

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, 2023 to December 31, 2023 (the "2023 Measurement Period"), and January 1, 2024 to December 31, 2024 (the "2024 Measurement Period"). We refer to the 2023 Measurement Period and the 2024 Measurement Period collectively as the "Full Measurement Period" in this Item 19. Throughout the Full Measurement Period, our Company-Owned Outlet was operating in and around Louisville, Kentucky, including portions of southern Indiana. During the 2023 Measurement Period, our Company-Owned Outlet purchased the Franchised Outlet operating in the Louisville, Kentucky market and incorporated the Territory into its operations. 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, however, 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. 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, though we expect there may be variances between your Crushr Business and the Company-Owned Outlet based upon factors such as geographic location, length of time in operation, relative experience of the operator, and the number of Installed Vehicles in operation.

In Table 2 of this Item 19, we present the total Gross Sales attained during either, or both, the 2023 Measurement Period and 2024 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 and 2024

Item	2023	2024
Gross Sales	\$396,455	\$421,645
Royalty Fees	\$31,716	\$33,732
Brand Fund Contribution	\$3,965	\$4,216
Local Area Advertising	\$6,000	\$6,000
Technology Fees	\$6,000	\$6,000
COGS	\$29,997	\$36,864
Gross Profit	\$318,777	\$336,333
Labor Expense	\$129,331	\$120,154
Insurance	\$7,004	\$7,525
Miscellaneous Expenses	\$10,552	\$8,295
Storage Rental Expense ⁶	\$1,500	\$1,500
Total Expense	\$148,387	\$137,473
Net Income	\$170,390	\$197,359
Net Margin	43.0%	46.8%

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” means 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) from providing mobile trash compacting services by the Company-Owned Outlet.
3. “Net Margin” is calculated as Net Income divided by Gross Sales.
4. 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) 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.
5. Insurance Rate Note – In 2023 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.

6. 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.

7. 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 – 2023 & 2024

Outlet	2023 Territory/Trucks	2023 Gross Sales	2024 Territory/Trucks	2024 Gross Sales	Y-O-Y Change
#1	4/5	\$1,007,847	4/6	\$981,547	-2.61%
#2	3/3	\$906,245	3/3	\$985,341	8.73%
#3	1/1	\$100,648	N/A*	N/A*	N/A
#4	1/2	\$258,955	1/2	\$321,595	24.19%
#5	1/1	\$125,538	1/2	\$205,904	64.02%
#6	2/1	\$328,417	2/1	\$297,780	-9.33%
#7	1/1	\$269,676	1/2	\$367,970	36.45%
#8	2/2	\$197,062	2/2	\$267,376	35.68%
#9	1/1	\$91,488	1/1	\$116,185	26.99%
#10	4/2	\$938,686	4/3	\$1,026,851	9.39%
#11	2/2	\$454,074	2/2	\$449,281	-1.06%
#12	2/2	\$216,930	2/2	\$308,402	42.17%
#13	1/2	\$230,171	1/2	\$302,690	31.51%
#14	6/2	\$361,773	6/3	\$416,650	15.17%
#15	4/2	\$312,882	4/3	\$357,712	14.33%
#16	6/2	\$180,467	6/2	\$242,216	34.22%
#17	2/1	\$143,357	3/1	\$134,545	-6.15%
#18	1/1	\$21,812	1/1	\$11,076	-49.22%
#19	1/1	\$235,945	1/1	\$226,155	-4.15%
#20	3/1	\$151,320	3/1	\$245,195	62.04%
#21	2/1	\$207,148	1/1	\$295,370	42.59%
#22	2/1	\$113,251	2/1	\$208,852	84.42%
#23	1/1	\$70,175	1/1	\$102,665	46.30%

Outlet	2023 Territory/Trucks	2023 Gross Sales	2024 Territory/Trucks	2024 Gross Sales	Y-O-Y Change
#24	1/1	\$124,294	1/1	\$132,195	6.36%
#25	2/1	\$64,103	2/1	\$197,481	208.07%
#26	1/1	\$142,987	1/1	\$187,500	31.13%
#27	1/1	\$266,915	2/1	\$221,939	-16.85%
#28	4/1	\$177,513	4/1	\$268,058	51.01%
#29	1/1	\$55,160	1/1	\$104,815	90.02%
#30	1/2	\$440,000	2/4	\$800,001	81.82%
#31	1/1	\$226,865	1/2	\$383,255	68.94%
#32	2/2	\$389,550	2/2	\$689,930	77.11%
#33	2/1	\$178,980	2/2	\$317,315	77.29%
#34	5/2	\$588,960	5/3	\$807,357	37.08%
#35	3/2	\$377,120	3/3	\$762,565	102.21%
#36	3/1	\$104,338	3/1	\$146,204	40.13%
#37	2/1	\$225,963	2/2	\$377,448	67.04%
#38	1/1	\$102,333	1/1	\$132,965	29.93%
#39	2/1	\$49,703	2/1	\$65,875	32.54%
#40	N/A	N/A	2/1	\$321,305	N/A
#41	N/A	N/A	1/1	\$29,460	N/A
#42	N/A	N/A	8/3	\$437,815	N/A
#43	N/A	N/A	3/1	\$84,655	N/A
#44	N/A	N/A	3/2	\$385,160	N/A
#45	N/A	N/A	4/1	\$170,821	N/A
#46	N/A	N/A	1/1	\$202,515	N/A
#47	N/A	N/A	1/1	\$93,010	N/A
#48	N/A	N/A	1/1	\$106,420	N/A
#49	N/A	N/A	3/1	\$104,460	N/A
#50	N/A	N/A	3/1	\$184,604	N/A
#51	N/A	N/A	1/1	\$156,300	N/A

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 2023 and 2024 calendar year.
2. Outlet #3 sold the market to our Company-Owned Outlet and was incorporated into the affiliate's business during the 2024 year.
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 above financial performance representation, we do not make any 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 business, however, we may provide you with the actual records of that business. 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 2022 TO 2024

Outlet Type	Year	Outlets At The Start Of The Year	Outlets At The End Of The Year	Net Change (+ Or -)
Franchised*	2022	28	60	+32
	2023	60	82	+22
	2024	82	95	+13
Company Owned	2022	1	1	-
	2023	1	2	+1
	2024	2	3	+1
Total Outlets	2022	29	61	+32
	2023	61	84	+23
	2024	84	98	+14

***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.**