

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.

As noted in Item 1, Driven Brands is the parent company of CARSTAR, as well as several other automotive brands. Driven Brands is able to provide a number of benefits to the franchise brands it owns, namely buying power, national account business development, IT and business intelligence insights via big data, training and other operational efficiencies. For CARSTAR and its franchisees, the improved paint and materials costs and increase in insurance referral business are quantifiable. The financial performance representations in this Item 19 detail these benefits and how the association with Driven Brands has helped our franchisees.

A. Gross Sales and Key Performance Indicators

Part A of this financial performance representation reflects the historical average and historical median annual Gross Sales and certain key performance indicators (“KPIs”) for certain franchised CARSTAR Facilities from December 31, 2023 through December 28, 2024 (the “2024 Fiscal Year”). The purpose of this financial performance representation is to illustrate to conversion franchisees and other prospects knowledgeable in the automotive repair business how CARSTAR and its relationship with Driven Brands has enabled operational efficiencies and sales growth for the whole CARSTAR franchise network.

Of the 471 total franchised CARSTAR Facilities open and operating as of the end of the 2024 Fiscal Year, we included the Gross Sales and KPI results of 397 CARSTAR Facilities and excluded the results of (i) 48 CARSTAR Facilities that opened during the 2024 Fiscal Year, and (ii) 26 CARSTAR Facilities that did not submit Gross Sales information for 1 or more months during the 2024 Fiscal Year. We also excluded the 32 CARSTAR Facilities that closed during the 2024 Fiscal Year (one of which operated for less than 12 months).

We separated the 397 CARSTAR Facilities included in Part A of this financial performance representation into the top performing 50% and bottom performing 50% based on average Gross Sales, with the top performing 50% reflecting the results of those CARSTAR Facilities with the highest average Gross Sales for the 2024 Fiscal Year, and the bottom performing 50% reflecting the results of those CARSTAR Facilities with the lowest average Gross Sales for the 2024 Fiscal Year. The 397 CARSTAR Facilities use the prototypical business format and operating procedures for a CARSTAR Facility that form the basis of the franchise opportunity that we offer in this disclosure document. These CARSTAR Facilities operate in metropolitan and suburban

locations within greater metropolitan areas of U.S. cities. These CARSTAR Facilities had operated for an average of 9.7 years as of the end of the 2024 Fiscal Year.

Gross Sales and KPIs	Bottom 50%	Top 50%	Median for all CARSTAR Facilities	Average for all CARSTAR Facilities	# Met/Exceeded Average	% Met/Exceeded Average
CARSTAR Facility Count	198	199	397	397		
Gross Sales	\$1,629,645	\$4,415,194	\$2,579,601	\$3,205,928	148	37%
PBAs	2.5	2.8	3.0	2.6	204	51%
DRPs	5.5	7.4	6.0	6.5	189	48%

Gross Sales	Bottom 50%	Top 50%
Lowest Gross Sales	\$114,841	\$2,579,601
Highest Gross Sales	\$2,562,227	\$18,637,343
Median Gross Sales	\$1,700,434	\$3,855,912
# Met/Exceeded Average	111	72
% Met/Exceeded Average	56%	36%

Footnotes to this Financial Performance Representation:

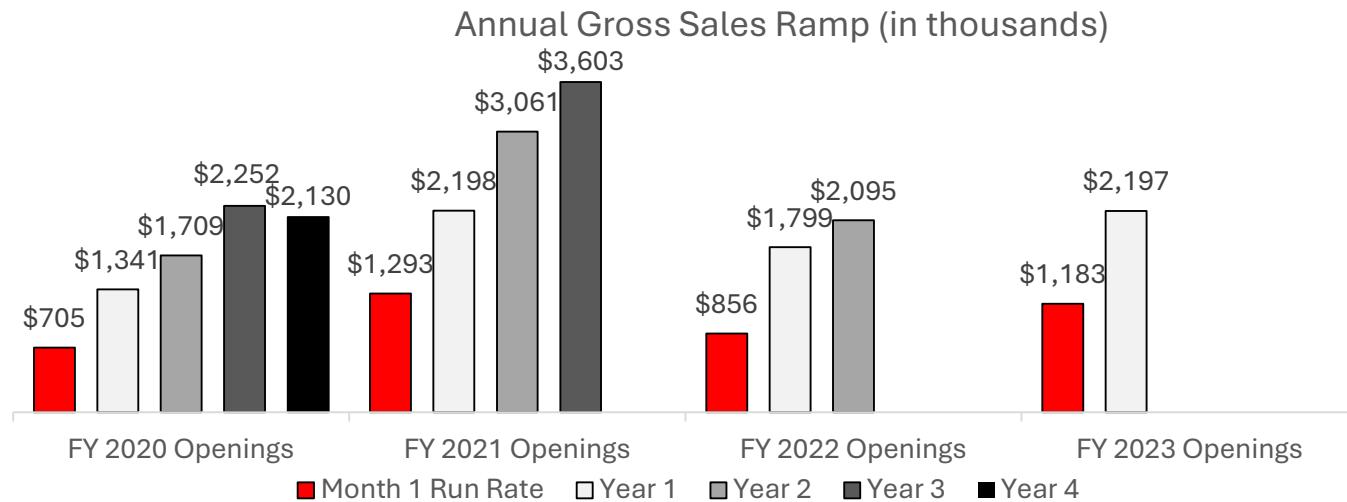
1. “PBAs” is the number of performance-based agreements, which are a type of DRPs that includes additional performance metrics in the contract with the insurer, requiring participating CARSTAR Facilities to achieve KPIs for the carrier’s customers and to maintain standard levels of support.
2. “DRPs” is the number of direct repair programs, which are CARSTAR-managed insurance programs with third-party auto insurers in which CARSTAR Facilities can choose to participate.
3. “Gross Sales” means all money and other consideration of every kind and nature the franchisee or its CARSTAR Facility receives, including consideration for labor, parts, mechanical services related to collision repair, refinishing and all sublet billings and for all other products and services sold or performed by or for the franchisee or the CARSTAR Facility in, on, or from the site, or through or by means of the business conducted under the Franchise Agreement, whether for cash or credit, including the proceeds of any insurance claims. Gross Sales do not include: (a) sales or service taxes collected from customers and paid to the appropriate taxing authority; (b) tow charges; and (c) rental car sales.

B. Gross Sales Ramp

Part B of this financial performance representation reflects the historical average and historical median Gross Sales ramps for 158 CARSTAR Facilities operated by franchisees that converted their existing repair businesses to CARSTAR Facilities within the CARSTAR franchise network during the 4-year period from December 29, 2019 through December 30, 2023. There were 184 total new CARSTAR Facilities that joined the CARSTAR franchise network during this period. We have excluded 26 CARSTAR Facilities from this financial performance representation, (i) 6 of which closed after operating as a CARSTAR Facility for less than 12 months,

(ii) 6 of which did not have a full 12 months of Gross Sales information for their first year of operation by December 28, 2024 as a result of their opening dates, timing of their Month 1 Run Rates, and other negotiated changes to their franchise agreements, and (iii) 14 of which did not submit Gross Sales information for one or more months during this period and through the end of the 2024 Fiscal Year. We did not include the results of any CARSTAR Facilities that opened during the 2024 Fiscal Year because they had not operated for one full year by December 28, 2024.

We separated the Gross Sales ramp results of the 158 CARSTAR Facilities included in Part B of this financial performance representation by the fiscal year in which they converted and opened for business as a CARSTAR Facility within the CARSTAR franchise network. In the charts below: (a) “FY 2020 Openings” include the Gross Sales ramp for the first 4 years of operation for those CARSTAR Facilities that opened between December 29, 2019 through December 26, 2020 (the “2020 Fiscal Year”); (b) “FY 2021 Openings” include the Gross Sales ramp for the first 3 years of operation for those CARSTAR Facilities that opened between December 27, 2020 through December 25, 2021 (the “2021 Fiscal Year”); (c) “FY 2022 Openings” include the Gross Sales ramp for the first 2 years of operation for those CARSTAR Facilities that opened between December 26, 2021 through December 31, 2022 (the “2022 Fiscal Year”); and (d) “FY 2023 Openings” include the Gross Sales ramp for the first year of operation for those CARSTAR Facilities that opened between January 1, 2023 through December 30, 2023 (the “2023 Fiscal Year”).



FY 2020 Openings	Month 1 Run Rate	Year 1	Year 2	Year 3	Year 4
CARSTAR Facility Count	30	30	26	26	20
Average Gross Sales	\$704,759	\$1,340,572	\$1,708,731	\$2,252,120	\$2,129,908
Highest Gross Sales	\$3,112,346	\$5,727,177	\$3,075,870	\$5,051,584	\$3,894,993
Lowest Gross Sales	\$16,525	\$440,404	\$736,914	\$1,186,033	\$1,107,709
Median Gross Sales	\$539,822	\$1,072,785	\$1,519,530	\$1,918,147	\$2,052,897
# Met/Exceeded Avg	11	10	10	10	10
% Met/Exceeded Avg	36.7%	33.3%	38.5%	38.5%	50.0%

FY 2021 Openings	Month 1 Run Rate	Year 1	Year 2	Year 3
CARSTAR Facility Count	59	59	59	41
Average Gross Sales	\$1,293,183	\$2,197,978	\$3,061,128	\$3,602,842
Highest Gross Sales	\$9,038,089	\$10,587,712	\$13,498,630	\$14,762,491
Lowest Gross Sales	\$60,558	\$124,360	\$410,527	\$579,924
Median Gross Sales	\$719,640	\$1,577,606	\$2,153,595	\$2,587,398
# Met/Exceeded Avg	19	21	21	15
% Met/Exceeded Avg	32.2%	35.6%	35.6%	36.6%

FY 2022 Openings	Month 1 Run Rate	Year 1	Year 2
CARSTAR Facility Count	44	44	34
Average Gross Sales	\$856,342	\$1,799,069	\$2,095,073
Highest Gross Sales	\$2,449,801	\$6,383,979	\$8,224,609
Lowest Gross Sales	\$75,144	\$310,054	\$362,038
Median Gross Sales	\$686,788	\$1,575,762	\$1,796,977
# Met/Exceeded Avg	18	17	13
% Met/Exceeded Avg	40.9%	38.6%	38.2%

FY 2023 Openings	Month 1 Run Rate	Year 1
CARSTAR Facility Count	25	25
Average Gross Sales	\$1,183,101	\$2,196,802
Highest Gross Sales	\$4,126,629	\$5,106,322
Lowest Gross Sales	\$38,511	\$565,065
Median Gross Sales	\$858,457	\$2,261,536
# Met/Exceeded Avg	10	14
% Met/Exceeded Avg	40.0%	56.0%

Footnotes to this Financial Performance Representation:

1. We have excluded the calendar month that each CARSTAR Facility opened, since the number of days in that first month ranged from one day only to 30 days. The beginning and ending dates of “Year 1,” “Year 2,” “Year 3,” and “Year 4” in this financial performance representation differ for each CARSTAR Facility because each CARSTAR Facility opened for business on a different date.
2. “Month 1 Run Rate” is the product of the average first full month of Gross Sales reported by the CARSTAR Facilities in this analysis multiplied by 12 to arrive at a baseline estimate for the average annual Gross Sales each CARSTAR Facility starts with when it joins the CARSTAR franchise network.
3. There were 11 CARSTAR Facilities that opened during this period, were open and operating for at least 1 full year, and closed on or before December 28, 2024, which Facilities submitted all their monthly Gross Sales information to us prior to their respective closing dates.
 - (a) Of these 11 CARSTAR Facilities, 6 opened during the 2020 Fiscal Year. All 6 CARSTAR Facilities were open for at least one full year, and we included their first year of operation Gross Sales results in “Year 1” in the “FY 2020 Openings” chart. Four of the 6 CARSTAR Facilities operated for at least one full year but

less than 2 full years and, as a result, their Gross Sales results for their second year of operation are not included in “Year 2” in the “FY 2020 Openings” chart. In addition, 2 of the 6 CARSTAR Facilities operated for at least 3 full years but less than 4 full years and, as a result, their Gross Sales results are not included in “Year 4” in the “FY 2020 Openings” chart.

- (b) Of these 11 CARSTAR Facilities, 4 opened during the 2021 Fiscal Year. All 4 CARSTAR Facilities were open for at least 2 full years, and we included their first 2 years of Gross Sales results in “Year 1” and “Year 2” in the “FY 2021 Openings” chart. Two of the 4 CARSTAR Facilities operated for at least 2 full years but less than 3 full years and, as a result, their Gross Sales results for their third year of operation are not included in “Year 3” in the “FY 2021 Openings” chart. The remaining 2 CARSTAR Facilities operated for at least 3 full years (3.7 years and 3.3 years, respectively) but subsequently closed before December 28, 2024; therefore, we included their Gross Sales results for their first, second, and third year of operation in “Year 1,” “Year 2,” and “Year 3” in the “FY 2021 Openings” chart.
- (c) Of these 11 CARSTAR Facilities, 1 opened during the 2022 Fiscal Year. This CARSTAR Facility operated for at least one full year but less than 2 full years, and as a result its Gross Sales results for its second year of operation are not included in “Year 2” in the “FY 2022 Openings” chart.
- (d) Of these 11 CARSTAR Facilities, none opened during the 2023 Fiscal Year.

4. In the “FY 2020 Openings” chart, there were 4 CARSTAR Facilities that opened at the end of the 2020 Fiscal Year. As a result of their opening dates, timing of their Month 1 Run Rates, and other negotiated changes to their franchise agreements, these CARSTAR Facilities did not have a full 12 months of Gross Sales information for their fourth year of operation by December 28, 2024. Therefore, the Gross Sales results of these 4 CARSTAR Facilities for their fourth year of operation are not included in “Year 4” in the “FY 2020 Openings” chart above.
5. In the “FY 2021 Openings” chart, there were 16 CARSTAR Facilities that opened at the end of the 2021 Fiscal Year. As a result of their opening dates, timing of their Month 1 Run Rates, and other negotiated changes to their franchise agreements, these CARSTAR Facilities did not have a full 12 months of Gross Sales information for their third year of operation by December 28, 2024. Therefore, the Gross Sales results of these 16 CARSTAR Facilities for their third year of operation are not included in “Year 3” in the “FY 2021 Openings” chart above.
6. In the “FY 2022 Openings” chart, there were 9 CARSTAR Facilities that opened at the end of the 2022 Fiscal Year. As a result of their opening dates, timing of their Month 1 Run Rates, and other negotiated changes to their franchise agreements, these CARSTAR Facilities did not have a full 12 months of Gross Sales information for their second year of operation by December 28, 2024. Therefore, the Gross Sales results of these 9 CARSTAR Facilities for their second year of operation are not included in “Year 2” in the “FY 2022 Openings” chart above.

* * *

Our management prepared this financial performance representation based on Gross Sales information reported by our franchisees. This financial performance representation was prepared

without an audit. Prospective franchisees or sellers of franchises should be advised that no certified public accountant has audited these figures or expressed his/her opinion with regard to their contents or form. Written substantiation of the data used in preparing the tables above will be made available to you on reasonable request.

Some CARSTAR Facilities have earned this amount. Your individual results may differ. There is no assurance that you'll earn as much.

Other than as disclosed above, 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 Scott O'Melia, 440 South Church Street, Suite 700, Charlotte, North Carolina 28202 or (704) 377-8855, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

All figures in the following tables are as of our fiscal year ends of December 28, 2024, December 30, 2023, and December 31, 2022.

Table No. 1

Systemwide Outlet Summary For years 2022 to 2024

Column 1 Outlet Type	Column 2 Year	Column 3 Outlets at the Start of the Year	Column 4 Outlets at the End of the Year	Column 5 Net Change
Franchised	2022	419	446	+27
	2023	446	455	+9
	2024	455	471	+16
Company-Owned	2022	10	0	-10
	2023	0	0	0
	2024	0	0	0
Total Outlets	2022	429	446	+17
	2023	446	455	+9
	2024	455	471	+16