

	Provision	Section in Franchise Agreement	Summary
v.	Choice of forum	23.14; 23.15	Subject to potential limitations of applicable state law, litigation must be in King County, Washington, or <u>applicable to state law</u> .
w.	Choice of law	23.13	Subject to potential limitations of applicable state law, Delaware law applies for construction and interpretation of the franchise agreement, but does not give rise to statutory or regulatory claims that would not otherwise apply.

ITEM 18. Public Figures

Brian C. Scudamore, our Co-Founder, Chief Executive Officer, and Director, may be considered a public figure due to his regular appearance on the television program *Dragon's Den*. Mr. Scudamore owns a controlling interest in us and as our CEO is our highest-ranking executive officer.

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 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 this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

HISTORICAL FINANCIAL PERFORMANCE INFORMATION

The following financial performance information is presented in three parts, and contains historical information on the Gross Revenue results of specified 1-800-GOT-JUNK? franchisees (including our Flywheel affiliates that own and operate outlets under franchise agreements). The information is compiled from data supplied by 1-800-GOT-JUNK? franchisees, which we have not audited. Unless otherwise specified, "Gross Revenue" means the amount of actual gross sales to consumers for products and services less taxes collected and credits or refunds given in accordance with our refund policy. For some tables in this Item 19, we include franchised businesses in Canada and Australia because these Canadian and Australian franchisees operate businesses that are substantially similar to those in the U.S., with substantially similar performance results and no material differences between the data of the three groups other than the currency.

PART I: Average ~~2024~~2025 Gross Revenue of U.S. Franchisees

The following tables present the average, median, highest and lowest Gross Revenue realized by the ~~147~~138 Franchised Businesses (~~105~~92 unaffiliated franchisees and ~~42~~46 DBA franchisees) that were operating in the U.S. for more than one day and made any gross sales at any point during the 12-month

period ending on December 31, ~~2024~~2025. For purposes of this table, outlets are grouped based on the number of years they have been operating.

Because our franchisees own different numbers of subterritories, we also provide in the charts below the average, median, highest and lowest Gross Revenue on a per-subterritory basis. Of the U.S. outlets reported in the chart below: the average number of subterritories owned is ~~24~~23, with the fewest number owned being 5, and the largest number owned being 89; the median number of subterritories owned is ~~17~~20.

Average Gross Revenue of 1-800-GOT-JUNK? Franchisees
For the Twelve Months Ending December 31, 2024

US Franchisees of 1-800-GOT-JUNK? LLC	Total Franchisees ^{1, 2}	Average Gross Revenue per Franchisee	# and % of Franchisees at or above Average per Franchisee	Median Gross Revenue per Franchisee	Highest/ Lowest Gross Revenue in Range	Average Gross Revenue per Subterritory	# and % of Franchisees at or above Average per Subterritory	Median Gross Revenue per Subterritory	Highest/ Lowest Gross Revenue per Subterritory in Range
Franchisees operating for more than one day, but less than 12 months	43	\$566,941,242,191	42/10067%	\$566,941,260,541	\$566,941,264,846/ \$566,941,201,185	\$56,694,242,191	42/10067%	\$56,694,260,541	\$56,694,264,846/ \$56,694,201,185
Franchisees operating for more than 12 months, but less than 24 months	61	\$376,350,644,577	31/50100%	\$396,488,644,577	\$551,144,644,577/ \$76,319,644,577	\$35,955,644,577	41/67100%	\$40,103,644,577	\$50,299,644,577/ \$6,360,644,577
Franchisees operating for more than 24 months, but less than 36 months	6	\$543,226,539,928	34/5067%	\$499,715,604,264	\$928,874,635,818/ \$438,528,345,617	\$56,217,334,300	32/33%	\$55,154,302,132	\$65,628,635,818/ \$49,160,209,399
Franchisees operating for more than 36 months, but less than 48 months	26	\$205,620,1,946,893	1/5017%	\$205,620,561,477	\$292,039,8,750,292/ \$119,201,453,191	\$34,622,1,044,023	1/5017%	\$34,622,459,045	\$58,408,4,375,146/ \$10,836,113,298
Franchisees operating for more than 48 months, but less than 60 months	43	\$779,227,1,962,546	1/10033%	\$779,227,766,106	\$779,227,4,838,989/ \$779,227,282,544	\$86,581,915,166	1/10033%	\$86,581,255,369	\$86,581,2,419,495/ \$86,581,70,636

US Franchisees of 1-800-GOT-JU NK? LLC	Total Franchisees ^{1, 2}	Average Gross Revenue per Franchisee	# and % of Franchisees at or above Average per Franchisee	Median Gross Revenue per Franchisee	Highest/ Lowest Gross Revenue in Range	Average Gross Revenue per Subterritory	# and % of Franchisees at or above Average per Subterritory	Median Gross Revenue per Subterritory	Highest/ Lowest Gross Revenue per Subterritory in Range
Franchisees operating for more than 60 months, but less than 72 months	<u>01</u>	N/A <u>\$870,404</u>	N/A <u>1/100%</u>	N/A <u>\$870,404</u>	<u>\$870,404/</u> N/A <u>\$870,404</u>	N/A <u>\$290,135</u>	N/A <u>1/100%</u>	N/A <u>\$290,135</u>	<u>\$290,135/</u> N/A <u>\$290,135</u>
Franchisees operating for more than 72 months	<u>8972</u>	<u>\$2,953,5713,700,612</u>	<u>4430/5142%</u>	<u>\$2,032,6782,620,872</u>	<u>\$9,741,74311,441,048 /</u> <u>\$119,494615,192</u>	<u>\$141,5801,151,054</u>	<u>3927/4438%</u>	<u>\$130,727916,493</u>	<u>\$359.1454,611,101/</u> <u>\$6,289205,064</u>

- The revenue reported by franchisees includes partial-year performance by franchisees even if the franchises were transferred to new owners during the year. The combined revenue of both owners is noted in the above calculations.
- This table excludes data from the franchises owned and operated by our DBA affiliates for anything more than one (1) day, which are reported in the next table.

DBA Locations Operated as Franchisees of 1-800-GOT-JUNK? LLC	Total DBA Franchisees ¹	Average Gross Revenue per Franchisee	# and % of Franchisees at or above Average per Franchisee	Median Gross Revenue per Franchisee	Highest/ Lowest Gross Revenue in Range	Average Gross Revenue per Subterritory	# and % of Franchisees at or above Average per Subterritory	Median Gross Revenue per Subterritory	Highest/ Lowest Gross Revenue per Subterritory in Range
Franchisees operating for more than 12 months, but less than 24 months	<u>1</u>	<u>\$5,405,442</u>	<u>1/100%</u>	<u>\$5,405,442</u>	<u>\$5,405,442/</u> <u>\$5,405,442</u>	<u>\$2,702,721</u>	<u>1/100%</u>	<u>\$2,702,721</u>	<u>\$2,702,721/</u> <u>\$2,702,721</u>
Franchisees operating for more than 24 months, but less than 36 months	<u>1</u>	<u>\$15,213,601</u>	<u>1/100%</u>	<u>\$15,213,601</u>	<u>\$15,213,601/</u> <u>\$15,213,601</u>	<u>\$1,690,400</u>	<u>1/100%</u>	<u>\$1,690,400</u>	<u>\$1,690,400/</u> <u>\$1,690,400</u>
Franchisees operating for more than 24 months, but less than 36 months	<u>2</u>	<u>\$770,337,161,290</u>	<u>1/50%</u>	<u>\$770,337,161,290</u>	<u>\$928,874,351,031/</u> <u>\$611,800,971,548</u>	<u>\$54,803,959,201</u>	<u>1/50%</u>	<u>\$54,803,959,201</u>	<u>\$77,406,167,516/</u> <u>\$32,200,242,887</u>
Franchisees operating for more than 24 months, but less than 60 months	<u>402</u>	<u>\$5,199,758,910,917</u>	<u>201/50%</u>	<u>\$4,378,495,910,917</u>	<u>\$11,521,027,13,588,730/</u> <u>\$1,405,933,631,103</u>	<u>\$209,240,1,043,625</u>	<u>161/4050%</u>	<u>\$185,244,1,043,625</u>	<u>\$524,670,1,543,701/</u> <u>\$35,477,543,549</u>
Franchisees operating for more than 60 months, but less than 72 months	<u>1</u>	<u>\$4,686,330</u>	<u>1/100%</u>	<u>\$4,686,330</u>	<u>\$4,686,330/</u> <u>\$4,686,330</u>	<u>\$1,562,110</u>	<u>1/100%</u>	<u>\$1,562,110</u>	<u>\$1,562,110/</u> <u>\$1,562,110</u>
Franchisees operating for more than 72 months	<u>39</u>	<u>\$6,444,567</u>	<u>16/41%</u>	<u>\$5,284,988</u>	<u>\$21,194,166/</u> <u>\$567,806</u>	<u>\$1,673,320</u>	<u>16/41%</u>	<u>\$1,484,890</u>	<u>\$5,298,542/</u> <u>\$170,847</u>

1. The revenue reported in this chart includes ~~forty-two~~ forty-two ~~forty-six~~ (4246) franchisees that were owned and operated by subsidiaries of our affiliate, DBA, for the entire calendar year in ~~2024~~ 2025. There are no DBA franchisees that were in operation for less than 24 months (including the time such outlets were operated by franchisees).

General Notes to Chart:

1. The average is calculated by adding all figures up and dividing by the number of figures counted. The median is calculated by placing all figures being counted in order of ascending or descending value and finding the middle figure in the list. If there is an even number of figures, the median is calculated by adding the middle two figures and dividing by two.
2. The number of franchises column includes the number used to calculate the average for that subset.
3. The “per-subterritory” average, median, high, and low Gross Revenue figures were calculated by (i) first determining each franchisee’s average Gross Revenue per subterritory (dividing the Gross Revenue of the particular franchise by the number of subterritories owned by that franchise), and then (ii) using those results to calculate the overall per-subterritory average, and to determine the median, highest, and lowest per-subterritory performance.

The financial performance figures do not reflect the costs of sales or operating expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. Franchisees or former franchisees, listed in Exhibit A of this Franchise Disclosure Document, may be one source of this information.

PART II: Franchisees by Gross Revenue Range

The following table presents the number and percentage of 1-800-GOT-JUNK? Franchised Businesses that had 20242025 Gross Revenues in four performance ranges, and includes data from all Franchised Businesses operating in the United States, Canada, and Australia that reported revenue and were open on December 31, 20242025.

Total Gross Revenue of 1-800-GOT-JUNK? Franchisees
For the Twelve Months Ending December 31, 20242025
(reported in US Dollars)

Country	United States	Canada*	Australia**
Total # of Franchisees Reported	<u>149</u> <u>138</u>	<u>20</u> <u>21</u>	6
# and % Making Total Gross Revenue Over \$1,000,000	<u>11</u> <u>112/80</u> <u>81%</u>	<u>14</u> <u>18/70</u> <u>86%</u>	6/100%
# and % Making Total Gross Revenue From \$750,001 to \$1,000,000	<u>7</u> <u>8/56%</u>	<u>40/200%</u>	0/0%
# and % Making Total Gross Revenue From \$500,001 to \$750,000	<u>13</u> <u>10/97%</u>	<u>21/105%</u>	0/0%
# and % Making Total Gross Revenue of \$500,000 or Less	<u>108/76%</u>	<u>02/010%</u>	0/0%

* The Gross Revenue figure in Canadian Dollars was converted using the calendar year 20242025 average exchange rate of 0.73020.7156 for Canadian to U.S. Dollars, which rate ranged from 0.6922~~to 0.75500.6876~~ to 0.7368 during calendar year 20242025, and was 0.69480.7286 on December 31, 20242025.

** The Gross Revenue figure in Australian Dollars was converted using the calendar year 20242025 average exchange rate of 0.65950.6448 for Australian to U.S. Dollars, which rate ranged from 0.6185~~to 0.69190.5955~~ to 0.6717 during calendar year 20242025, and was 0.61850.6670 on December 31, 20242025.

PART III: System-Wide Revenue and Growth

The following table presents the total Gross Revenue from all 1-800-GOT-JUNK? Franchised Businesses operating in the United States, Canada and Australia for at least 1 day in the 20242025 calendar year.

Total 20242025 Gross Revenue of 1-800-GOT-JUNK? Franchisees
(reported in US Dollars)

Country	Total Reported Gross Revenue
United States	<u>\$479,673,717</u> <u>588,680,112</u>
Canada *	<u>\$40,837,998</u> <u>52,240,890</u>
Australia **	<u>\$16,949,185</u> <u>19,906,606</u>

* The Gross Revenue figure in Canadian Dollars was converted using the calendar year 20242025 average exchange rate of 0.73020.7156 for Canadian to U.S. Dollars, which rate ranged from 0.6922~~to 0.75500.6876~~ to 0.7368 during calendar year 20242025, and was 0.69480.7286 on December 31, 20242025. More Canadian to U.S. Dollar exchange rates can be found here:

~~<https://www.exchange-rates.org/exchange-rate-history/usd-cad-2024>~~~~<https://www.exchange-rates.org/exchange-rate-history/usd-cad-2025>~~.

** The Gross Revenue figure in Australian Dollars was converted using the calendar year ~~2024~~2025 average exchange rate of ~~0.6595~~0.6448 for Australian to U.S. Dollars, which rate ranged from ~~0.6185~~to 0.69190.5955 to 0.6717 during calendar year ~~2024~~2025, and was ~~0.6185~~0.6670 on December 31, ~~2024~~2025. More Australian to U.S. Dollar exchange rates can be found here: ~~<https://www.exchange-rates.org/exchange-rate-history/usd-aud-2024>~~
~~<https://www.exchange-rates.org/exchange-rate-history/usd-aud-2025>~~.

The table below presents the total Gross Revenue from all 1-800-GOT-JUNK? Franchised Businesses operating in the United States, Canada and Australia for at least 1 day in the 2025, 2024, and 2023, ~~and 2022~~ calendar years, respectively, and also presents the dollar amount and percentage of Gross Revenue growth over that period.

2025, 2024, 2023, ~~2022~~ Gross Revenue Totals and Growth Over Same Period
of 1-800-GOT-JUNK? Franchisees
(reported in US Dollars)

Calendar Year	2025	2024	2023	2022
System-Wide Gross Revenue*	\$660,827,609	\$537,460,900	\$525,190,289	\$528,127,505
Annual Growth in Gross Revenue	\$123,366,709	\$12,249,385	-\$2,937,216	\$44,418,474
Annual % Growth in Gross Revenue	23.0%	2.3%	-0.6%	9.2%
Two-year Growth in Gross Revenue	\$135,637,320	\$9,333,395	\$41,481,258	\$139,155,484
Two-year % Growth in Gross Revenue	25.8%	1.8%	8.6%	35.8%

* Gross revenue figures from Canadian locations were converted to U.S. Dollars for each calendar year using the average exchange rate for that calendar year as follows: 2025 average exchange rate of 0.7156, 2024 average exchange rate of 0.7302; and 2023 average exchange rate of 0.7410; ~~and 2022 average exchange rate of 0.7692~~.

The Gross revenue figures from Australian locations were converted to U.S. Dollars for each calendar year using the average exchange rate for that calendar year as follows: 2025 average exchange rate of 0.6448, 2024 average exchange rate of 0.6595; and 2023 average exchange rate of 0.6644; ~~and 2022 average exchange rate of 0.6947~~.

Some franchisees have sold this amount. Your individual results may differ. There is no assurance you will sell as much.

Substantiation of the data used in preparing this financial performance information will be made available to you upon reasonable request.

Other than the preceding financial performance representation, 1-800-GOT-JUNK? does 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 our Franchise Development Manager at 301 – 887 Great Northern Way, Vancouver, BC, Canada, V5T 4T5; or by phone at 1-800-GOT-JUNK; the Federal Trade Commission; and the appropriate state regulatory agencies.

ITEM 20. Outlets and Franchisee Information

Table No. 1
Systemwide Summary
For Years ~~2022~~2023 to ~~2024~~2025
(As of fiscal years ended 12/31)

Outlet Type	Year	Franchised Businesses at the Start of the Year	Franchised Businesses at the End of the Year	Net Change
<u>Franchised</u>	<u>2022</u>	<u>128</u>	<u>133</u>	<u>+5</u>
<u>Franchised</u>	<u>2023</u>	<u>133</u>	<u>133</u>	<u>0</u>
	<u>2024</u>	<u>133</u>	<u>104</u>	<u>-29</u>
<u>Company-Owned</u>	<u>2022</u> <u>2025</u>	<u>5</u> <u>104</u>	<u>892</u>	<u>+3</u> <u>-12</u>
<u>Company-Owned*</u>	<u>2023</u>	<u>8</u>	<u>16</u>	<u>+8</u>
	<u>2024</u>	<u>16</u>	<u>42</u>	<u>+26</u>
Total Outlets	<u>2022</u><u>2025</u>	<u>133</u><u>42</u>	<u>141</u><u>146</u>	<u>+8</u><u>+4</u>
Total Outlets	<u>2023</u>	<u>141</u>	<u>149</u>	<u>+8</u>
	<u>2024</u>	<u>149</u>	<u>146</u>	<u>-3</u>
	<u>2025</u>	<u>146</u>	<u>138</u>	<u>-8</u>

* all locations are owned 100% by our affiliate, 604816 LLC (DBA) and its subsidiaries.

Table No. 2
Transfers of Outlets From Franchisees to New Owners
(Other than the Franchisor)
For Years ~~2022~~2023 to ~~2024~~2025

State	Year	Number of Transfers
California <u>Arizona</u>	2022 <u>2023</u>	4 <u>0</u>
	<u>2024</u>	<u>0</u>
	<u>2025</u>	<u>1</u>
<u>California</u>	<u>2023</u>	<u>1</u>
	<u>2024</u>	<u>1</u>
Colorado	2022 <u>2025</u>	0 <u>2</u>
<u>Colorado</u>	<u>2023</u>	<u>2</u>
	<u>2024</u>	<u>0</u>
Florida	2022 <u>2025</u>	4 <u>0</u>
<u>Florida</u>	<u>2023</u>	<u>1</u>
	<u>2024</u>	<u>1</u>
	<u>2025</u>	<u>0</u>
<u>Hawaii</u>	<u>2023</u>	<u>0</u>
	<u>2024</u>	<u>0</u>
	<u>2025</u>	<u>1</u>
Iowa <u>Idaho</u>	2022 <u>2023</u>	0 <u>0</u>
	<u>2024</u>	<u>0</u>
	<u>2025</u>	<u>1</u>
<u>Iowa</u>	<u>2023</u>	<u>1</u>
	<u>2024</u>	<u>0</u>
<u>Kentucky</u>	2022 <u>2025</u>	0 <u>0</u>
<u>Kentucky</u>	<u>2023</u>	<u>1</u>
	<u>2024</u>	<u>0</u>