outstanding shares of the Company on a non-diluted basis.

As of September 30, 2011, the Company had granted 9,330,556 stock options under the terms of its Plan. Of these options, all were granted to directors, officers, employees and consultants and none were granted to agents of the Company.

Options granted vest over a range of periods from immediately to four years and expire within a range of two to ten years from the date of grant.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

The fair value of options granted to employees is calculated on the date of grant using the Black-Scholes option pricing model. The fair value of options granted in 2009 (the most recent grant date) was calculated to be \$258,000 using the following assumptions: 10 year term, expected volatility of 429%, risk-free interest rate of 3.65% and zero dividend yield. Stock-based compensation expense of \$57,448 and \$35,704 was recorded for the years ended September 30, 2011 and 2010, respectively.

A summary of stock option activity during the years ended September 30, 2011 and 2010 is summarized as follows:

	Options Outstanding	Weighted Average Exercise Price C\$
Balance outstanding at September 30, 2009	9,508,659	\$ 0.15
Options expired	(31,874)	0.41
Options forfeited	(31,843)	0.15
	(63,717)	
Balance outstanding at September 30, 2010	9,444,942	\$ 0.15
Options forfeited	(114,386)	0.02
	(114,386)	
Balance outstanding at September 30, 2011	9,330,556	\$ 0.15

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

The weighted average remaining contractual life of stock options outstanding at September 30, 2011 is presented below:

Total Outstanding Options by price range - C\$ September 30, 2011	Total Options Outstanding	Weighted Average Remaining Life (years)	Weighted Average Exercise Price C\$
\$0.1016 to \$0.14	8,425,424	5.7	\$ 0.11
\$0.50	875,132	5.2	0.50
\$0.85	30,000	5.5	0.85
Total Outstanding Options	9,330,556	5.7	\$ 0.15

Exercisable Options by price range - C\$ September 30, 2011	Exercisable Options	Weighted Average Remaining Life (years)	Weighted Average Exercise Price C\$
\$0.1016 to \$0.14	7,475,424	5.5	\$ 0.11
\$0.50	875,132	5.2	0.50
\$0.85	30,000	5.5	0.85
Total Exercisable Options	8,380,556	5.5	\$ 0.15

The weighted average remaining contractual life of stock options outstanding at September 30, 2010 is presented below:

Total Outstanding Options by price range - C\$ September 30, 2010	Total Options Outstanding	Weighted Average Remaining Life (years)	Weighted Average Exercise Price C\$
\$0.1016 to \$0.14	8,519,077	6.7	\$ 0.11
\$0.50	895,865	6.2	0.50
\$0.85	30,000	6.5	0.85
Total Outstanding Options	9,444,942	6.7	\$ 0.15

Exercisable Options by price range - C\$ September 30, 2010	Exercisable Options	Weighted Average Remaining Life (years)	Weighted Average Exercise Price C\$
\$0.1016 to \$0.14	7,073,452	6.3	\$ 0.10
\$0.50	895,865	6.2	0.50
\$0.85	22,500	6.5	0.85
Total Exercisable Options	7,991,817	6.3	\$ 0.15

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

11. (b) Contributed Surplus

	September 30, 2011	September 30, 2010
Balance at beginning of period	\$ 1,506,579	\$ 1,470,875
Stock-based compensation expense	57,448	35,704
Balance at end of period	\$ 1,564,027	\$ 1,506,579

11. (c) Accumulated Other Comprehensive Income

	September 30, 2011	September 30, 2010
Balance at beginning of period	\$ 174,073	\$ 149,128
Translation adjustment, current period	(4,481)	24,945
Balance at end of period	\$ 169,592	\$ 174,073

11. (d) Weighted Shares Outstanding

	Year Ended September 30, 2011	Year Ended September 30, 2010
Weighted average common shares outstanding - Basic	62,820,426	62,820,426
Dilutive stock options	-	-
Weighted average common shares outstanding - Diluted	62,820,426	62,820,426
Net loss	\$ (316,940)	\$ (732,595)
Loss per Share - Basic	\$ (0.01)	\$ (0.01)
Loss per Share - Diluted	\$ (0.01)	\$ (0.01)

Options excluded from the earnings per share calculation as their impact would have been anti-dilutive:

9,162,651	9,224,630
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Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

12. Income Taxes

Income tax expense (benefit) of continuing operations consists of the following:

	September 30, 2011	September 30, 2010
Current	\$ (26,910)	\$ 2,750
Future	(144,000)	(56,951)
Valuation allowance	144,000	56,951
Income tax expense (benefit)	\$ (26,910)	\$ 2,750

A full valuation allowance has been recorded against the net potential future income tax assets associated with all the loss carryforwards and other deductible temporary differences as their utilization is not considered more likely than not at this time.

Income tax expense differs from amounts computed by applying the United States Federal income tax rate of 39.3 percent to pretax earnings (loss) from continuing operations as a result of the following:

	September 30, 2011	September 30, 2010
Computed "expected" tax recovery	\$ (135,133)	\$ (286,829)
Foreign earnings taxed at different rates	(338)	221,964
Federal benefit of state income tax recovery	(9,149)	935
Imputed interest income	-	12,066
Valuation allowance	144,000	56,951
Other (recovery)	(26,290)	(2,337)
Income tax expense (benefit)	\$ (26,910)	\$ 2,750

The Company's effective income tax rate may differ from the statutory rates applied to pretax earnings from continuing operations. The U.S. statutory tax rate is used in the reconciliation of the expected tax provision to the actual tax provision because U-Save, a U.S. taxpayer, was considered the accounting acquirer for financial reporting purposes pursuant to the RTO.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

As of September 30, 2011, the Company has a net operating loss carryforward of approximately \$5,190,000 expiring as follows:

	September 30, 2011
U.S. - Net Operating Loss Carryforwards	
Expiring	
2024	\$ 2,662,633
2028	844,120
2029	402,877
2030	268,453
2031	1,011,652
	\$ 5,189,735

Significant components of future income tax assets and liabilities at September 30, 2011 and 2010 are as follows:

	September 30, 2011	September 30, 2010
Future income tax assets:		
Insurance loss reserves	\$ 516,000	\$ 808,000
Accounts and notes receivable allowance	515,000	493,000
Intangibles	368,000	412,000
Tax credits	81,000	81,000
Stock-based compensation	93,000	71,000
Charitable contributions	5,000	3,000
Net operating loss carryforward	1,968,000	1,558,000
	3,546,000	3,426,000
Future income tax liabilities:		
Intangibles	(827,196)	(827,196)
Furniture and equipment	(17,000)	(41,000)
Other	(10,000)	(10,000)
	(854,196)	(878,196)
	2,691,804	2,547,804
Less: valuation allowance	(2,691,804)	(2,547,804)
Future income tax assets, net	\$ -	\$ -

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

Future income tax assets, net is comprised of:

	September 30, 2011	September 30, 2010
Future income tax assets - current	\$ 1,152,125	\$ 1,422,125
Future income tax assets - long-term	1,539,679	1,125,679
	2,691,804	2,547,804
Less: valuation allowance	(2,691,804)	(2,547,804)
Future income tax assets, net	\$ -	\$ -

13. Related Party Transactions

Notes due from related parties are described in Note 5. Members of the Company's Board of Directors, who are also officers and significant shareholders of the Company, have investments in certain vehicle rental operations and transportation companies, which have transactions with the Company. Transactions include insurance, reservation and royalty payments that were provided in the normal course of business and recorded at the exchange amount. The Company also leases vehicles for two officers of the Company from a franchisee in which one of the officers (who is also a significant shareholder and member of the Company's Board of Directors) has a non-controlling financial interest.

The Company recorded revenues and expenses related to these transactions as follows:

	Year ended September 30, 2011	Year ended September 30, 2010
Continuing franchise and related fees	\$ 238,625	\$ 245,825
Insurance premiums and related fees	178,189	176,822
Interest income, included in continuing franchise and related fees	117,641	66,100
Interest expense	-	17,644
Vehicle leases, included in franchise operating expenses	44,280	46,510

At September 30, 2011 and 2010, related party accounts receivable totaled \$242,240 and \$120,890, respectively. Interest receivable on related party notes totaled \$15,327 and \$16,730 at September 30, 2011 and 2010, respectively.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

14. Commitments and Contingencies

Contingencies

The Company is periodically involved in legal actions and automobile accident claims (see Note 4) that arise as a result of events occurring in the normal course of operations. In the regular course of business, the Company evaluates estimated losses or costs related to litigation and provision is made for anticipated losses whenever the Company believes that such losses are probable and can be reasonably estimated.

In January 2007, the Company, through its wholly-owned subsidiary, U-Save Financial Services, Inc., acquired certain assets of DRSN Holdings, LLC, an Arizona-based limited liability company. The initial purchase price, which totaled \$1,191,214, was paid with cash funded by a major shareholder. In addition, the agreement called for two subsequent contingent payments of \$188,150 payable on or about January 15, 2008 and 2009, which can be adjusted based on the amount of revenue retained in relation to specified baseline revenue. In December 2010, the uncertainty related to the contingent payments was resolved with no resulting adjustment to the purchase price as previously recorded.

Lease Commitments

The Company leases office space and certain furniture and equipment under non-cancellable operating leases. Rental expense was approximately \$338,000 and \$333,000 for the years ended September 30, 2011 and 2010, respectively. The minimum rental commitments under non-cancellable operating leases with initial or remaining terms in excess of one year are as follows:

Year ending September 30	Amount
2012	\$ 277,715
2013	223,868
2014	188,498
2015	170,949
2016	176,587
Thereafter	392,483
	<u>\$ 1,430,100</u>

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

15. Segment Information

While the Company has one reportable segment, the following segment information is for geographic presentation purposes only.

As at and for the year ended September 30, 2011

	USA	Canada	Total
Revenue	\$ 14,593,820	\$ 1,294,881	\$ 15,888,701
Expenses	14,768,205	1,464,346	16,232,551
Net loss before income taxes	(174,385)	(169,465)	(343,850)
Property, plant and equipment expenditures	59,003	8,693	67,696
Property, plant and equipment, net	149,840	19,906	169,746
Other intangible assets, net	329,509	1,926,351	2,255,860
Goodwill	3,959,473	-	3,959,473
Total assets	6,922,251	7,316,413	14,238,664

As at and for the year ended September 30, 2010

	USA	Canada	Total
Revenue	\$ 15,144,145	\$ 1,068,377	\$ 16,212,522
Expenses	15,023,441	1,918,926	16,942,367
Net income (loss) before income taxes	120,704	(850,549)	(729,845)
Property, plant and equipment expenditures	52,373	1,646	54,019
Property, plant and equipment, net	171,911	17,649	189,560
Other intangible assets, net	457,384	1,926,351	2,383,735
Goodwill	3,959,473	-	3,959,473
Total assets	7,174,292	7,604,974	14,779,266

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

16. Capital

The Company's objectives when managing capital are to: (1) maintain liquidity in order to preserve its ability to meet financial obligations; (2) deploy capital to provide an appropriate investment return to its shareholders; and (3) maintain a capital structure that allows multiple financing options to the Company should a financing need arise.

The Company manages its capital to maintain its ability to provide returns to shareholders and benefits to other stakeholders. The capital structure of the Company consists of the following:

	September 30, 2011	September 30, 2010
Notes payable, including current portion	\$ 2,500,000	\$ 2,500,000
Share capital	15,117,041	15,117,041
Contributed surplus	1,564,027	1,506,579
Accumulated deficit and accumulated other comprehensive income	(9,710,375)	(9,388,954)
	<u>\$ 9,470,693</u>	<u>\$ 9,734,666</u>

The Company manages its capital structure and makes adjustments in light of economic conditions. The Company, upon approval from its Board of Directors, will balance its overall capital structure through consideration of new share or debt issues or by undertaking other activities as deemed appropriate under the specific circumstances.

The Company is not subject to externally imposed capital requirements and the Company's overall strategy with respect to capital risk management is consistent and remains unchanged from the year ended September 30, 2010.

Under the existing capital structure of the Company, its current daily need for capital is funded from the Company's operations. The need for additional capital above its existing structure would not be from operations, but would be sourced from additional expansion or acquisitions, both of which would require the approval of the Board of Directors.

17. Financial Instruments

The Company is exposed to risks of varying degrees of significance which could affect its ability to achieve its strategic objectives for growth and shareholder returns. The principal financial risk to which the Company is exposed is concentration of credit risk described below.

a) Credit Risk

Financial instruments that could potentially subject the Company to credit risk consist principally of accounts receivable associated with customers and related parties. The risk is that a customer will be unable to pay amounts due to the Company. Customers are located primarily throughout the United States and Canada. A portion of the customers' ability to honor their obligations is dependent upon the local economy. Allowances are provided for potential losses that have been incurred at the balance sheet date. The amounts disclosed in the balance sheet are net of these allowances for estimated bad

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

debts. Accounts receivable are considered for impairment on a case-by-case basis when they are past due or when objective evidence is received that a customer will default. The Company takes into consideration the customer's payment history, credit worthiness and the economic environment in which the customer operates to assess impairment. The Company accounts for a specific bad debt provision when management considers that the expected recovery is less than the actual receivable. All bad debt write-offs are charged to bad debt expense through the allowance for doubtful accounts. The Company also has credit risk associated with notes receivable from related parties. The Company monitors this risk by reviewing the financial position of each borrower on a periodic basis.

The aging of accounts receivable balances is presented as follows:

Aging of Accounts Receivable	September 30, 2011	September 30, 2010
Current	\$ 1,063,959	\$ 811,143
Past due 1-30 days	4,457	119,111
Past due 31-60 days	112,305	22,354
Past due 61-90 days	26,715	40,591
Over 91 days past due	455,533	349,050
Less: Allowance for doubtful accounts	(386,282)	(298,938)
Total	\$ 1,276,687	\$ 1,043,311

A reconciliation of the allowance accounts during the current period is presented as follows:

Accounts Receivable	September 30, 2011	September 30, 2010
Allowance for Doubtful Accounts		
Balance at beginning of period	\$ 298,938	\$ 273,440
Bad debt provision	122,724	141,192
Write-offs, net of recoveries	(34,685)	(115,864)
Effect of exchange rate	(695)	170
Balance at end of period	\$ 386,282	\$ 298,938

Notes Receivable

Allowance for Notes Receivable

Balance at beginning of period	\$ 1,316,364	\$ 1,315,348
Bad debt provision (recovery)	(4,618)	13,516
Write-offs	(29,298)	(12,500)
Balance at end of period	\$ 1,282,448	\$ 1,316,364

The Company has also converted certain accounts receivable of franchise operators and associates into notes receivable. These notes are included as part of the balances disclosed in Note 5 of \$938,149 and \$964,269 at September 30, 2011 and 2010, respectively, and in Note 6 of \$53,827 and \$20,000 at September 30, 2011 and 2010, respectively.

Franchise Services of North America Inc.

Notes to Consolidated Financial Statements Years Ended September 30, 2011 and 2010

The Company maintains cash at financial institutions which, at September 30, 2011 and 2010 and other times throughout the year, exceeded federally insured limits. The Company has not experienced any losses of such funds and management believes the Company is not exposed to significant risk on cash.

Other risks include:

b) Fair Value

The fair values of accounts receivable, notes receivable, accounts payable and accrued liabilities, approximate their carrying values due to their short term nature. The fair value of notes payable approximate their carrying value based on current interest rates, market values and pricing of financial instruments with comparable terms. The fair value of certain notes due to and from related parties cannot be determined as there are no comparable market rates.

Fair value measurements recognized in the balance sheet must be classified in accordance with the fair value hierarchy established by CICA Handbook Section 3862, which reflects the significance of the inputs used in determining the measurements. The inputs can either be observable or unobservable. Observable inputs reflect assumptions market participants would use in pricing an asset or liability based on market data obtained from independent sources while unobservable inputs reflect a reporting entity's pricing based upon its own market assumptions.

The fair value hierarchy consists of the following three levels:

Level 1: Inputs are quoted, unadjusted prices in active markets for identical assets or liabilities;

Level 2: Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly;

Level 3: Inputs for the asset or liability that are not based on observable market data.

The only fair value measurements recognized in the balance sheet are cash and cash equivalents, which are determined using Level 2 inputs.

c) Liquidity Risk

Liquidity risk implies maintaining sufficient cash and cash equivalents to meet its financial obligations. The Company maintains restricted cash balances to secure the servicing of its insurance obligations and deposits from franchises participating in its insurance programs. The Company anticipates that given the nature of its notes payable obligations and past and present arrangements, it has the flexibility to renew and/or extend maturing obligations at or near maturity which is currently in 2012. Significant future maturities of note payable obligations include a note payable with an outstanding balance of \$2.5 million at September 30, 2011 which matures in December 2012.

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d) Foreign Exchange Risk

A portion of the Company's financial instruments are denominated in foreign currency (see Note 2 – "Currency"). The Company has no contracts in place to mitigate this exposure.

e) Interest Rate Risk

The Company's Notes Payable are fixed rate notes and not subject to interest rate fluctuations. However, certain of the Company's Related Party Notes Receivable bear interest at a floating rate, prime plus 2%.

f) Market Risk

The Company's exposure to financial market risk is limited since there are no financial instruments which will fluctuate as a result of changes in market prices. Because the Company has certain financial instruments denominated in a foreign currency, a sensitivity analysis at September 30, 2011 indicates that a 1% increase in the exchange rate on the financial statements of the operating subsidiary in Canada would result in a decrease of the translation of Canadian dollar functional currency to U.S. dollar reporting currency of approximately \$3,000 (2010 - \$9,000) in other comprehensive income (loss).

18. Subsequent Events

Subsequent to September 30, 2011, the Company modified the terms of its \$2.5 million note payable with a maturity date of December 2012 to reduce the interest rate on the note to 8% effective January 1, 2012, which will reduce the Company's interest expense by \$50,000 annually. All other terms of the note remain the same.

Subsequent to September 30, 2011, the Company entered into an agreement with one of its insurance carriers whereby the Company released C\$ 99,614 in restricted cash to the Carrier and the Company was released from all current and future liability under the program.