

Item 18–PUBLIC FIGURES

We do not use any public figures in our franchise name or symbol, nor do any public figures endorse or recommend our franchise to prospective franchisees.

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 businesses, 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 Franchised Business you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

In this Item 19, we have presented financial performance information for (a) single Franchised Businesses operating in one Marketing Area under one franchise agreement (“**Single-Unit Franchises**”) and (b) multiple Franchised Businesses under common ownership that are licensed under multiple franchise agreements to operate in multiple Marketing Areas but work as a single business unit in the same general geographic region and share personnel and trucks (“**Multi-Unit Franchises**”). We refer to Single-Unit Franchises and Multi-Unit Franchises collectively as “**Franchise Operating Units**.” We have not included affiliate-owned businesses in any category.

For all tables, the number and percentage that “met or exceeded” the average (sometimes presented as “# and % at or > Average”) means the number and percentage of units that had sales or expenses that were equal to or higher than the average sales or expenses for such category.

PART I: KEY PERFORMANCE INDICATORS FOR FISCAL YEAR 2025

Part I includes average sales data and other key performance indicators for the period between January 1, 2025 and December 31, 2025 (“**Fiscal Year 2025**”) for Single-Unit Franchises, Multi-Unit Franchises, and Franchise Operating Units that operated throughout the entirety of Fiscal Year 2025. The data is split into thirds by the Net Revenue reported by the applicable Single-Unit Franchises, Multi-Unit Franchises, or Franchise Operating Units.

The following notes apply to Part I of this Item 19, including Tables 1, 2, and 3:

1. An “**Active Franchise**” is a Franchised Business that operated throughout the entirety of Fiscal Year 2025. The number of Active Franchises is as of the end of Fiscal Year 2025. Thus, it is possible that the number of Active Franchises operated by a Franchise Operating Unit or Multi-Unit Franchise varied over the course of Fiscal Year 2025.
2. A “**Haul**” is a single customer job. One Haul may involve multiple trucks or trips from a pick-up location. A “**Business Haul**” is a single job with a commercial customer that involves a pick-up from a commercial, rather than residential, location.
3. The “**Average Haul Price**” is the average price per Haul for each unit (whether Single-Unit Franchise, Multi-Unit Franchise, or Franchise Operating Unit), which is calculated for each unit by dividing the Net Revenue for such unit by the number of completed Hauls for such unit.

4. The “**Average Business Haul Price**” is the average price per Business Haul for each unit (whether Single-Unit Franchise, Multi-Unit Franchise, or Franchise Operating Unit), which is calculated for each unit by dividing the Net Revenue for such unit by the number of completed Business Hauls for such unit.
5. The “**Number of Trucks**” is the number of trucks operated by each unit (whether Single-Unit Franchise, Multi-Unit Franchise, or Franchise Operating Unit) as of the end of Fiscal Year 2025. Thus, it is possible that the number of trucks operated by a unit varied over the course of Fiscal Year 2025.
6. The “**Net Revenue Per Truck**” is calculated for each unit (whether Single-Unit Franchise, Multi-Unit Franchise, or Franchise Operating Unit) by dividing the Net Revenue for such unit by the Number of Trucks operated by such unit as of the end of Fiscal Year 2025.

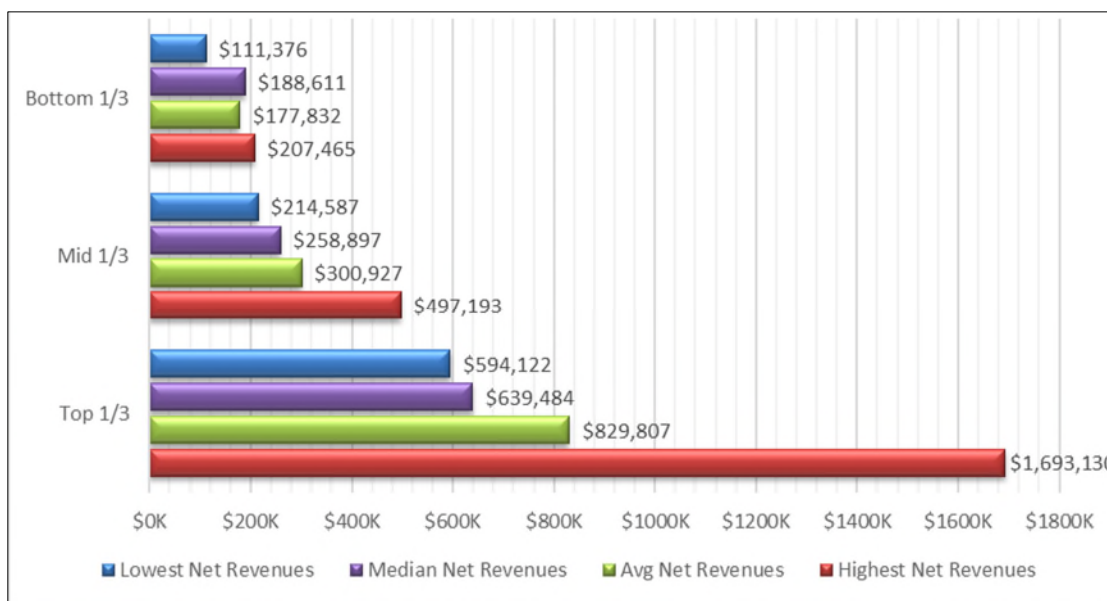
TABLE 1
KEY PERFORMANCE INDICATORS FOR
FRANCHISE OPERATING UNITS
FOR FISCAL YEAR 2025
GROUPED BY THIRDS BY NET REVENUE

	Top Third	Middle Third	Bottom Third	Total
ACTIVE FRANCHISES				
# of FOU's	9	9	9	27
# of Active Franchises	28	16	14	58
Average # of Active Franchises	3	2	2	2
# and % at or above Average # of Active Franchises	2 / 22%	4 / 44%	4 / 44%	7 / 26%
Median # of Active Franchises	2	1	1	2
Lowest # of Active Franchises	1	1	1	1
Highest # of Active Franchises	8	4	3	8
NET REVENUE				
Average Net Revenue	\$829,807	\$300,927	\$177,832	\$436,189
# and % at or above Average Net Revenue	2 / 22%	4 / 44%	6 / 67%	10 / 37%
Median Net Revenue	\$639,484	\$258,897	\$188,611	\$258,897
Lowest Net Revenue	\$594,122	\$214,587	\$111,376	\$111,376
Highest Net Revenue	\$1,693,130	\$497,193	\$207,465	\$1,693,130
HAULS				
Average Number of Hauls	1,659	720	444	941
# and % at or above Average Number of Hauls	2 / 22%	3 / 33%	6 / 67%	10 / 37%
Median Number of Hauls	1,439	691	480	691
Lowest Number of Hauls	1084	523	264	264
Highest Number of Hauls	3406	999	554	3406
AVERAGE HAUL PRICE				
Average of the Average Haul Price	\$498	\$415	\$405	\$464
# and % at or above Average Haul Price	4 / 44%	4 / 44%	6 / 67%	11 / 41%
Median Average Haul Price	\$497	\$413	\$411	\$431
Lowest Average Haul Price	\$431	\$325	\$328	\$325
Highest Average Haul Price	\$580	\$535	\$517	\$580
AVERAGE BUSINESS HAUL PRICE				
Average of Average Business Haul Price	\$1,027	\$756	\$833	\$872
# and % at or above Average Business Haul Price	4 / 44%	5 / 56%	4 / 44%	10 / 37%
Median Average Business Haul Price	\$933	\$806	\$827	\$838

	Top Third	Middle Third	Bottom Third	Total
Lowest Average Business Haul Price	\$626	\$493	\$519	\$493
Highest Average Business Haul Price	\$1,553	\$1,230	\$1,289	\$1,553
NUMBER OF TRUCKS				
Average Number of Trucks	4.2	2.0	1.3	2.5
# and % at or above Average Number of Trucks	3 / 33%	1 / 11%	2 / 22%	10 / 37%
Median Number of Trucks	4.0	2.0	1.0	2.0
Lowest Number of Trucks	2.0	1.0	1.0	1.0
Highest Number of Trucks	8.0	3.0	3.0	8.0
NET REVENUE PER TRUCK				
Average Net Revenue Per Truck	\$201,573	\$154,912	\$153,779	\$170,088
# and % at or above Average Net Revenue Per Truck	5 / 56%	3 / 33%	5 / 56%	12 / 44%
Median Net Revenue Per Truck	\$203,266	\$135,924	\$165,888	\$162,404
Lowest Net Revenue Per Truck	\$122,841	\$107,294	\$62,870	\$62,870
Highest Net Revenue Per Truck	\$297,061	\$248,596	\$207,465	\$297,061

GRAPH 1
NET REVENUE FOR
FRANCHISE OPERATING UNITS
FOR FISCAL YEAR 2025
GROUPED BY THIRDS

The following chart presents the Net Revenue data disclosed in Table 1 in a bar graph:



Notes to Table 1 and Graph 1:

1. The data in Table 1 and Graph 1 discloses the performance of Franchise Operating Units that operated one or more Active Franchises throughout Fiscal Year 2025. We have also included data about the number of Active Franchises operated by the Franchise Operating Units in each subset. The table includes data from 27 Franchise Operating Units, which operate 11 Single-Unit Franchises and 47 Multi-Unit Franchises.

2. As of December 31, 2025, there were 37 Franchise Ownership Units. Of those 37 Franchise Operating Units, 27 Franchise Operating Units had at least one Active Franchise throughout Fiscal Year 2025 and are represented in this table. This table does not include 10 Franchise Operating Units that operated throughout Fiscal Year 2025 but failed to report revenue in all 12 months. No Franchise Operating Units transferred ownership of all of their franchises in Fiscal Year 2025 or opened their first Franchised Business during Fiscal Year 2025. Three Franchise Operating Units ceased operating all of their Franchised Businesses in Fiscal Year 2025, all of which had been in operation for at least 12 months before closing.

TABLE 2
KEY PERFORMANCE INDICATORS FOR
SINGLE-UNIT FRANCHISES
FOR FISCAL YEAR 2025
GROUPED BY THIRDS BY NET REVENUE

	Top Third	Middle Third	Bottom Third	Total
SINGLE-UNIT FRANCHISES				
# of Single-Unit Franchises	3	4	4	11
NET REVENUE				
Average Net Revenue	\$491,291	\$229,619	\$176,766	\$281,765
# and % at or above Average Net Revenue	2 / 67%	2 / 50%	2 / 50%	3 / 27%
Median Net Revenue	\$497,193	\$226,058	\$181,828	\$216,004
Lowest Net Revenue	\$324,807	\$207,465	\$137,405	\$137,405
Highest Net Revenue	\$651,874	\$258,897	\$206,001	\$651,874
HAULS				
Average Number of Hauls	1,147	560	456	682
# and % at or above Average Number of Hauls	1 / 33%	2 / 50%	2 / 50%	3 / 27%
Median Number of Hauls	999	559	464	523
Lowest Number of Hauls	929	505	413	413
Highest Number of Hauls	1514	618	483	1514
HAUL PRICE				
Average Haul Price	\$430	\$410	\$385	\$407
# and % at or above Average Haul Price	2 / 67%	3 / 75%	2 / 50%	7 / 64%
Median Haul Price	\$431	\$412	\$390	\$411
Lowest Haul Price	\$325	\$382	\$333	\$325
Highest Haul Price	\$535	\$436	\$429	\$535
BUSINESS HAUL PRICE				
Average Business Haul Price	\$767	\$752	\$889	\$806
# and % at or above Average Business Haul Price	2 / 67%	3 / 75%	2 / 50%	7 / 64%
Median Business Haul Price	\$838	\$809	\$812	\$812
Lowest Business Haul Price	\$528	\$562	\$642	\$528
Highest Business Haul Price	\$933	\$827	\$1,289	\$1,289
NUMBER OF TRUCKS				
Average Number of Trucks	4	2	1	2
# and % at or above Average Number of Trucks	1 / 33%	3 / 75%	4 / 100%	3 / 27%
Median Number of Trucks	4	2	1	2
Lowest Number of Trucks	3	1	1	1
Highest Number of Trucks	5	2	1	5
NET REVENUE PER TRUCK				
Average Net Revenue Per Truck	\$209,430	\$167,743	\$176,766	\$182,393

	Top Third	Middle Third	Bottom Third	Total
# and % of FOU's at or above Average Net Revenue Per Truck	2 / 67%	2 / 50%	2 / 50%	6 / 55%
Median Net Revenue Per Truck	\$217,291	\$168,457	\$181,828	\$197,769
Lowest Net Revenue Per Truck	\$162,404	\$118,056	\$137,405	\$118,056
Highest Net Revenue Per Truck	\$248,596	\$216,004	\$206,001	\$248,596

Notes to Table 2:

- As of December 31, 2025, there were 19 Single-Unit Franchises. Of those 19 Single-Unit Franchises, 11 were operated throughout Fiscal Year 2025 and are represented in this table. This table excludes eight Single-Unit Franchises that began operating in 2025. Two Single-Unit Franchise ceased operating in 2025, both of which had been in operation for at least 12 months before closing.

TABLE 3
KEY PERFORMANCE INDICATORS FOR
MULTI-UNIT FRANCHISES
FOR FISCAL YEAR 2025
GROUPED BY THIRDS BY NET REVENUE

	Top Third	Middle Third	Bottom Third	Total
MULTI-UNIT FRANCHISES				
# of Multi-Unit Franchises	5	5	6	16
# of Active Franchises	20	12	15	47
Average # of Active Franchises	4	2	3	3
# and % at or above Average # of Active Franchises	2 / 40%	2 / 40%	2 / 33%	7 / 44%
Median # of Active Franchises	3	2	2	2
Lowest # of Active Franchises	2	2	2	2
Highest # of Active Franchises	8	3	4	8
NET REVENUE				
Average Net Revenue	\$999,653	\$506,599	\$191,070	\$542,355
# and % at or above Average Net Revenue	2 / 40%	3 / 60%	3 / 50%	8 / 50%
Median Net Revenue	\$757,887	\$594,122	\$196,558	\$500,947
Lowest Net Revenue	\$623,207	\$307,098	\$111,376	\$111,376
Highest Net Revenue	\$1,693,130	\$614,206	\$245,874	\$1,693,130
HAULS				
Average Number of Hauls	1,986	1,007	489	1,119
# and % at or above Average Number of Hauls	2 / 40%	3 / 60%	3 / 50%	7 / 44%
Median Number of Hauls	1,497	1,084	519	970
Lowest Number of Hauls	1,375	694	264	264
Highest Number of Hauls	3,406	1,219	691	3,406
HAUL PRICE				
Average Haul Price	\$496	\$498	\$403	\$462
# and % at or above Average Haul Price	3 / 60%	2 / 40%	3 / 50%	9 / 56%
Median Haul Price	\$497	\$487	\$397	\$471
Lowest Haul Price	\$433	\$443	\$328	\$328
Highest Haul Price	\$580	\$567	\$517	\$580

	Top Third	Middle Third	Bottom Third	Total
BUSINESS HAUL PRICE				
Average Business Haul Price	\$945	\$1,138	\$713	\$918
# and % at or above Average Business Haul Price	2 / 40%	3 / 60%	2 / 33%	6 / 38%
Median Business Haul Price	\$849	\$1,161	\$625	\$859
Lowest Business Haul Price	\$626	\$868	\$493	\$493
Highest Business Haul Price	\$1,401	\$1,553	\$1,167	\$1,553
NUMBER OF TRUCKS				
Average Number of Trucks	5	2	2	3
# and % at or above Average Number of Trucks	2 / 40%	1 / 20%	3 / 50%	7 / 44%
Median Number of Trucks	4	2	2	2
Lowest Number of Trucks	3	2	1	1
Highest Number of Trucks	8	3	3	8
NET REVENUE PER TRUCK				
Average Net Revenue Per Truck	\$194,739	\$182,528	\$116,619	\$161,628
# and % at or above Average Net Revenue Per Truck	2 / 40%	2 / 40%	2 / 33%	6 / 38%
Median Net Revenue Per Truck	\$189,472	\$153,549	\$109,335	\$154,675
Lowest Net Revenue Per Truck	\$155,802	\$122,841	\$62,870	\$62,870
Highest Net Revenue Per Truck	\$256,912	\$297,061	\$204,505	\$297,061

Notes to Table 3:

1. As of December 31, 2025, there were 18 Multi-Unit Franchises. Of those 18 Multi-Unit Franchises, 16 were operated throughout Fiscal Year 2025 and are represented in this table. This table excludes one Multi-Unit Franchises that converted from a Single-Unit Franchise to Multi-Unit Franchise in 2025. One Multi-Unit Franchise ceased operating in 2025, which had been in operation for at least 12 months before closing.

PART II: MONTHLY NET REVENUE RAMP FOR EARLY-STAGE FRANCHISES FOR FISCAL YEAR 2025

Part II includes monthly Net Revenue ramp data for the timeframe between January 1, 2025 and December 31, 2025 (“**Fiscal Year 2025**”) for Single-Unit Franchises and Multi-Unit Franchises that (a) opened between January 1, 2023 and November 30, 2025 (the “**Opening Period**”) and (b) operated for at least one full month in Fiscal Year 2025 (collectively, “**Early-Stage Franchises**”).

For Early-Stage Franchises, we categorized each full month of Net Revenue data achieved in Fiscal Year 2025 by the number of full months that such franchise had been opened. We included in Tables 4 and 5 only the monthly Net Revenue data that Early-Stage Franchisee reported in any of their first 24 full months of operation, provided that such months occurred in Fiscal Year 2025. For example:

1. If an Early-Stage Franchise opened on January 15, 2025, we categorized its Net Revenue for February 2025 as Month 1 data and its Net Revenue for December 2025 as Month 11 data. Such franchise would have contributed 11 months of data to the data set included in the applicable table (its Months 1 to 11).
2. If an Early-Stage Franchise opened on January 15, 2024, we categorized its Net Revenue for February 2025 as Month 13 data and its Net Revenue for December 2025 as Month 23 data.

Such franchise would have contributed 12 months of data to the data set included in the applicable table (its Months 12 to 23).

3. If an Early-Stage Franchise opened on January 15, 2023, we categorized its Net Revenue for January 2025 as Month 24 data and for February 2025 as Month 25 data. Such franchise would have contributed one month of data to the data set (its Month 24 only, since only data from the first 24 months of operation have been included in the tables).
4. If an Early-Stage Franchise opened on the first day of a month, we categorized its Net Revenue for such month as Month 1 data, since it would have operated for the full month.
5. If a Single-Unit Franchise converted to a Multi-Unit Franchise at any time because a franchisee acquired another franchise, it counted as a Multi-Unit Franchise in all months included in the data set, including those months that preceded its conversion to a Multi-Unit Franchise.

Once each month of Net Revenue for each Early-Stage Franchisee was categorized into Months 1 to 24, we grouped all of the data into groups for Months 1 to 6, Months 7 to 12, Months 13 to 18, and Months 19 to 24 to demonstrate how monthly Net Revenue changes as the Early-Stage Franchises mature through six-month periods.

In the tables below, the “# of Franchises Contributing Data” category reflects the total number of Early-Stage Franchises that contributed data to each group. The “# of Months Counted in Group” category reflects the total number of Net Revenue months counted in each group. For example, if an Early-Stage Franchise had its Month 5 in January 2025 and its Month 16 in December 2025, it would count as one Franchise Contributing Data in Months 1 to 6, Months 7 to 12, and Months 13 to 18 and would have one month counted in the group for Months 1 to 6, six months counted in Months 7 to 12, and five months counted in Months 13 to 18.

TABLE 4:
MONTHLY NET REVENUE FOR SINGLE-UNIT FRANCHISES
BY SIX-MONTH GROUPS

The following table shows the Net Revenue within six-month periods for Single-Unit Franchises:

	Months 1 to 6	Months 7 to 12	Months 13 to 18	Months 19 to 24
SINGLE-UNIT FRANCHISES				
# Franchises Contributing Data	10	15	11	8
# Months Counted in Group	45	44	57	34
MONTHLY NET REVENUE				
Average Monthly Net Revenue	\$15,499	\$18,264	\$20,436	\$33,980
Median Monthly Net Revenue	14950	16691.21	19011.5	18915
Highest Monthly Net Revenue	\$34,065	\$43,579	\$38,660	\$59,560
Lowest Monthly Net Revenue	\$2,959	\$5,310	\$5,671	\$5,513
# and % of Months Above Average Monthly Net Revenue	20 / 44%	18 / 41%	25 / 44%	12 / 35%

Notes to Table 4:

1. As of December 31, 2025, there were 19 Single-Unit Franchises, and all 19 met the definition of an Early-Stage Franchise and were included in this table. Two Single-Unit Franchise ceased operating in 2025, both of which had been in operation for at least 12 months before closing.

TABLE 5:
MONTHLY NET REVENUE FOR MULTI-UNIT FRANCHISES
BY SIX-MONTH GROUPS

The following table shows the Net Revenue within six-month periods for Multi-Unit Franchises:

	Months 1 to 6	Months 7 to 12	Months 13 to 18	Months 19 to 24
MULTI-UNIT FRANCHISES				
# Franchises Contributing Data	4	11	17	13
# Months Counted in Group	15	41	79	59
MONTHLY NET REVENUE				
Average Monthly Net Revenue	\$21,390	\$25,270	\$36,094	\$64,646
Median Monthly Net Revenue	17588	18975	28350	56047
Highest Monthly Net Revenue	\$50,862	\$83,851	\$112,078	\$187,107
Lowest Monthly Net Revenue	\$5,903	\$6,044	\$7,745	\$5,617
# and % of Months Above Average Monthly Net Revenue	5 / 33%	10 / 24%	29 / 37%	23 / 39%

Notes to Table 5:

1. As of December 31, 2025, there were 18 Multi-Unit Franchises, and all 18 met the definition of an Early-Stage Franchise and were included in this table. One Multi-Unit Franchise ceased operating in 2025, which had been in operation for at least 12 months before closing.

Notes to Item 19:

1. **Some units have sold these amounts. Your individual results may differ. There is no assurance that you will sell as much.**
2. We calculated the figures in the tables in these financial performance representations using financial reports submitted by franchisees. We have not audited these financial reports.
3. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.
4. We encourage you to contact existing franchisees to discuss their experiences with the system and their franchise. Notwithstanding the information set forth in this financial performance representation, our existing franchisees are your best source of information about franchise operations.

Other than the preceding financial performance representation, we do not make any financial performance representations. 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 Pamela Batten, 3400 Belle Chase Way, Lansing, Michigan 48911-4251, 800-756-5656, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20—OUTLETS AND FRANCHISEE INFORMATION

Table 1
Systemwide Business Summary
For years 2023 to 2025

Business Type	Year	Businesses at the Start of the Year	Businesses at the End of the Year	Net Change
Franchised	2023	0	20	+20
	2024	20	62	+42
	2025	62	68	+6
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Units	2023	0	20	+20
	2024	20	62	+42
	2025	62	68	+6

Table 2
Transfers of Franchised Businesses
For years 2023 to 2025

State	Year	Number of Transfers
Illinois	2023	0
	2024	6
	2025	0
Missouri	2023	0
	2024	1
	2025	0
South Dakota	2023	0
	2024	1
	2025	0
Total	2023	0
	2024	8
	2025	0