

ITEM 19. FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC’s Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the Disclosure Document. Financial performance information that differs from that included in an Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in an Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

We have operated one Crushr Business similar to the ones offered under this Disclosure Document since January 2017. Throughout this Disclosure Document and in this Item 19 we refer to this as the “Company-Owned Outlet”. Presented in Table 1 below is a summary of income and certain expenses showing the Company-Owned Outlet’s historical results from, categorized by year, during the periods of January 1, 2024 to December 31, 2024 (the “2024 Measurement Period”), and January 1, 2025 to December 31, 2025 (the “2025 Measurement Period”). We refer to the 2024 Measurement Period and the 2025 Measurement Period collectively as the “Full Measurement Period” in this Item 19. We have excluded two Company-Owned outlets from the below financial performance representations because they were not operational throughout the Full Measurement Period. The Company-Owned Outlet presented below was operating in and around Louisville, Kentucky, including portions of southern Indiana. During the 2024 Measurement Period, our Company-Owned Outlet purchased the Franchised Outlet operating in the Indianapolis, Indiana market and incorporated the Territory into its operations, but sold it during the 2025 Measurement Period. The revenue earned from the Indianapolis, IN market is not included in this representation. The Company-Owned Outlet serviced customers in an area approximately the size of one and one half Protected Territories we would grant to a franchise outlet in this area. Our Company-Owned outlet operated one Installed Vehicle in this area full-time during the Full Measurement Period. During the 2025 Measurement Period, we took over the previously franchised outlet in Wichita, Kansas, but we do not include the revenue or expenses related to this operation because it was neither a full year nor representative of the franchise opportunity offered in this Disclosure Document. The summary of income and certain expenses has not been audited, reviewed, or verified by an independent accountant. Except as discussed in the notes below, the Company-Owned Outlet operates in a substantially similar manner to how your Crushr Business will operate.

In Table 2 of this Item 19, we present the total Gross Sales attained during either, or both, the 2024 Measurement Period and 2025 Measurement Period for certain franchise outlets. There were 51 franchisee-owned outlets that were in operation, at a minimum for either the entirety of the 2023 Measurement Period or the 2024 Measurement Period (the “Disclosed Franchise Outlets”). We obtained these historical financial results from revenue reports generated by our franchisee’s field management software programs. An outlet’s continuous operation throughout either the 2023 Measurement Period and/or the 2024 Measurement Period is the only criteria we used for inclusion in this Table 2.

The explanatory notes included with the following charts are an integral part of this financial performance representation and should be read in their entirety for a full understanding of the information contained in the following charts.

Some outlets have sold this much. Your individual results may differ. There is no assurance you’ll sell as much.

Table 1 – Company-Owned Outlet Income and Certain Expenses – 2023, 2024, and 2025

Item	2023	2024	2025
Gross Sales¹	\$396,455	\$421,645	\$445,876
Royalty Fees ⁵	\$31,716	\$33,732	\$35,670
Brand Fund Contribution	\$3,965	\$4,216	\$4,459
Local Area Advertising	\$6,000	\$6,000	\$6,000
Technology Fees	\$6,000	\$6,000	\$5,700
COGS ³	\$29,997	\$36,864	\$36,466
Gross Profit	\$318,777	\$336,333	\$357,581
Labor Expense	\$129,331	\$120,154	\$100,436
Insurance ⁶	\$7,004	\$7,525	\$4,592
Miscellaneous Expenses	\$10,552	\$8,295	\$7,399
Storage Rental Expense ⁷	\$1,500	\$1,500	\$1,500
Total Expense⁸	\$148,387	\$137,473	\$113,927
Net Income	\$170,390	\$197,359	\$243,654
Net Margin²	43.0%	46.8%	54.7%

Notes to Table 1

1. The “Net Income” figures represented above do not include certain costs and expenses you may incur, including, in the categories of depreciation, amortization, interest, or principal payments on loans to the business or income taxes owed by the business or its owners.

2. “Gross Sales” is defined as the aggregate gross amount of all revenues from whatever source derived (whether in the form of cash, credit, agreements to pay or other consideration, and whether or not payment is received at the time of sale or any such amounts prove un-collectible) which arise from or are derived by Franchisee or by any other person from business conducted or which originated in, on, from, or through the System, the Installed Vehicle, or from the sale of any products or services associated with the use of the Licensed Marks, whether such business is conducted in compliance with or in violation of the terms of this Agreement, excluding only sales or other tax receipts (the collection of which is required by law).

3. “Net Margin” is calculated as Net Income divided by Gross Sales.

4. “Cost of Goods Sold” or “COGS” is defined as the total of all direct costs incurred in the production of products sold or services rendered by you. This includes costs such as the purchase price of goods, direct labor, and materials used.

5. The Company-Owned Outlet does not pay the Royalty Fee (8% of Gross Sales), the Brand Fund Contribution (1% of Gross Sales), the Technology Fee (\$500 per month in 2023 and 2024, and \$475 per month in 2025) or the \$500 per month Local Area Advertising Requirement. We have included an estimate of these fees for the Company-Owned Outlet in the table above and the “Gross Profit” and “Net Income”

figures include these fees as an imputed expense to the Company-Owned Outlet as if they were actually paid during each Measurement Period.

6. Insurance Rate Note – The Company-Owned Outlet was granted a reduced insurance rate for the Installed Vehicle due to the length of operating history of the Company-Owned Outlet, and the total number of vehicles insured by Smash Brothers, LLC. Insurance rates and the availability of insurance policy discounts may vary for your Crushr Business.

7. The Company-Owned Outlet did not incur any expenses related to storage of its Installed Vehicle because it had access to rent-free storage at an existing facility. You are likely to incur expenses for storing your Installed Vehicle. We have estimated imputed an amount equal to \$125 per month for a self-storage facility similar to the one we recommend you rent. See Item 7.

8. The Company-Owned Outlet has been in operation since 2017. The expenses listed above do not reflect other expenses you may incur as a new business, such as legal and accounting fees, the purchase price of the Installed Vehicle, the Franchise Fee, travel expenses for training, payroll costs you may incur prior to opening your Crushr Business, and other initial start-up costs that are customary for a new business.

Table 2 – Gross Sales – Disclosed Franchised Outlets – 2024 & 2025

Outlet	2024 Territory/Trucks	2024 Gross Sales	2025 Territory/Trucks	2025 Gross Sales	Y-O-Y Change
#1	4/6	\$981,547	4/6	\$895,039	-8.81%
#2	3/3	\$985,341	4/3	\$1,063,888	7.79%
#3	N/A*	N/A*	1/1	\$116,834	N/A
#4	1/2	\$321,595	1/2	\$312,715	-2.76%
#5	1/2	\$205,904	2/2	\$369,247	79.33%
#6	2/1	\$297,780	3/1	\$227,859	-23.48%
#7	1/2	\$367,970	1/2	\$406,949	10.59%
#8	2/2	\$267,376	2/2	\$274,523	2.67%
#9	1/1	\$116,185	1/1	\$129,515	11.47%
#10	4/3	\$1,026,851	4/3	\$1,409,295	37.24%
#11	2/2	\$449,281	2/2	\$418,995	-6.74%
#12	2/2	\$308,402	2/2	\$296,045	-4.01%
#13	1/2	\$302,690	1/2	\$305,608	0.96%
#14	6/3	\$416,650	6/3	\$563,261	35.19%
#15	4/3	\$357,712	4/3	\$424,029	18.54%
#16	6/2	\$242,216	6/2	\$233,830	-3.46%

Outlet	2024 Territory/Trucks	2024 Gross Sales	2025 Territory/Trucks	2025 Gross Sales	Y-O-Y Change
#17	3/1	\$134,545	3/1	\$187,888	39.65%
#18	1/1	\$11,076	N/A	N/A	N/A
#19	1/1	\$226,155	1/1	\$182,205	-19.43%
#20	3/1	\$245,195	2/1	\$262,115	6.9%
#21	1/1	\$295,370	1/1	\$335,016	13.42%
#22	2/1	\$208,852	2/2	\$253,150	21.21%
#23	1/1	\$102,665	1/1	\$152,703	48.74%
#24	1/1	\$132,195	N/A	N/A	N/A
#25	2/1	\$197,481	2/1	\$274,161	38.83%
#26	1/1	\$187,500	1/1	\$267,588	42.71%
#27	2/1	\$221,939	2/1	\$169,250	-23.74%
#28	4/1	\$268,058	4/1	\$322,868	20.45%
#29	1/1	\$104,815	1/1	\$167,235	59.55%
#30	2/4	\$800,001	3/5	\$1,078,356	34.79%
#31	1/2	\$383,255	1/3	\$628,355	63.95%
#32	2/2	\$689,930	2/2	\$788,180	14.24%
#33	2/2	\$317,315	2/2	\$467,430	47.31%
#34	5/3	\$807,357	5/3	\$1,240,428	53.64%
#35	3/3	\$762,565	3/4	\$1,024,078	34.29%
#36	3/1	\$146,204	N/A	N/A	N/A
#37	2/2	\$377,448	6/4	\$824,740	118.5%
#38	1/1	\$132,965	NA	N/A	N/A
#39	2/1	\$65,875	2/1	\$52,215	-20.74%
#40	2/1	\$321,305	N/A	N/A	N/A
#41	1/1	\$29,460	N/A	N/A	N/A
#42	8/3	\$437,815	8/4	\$669,763	52.98%
#43	3/1	\$84,655	3/1	\$96,510	14%
#44	3/2	\$385,160	3/2	\$442,074	14.78%

Outlet	2024 Territory/Trucks	2024 Gross Sales	2025 Territory/Trucks	2025 Gross Sales	Y-O-Y Change
#45	4/1	\$170,821	1/1	\$224,760	31.58%
#46	1/1	\$202,515	1/1	\$279,101	37.82
#47	1/1	\$93,010	1/1	\$96,560	3.82
#48	1/1	\$106,420	1/1	\$229,210	115.38%
#49	3/1	\$104,460	3/1	\$331,738	215.57%
#50	3/1	\$184,604	3/1	\$295,673	60.17%
#51	1/1	\$156,300	1/2	\$252,705	61.68%

Notes to table above:

1. In the “Territory/Trucks” columns above, the number of territories listed reflects the total number of territories purchased by a particular Disclosed Franchise Outlet under a Franchise Agreement or under a Development Agreement with us. Franchisees who purchase multiple territories under a Development Agreement may, but are not required to, service customers in the entire Development Area granted to them under their Development Agreement. Under our prior form of Development Agreement, franchisees were required to sign additional franchise agreements and put additional Installed Vehicles into service for territories in their Development Area over a specified period of time set forth in a Development Schedule. As of this Disclosure Document, they are no longer required to sign a Development Agreement or our then-current Franchise Agreement for each Protected Territory. The number of trucks listed above reflects the total number of Installed Vehicles that were in operation for a particular Disclosed Outlet as of the end of each calendar year. Some of the Disclosed Outlets operated the entirety of the year with the number of trucks disclosed above, while others put additional trucks into service at some point during the 2024 and 2025 calendar year.

2. Outlet #3 sold the market to our Company-Owned Outlet and was incorporated into the affiliate’s business during the 2024 calendar year. This outlet sold to a new franchisee mid-2025.

3. “Y-O-Y Change” means the year over year change in Gross Revenue represented as a percentage. Y-O-Y Change is only reported in the outlets that operated for the entirety of both measurement periods.

Written substantiation to support the information appearing in this financial performance representation is available to you upon reasonable request.

Other than the preceding financial performance representations, we do not make any representations about a franchisee’s future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor’s management by contacting K. Scott Dennison, 13147 Middletown Industrial Blvd., Louisville, KY 40223, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20.
OUTLETS AND FRANCHISEE INFORMATION**

**TABLE NO. 1
SYSTEMWIDE OUTLET SUMMARY
FOR YEARS 2023 TO 2025**

Outlet Type	Year	Outlets At The Start Of The Year	Outlets At The End Of The Year	Net Change (+ Or -)
Franchised*	2023	60	82	+22
	2024	82	95	+13
	2025	95	97	+2
Company Owned	2023	1	2	+1
	2024	2	3	+1
	2025	3	3	-
Total Outlets	2023	61	84	+23
	2024	84	98	+14
	2025	98	100	+2

*Generally, a Franchised Outlet is a Protected Territory with at least one Installed Vehicle. We have included 3 Territories in New Jersey that collectively operate with one truck.

**TABLE NO. 2
TRANSFER OF OUTLETS FROM FRANCHISEES TO NEW OWNERS
(OTHER THAN THE FRANCHISOR) FOR YEARS 2023 TO 2025**

State	Year	Number Of Transfers
Alabama	2023	0
	2024	0
	2025	1
Connecticut	2023	1
	2024	0
	2025	0
Florida	2023	0
	2024	1
	2025	0
Georgia	2023	0
	2024	0
	2025	1
Maine	2023	0
	2024	0
	2025	1
Michigan	2023	0
	2024	1
	2025	0
Missouri	2023	2
	2024	0
	2025	0
New Hampshire	2023	0
	2024	0
	2025	1