

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

We have included below certain historical actual sales and job information for CRDN franchises. For all charts below, the term "gross sales" means total revenues less sales tax, discounts, allowances and refunds or credits. The financial performance representation figures below do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit.

As of December 31, 2024, all owners except for four who signed a Franchise Agreement had also commenced operations.

We recommend that you make your own independent investigation to determine whether or not the franchise may be profitable and consult with an attorney and other advisors prior to executing the Franchise Agreement. Additionally, you should conduct an independent investigation of the costs and expenses you will incur in operating your Franchised Business. Franchisees or former franchisees, listed in the disclosure document, may be one source of this information.

Written substantiation of the financial performance representations made in this Item will be made available upon reasonable request. If you purchase a franchise, we will include your sales information in this Item.

A. Historical Restoration Services

The tables below provide gross sales data for all United States CRDN franchised outlets as well as the one company-owned franchise, for the fiscal years of 2021 through 2024 (our fiscal year end is December 31). As of the fiscal year end of those years, we had the following number of franchises, respectively: 128, 125, 127 and 127.

Gross sales figures are provided by service category and include "textile-only," "electronics-only," "art-only," and "full-service contents only" jobs—each referring to jobs in which only the one indicated service type was performed. Where indicated, gross sales data may also include "combo jobs," meaning jobs that involved a combination of any two or more service types. Combo job sales figures are separate from and in addition to the service-specific sales figures. The "total jobs" category represents the aggregate of gross sales from all four service-specific categories and combo jobs.

Data from the one company-owned franchise, operated by our affiliate Huntington, is included where indicated. As of December 31, 2024, Huntington's territory included 3,947,454 households. Your

Franchise Territory may contain more or less households. As of the date of this disclosure document, Huntington does not pay Royalty or contribute to the Fund.

All charts below provide the percentage billed attributable to programs, referring to the insurance Programs defined and described in Item 12 of this disclosure document. As stated in Item 12, we cannot guarantee that you will be granted acceptance into any Program or receive assignments for the performance of Services in any Program.

Please note that electronics, art, and full-service contents restoration services are optional offerings (see Item 16 of this disclosure document for more information). As of December 31, 2024, all our franchisees were certified to provide electronics restoration services, 85 franchisees owning 125 franchises were certified to provide art restoration services, and 80 franchisees owning 120 franchises, were certified to provide full-service contents restoration services. Electronic restoration services commenced in 2016 and art restoration services commenced in June 2020; thus sales for such services are included for all years represented in the charts below (2021-2024). Full-service contents restoration services were first offered in February 2022 as part of a pilot program and then offered system wide starting in August 2022. As such, the charts below only include data for full-service contents restoration services from February 2022 forward, through December 31, 2024. Our “company-owned” franchise owned by our affiliate, Huntington, commenced full-service contents restoration services in 2024, so the charts below only reflect such services in 2024 under the heading of CRDN Company-Owned Franchise.

The figures below include data from franchises of varying household counts and/or sizes and include all jobs performed by franchises during any portion of each applicable fiscal year during which that franchise was operational. For example, a franchise that commenced operations and took its first job on June 1, 2021, will have jobs serviced from June 1, 2021 through December 31, 2021, and all jobs for the full fiscal years of 2022 through 2024 included in the charts below, but there will be no data included (as no data exists) for this franchise from January 1 through May 31 of 2021.

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CRDN Franchise Territories: Textile-Only

Fiscal Year	Number of Textile only Jobs Reported	Sum of All Textile only Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	10,134	\$51,783,133.15	51.14%	\$5,109.84	\$2,135.04	\$149,938.62	\$0.03
2022	9,622	\$55,326,591.79	56.20%	\$5,750.01	\$2,440.42	\$372,017.35	\$0.50
2023	9,444	\$52,812,176.51	61.92%	\$5,592.14	\$2,006.73	\$338,125.35	\$15.94
2024	9,185	\$53,944,826.19	67.47%	\$5,873.14	\$1,953.68	\$126,790.98	\$4.55
Grand Average	9,596	\$53,466,681.91	59.19%	\$5,581.28	\$2,133.97	\$246,718.08	\$5.26

CRDN Franchise Territories: Electronics-Only

Fiscal Year	Number of Electronics only Jobs Reported	Sum of All Electronics only Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	2,437	\$5,259,981.37	59.79%	\$2,158.38	\$773.64	\$160,000.00	\$7.49
2022	3,095	\$6,411,162.81	69.53%	\$2,071.46	\$722.38	\$220,572.00	\$28.66
2023	4,330	\$7,740,663.22	81.59%	\$1,787.68	\$520.49	\$599,137.75	\$19.32
2024	4,761	\$7,512,846.81	89.31%	\$1,578.00	\$499.68	\$128,504.61	\$41.25
Grand Average	3,656	\$6,731,163.55	75.06%	\$1,898.88	\$629.05	\$277,053.59	\$24.18

CRDN Franchise Territories: Art-Only

Fiscal Year	Number of Art only Jobs Reported	Sum of All Art only Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	218	\$871,052.56	2.29%	\$3,995.65	\$1,604.71	\$49,951.00	\$23.33
2022	363	\$1,567,400.40	3.86%	\$4,317.91	\$2,007.95	\$117,116.02	\$51.71
2023	326	\$1,414,493.65	5.83%	\$4,338.94	\$1,780.94	\$140,132.97	\$85.26
2024	251	\$947,151.18	7.97%	\$3,773.51	\$1,748.70	\$46,817.83	\$65.47
Grand Average	290	\$1,200,024.45	4.99%	\$4,106.50	\$1,785.57	\$88,504.46	\$56.44

CRDN Franchise Territories: Full-Service Contents-Only

Fiscal Year	Number of Contents only Jobs Reported	Sum of All Contents only Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	3	\$54,886.14	0.00%	\$18,295.38	\$7,250.30	\$47,296.35	\$339.49
2022	244	\$3,620,464.97	20.90%	\$14,837.97	\$7,160.19	\$346,803.17	\$147.36
2023	987	\$14,583,427.33	35.46%	\$14,775.51	\$6,749.66	\$1,714,076.60	\$55.83
2024	2040	\$21,300,427.83	54.51%	\$10,441.39	\$5,337.99	\$374,636.05	\$27.50
Grand Average	819	\$9,889,801.57	27.72%	\$14,587.56	\$6,624.54	\$620,703.04	\$142.55

CRDN Franchise Territories: Combo Jobs

Fiscal Year	Number of Combo Jobs Reported	Sum of All Combination Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	4,604	\$61,654,062.17	44.20%	\$13,391.41	\$9,492.99	\$394,879.31	\$85.72
2022	4,992	\$86,623,525.46	41.33%	\$17,352.47	\$11,376.74	\$500,159.34	\$175.41
2023	5,034	\$112,728,067.24	40.68%	\$22,393.34	\$14,514.18	\$608,594.21	\$106.93
2024	4,490	\$110,381,329.08	40.09%	\$24,583.81	\$15,922.81	\$348,804.24	\$46.03
Grand Average	4,780	\$92,846,745.98	41.57%	\$19,430.26	\$12,826.68	\$463,109.28	\$103.52

CRDN Franchise Territories: Total Jobs

Fiscal Year	Number of All Jobs Reported	Sum of All Jobs Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	17,396	\$119,623,115.39	49.90%	\$6,876.47	\$2,956.45	\$394,879.31	\$0.03
2022	18,316	\$153,549,145.44	52.89%	\$8,383.33	\$3,290.70	\$500,159.34	\$0.50
2023	20,121	\$189,278,827.94	58.64%	\$9,407.03	\$2,788.96	\$1,714,076.60	\$15.94
2024	20,727	\$194,086,581.09	64.56%	\$9,363.95	\$2,600.34	\$374,636.05	\$4.55
Grand Average	19,140	\$164,134,417.46	56.50%	\$8,507.70	\$2,909.11	\$745,937.83	\$5.26

CRDN Company-Owned Franchise: Textiles-Only

Fiscal Year	Number of Textile only Jobs Reported	Sum of Textile only Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	583	\$4,283,756.72	56.78%	\$7,347.78	\$3,151.96	\$459,000.00	\$83.86
2022	539	\$5,394,191.58	53.99%	\$10,007.78	\$5,240.32	\$86,824.78	\$153.25
2023	566	\$4,797,109.58	59.01%	\$8,475.46	\$3,432.84	\$112,959.84	\$93.40
2024	563	\$5,347,991.82	50.09%	\$9,499.10	\$3,955.58	\$201,753.28	\$98.87
Grand Average	563	\$4,955,762.43	54.97%	\$8,832.53	\$3,945.17	\$215,134.48	\$107.35

CRDN Company-Owned Franchise: Electronics-Only

Fiscal Year	Number of Electronics only Jobs Reported	Sum of Electronics only Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	593	\$3,171,705.99	41.32%	\$5,348.58	\$1,792.66	\$432,174.97	\$112.24
2022	530	\$3,779,829.33	43.02%	\$7,131.75	\$3,283.49	\$340,596.96	\$155.35
2023	586	\$3,711,351.61	50.68%	\$6,333.36	\$2,436.03	\$1,012,519.84	\$100.00
2024	632	\$3,489,411.88	51.27%	\$5,521.22	\$2,887.29	\$153,206.52	\$110.65
Grand Average	585	\$3,538,074.70	46.57%	\$6,083.73	\$2,599.87	\$484,624.57	\$119.56

CRDN Company-Owned Franchise: Art-Only

Fiscal Year	Number of Art only Jobs Reported	Sum of Art only Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	150	\$556,826.87	3.33%	\$3,712.18	\$1,571.13	\$42,834.85	\$11.98
2022	140	\$1,027,838.17	2.86%	\$7,341.70	\$2,090.88	\$157,957.51	\$270.06
2023	136	\$985,117.52	7.35%	\$7,243.51	\$1,923.48	\$168,501.05	\$250.00
2024	154	\$529,447.92	8.44%	\$3,437.97	\$1,796.29	\$48,651.38	\$79.66
Grand Average	145	\$774,807.62	5.50%	\$5,433.84	\$1,845.44	\$104,486.20	\$152.93

CRDN Company-Owned Franchise: Full-Service Contents-Only

Fiscal Year	Number of Combo Jobs Reported	Sum of Contents only Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2024	38	\$2,069,499.08	50.00%	\$54,460.50	\$3,154.18	\$1,339,258.59	\$48.03
Grand Average	38	\$2,069,499.08	50.00%	\$54,460.50	\$3,154.18	\$1,339,258.59	\$48.03

CRDN Company-Owned Franchise: Combo Jobs

Fiscal Year	Number of Combo Jobs Reported	Sum of Combination Services Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	54	\$1,282,045.41	66.67%	\$23,741.58	\$11,086.37	\$430,712.33	\$306.25
2022	61	\$920,623.49	86.89%	\$15,092.19	\$10,090.66	\$80,419.99	\$446.62
2023	77	\$1,637,020.29	81.82%	\$21,260.00	\$12,386.03	\$207,216.59	\$209.57
2024	181	\$5,072,289.86	37.02%	\$28,023.70	\$14,243.75	\$705,472.30	\$211.74
Grand Average	93	\$2,227,994.76	68.10%	\$22,029.37	\$11,951.70	\$355,955.30	\$293.55

CRDN Company-Owned Franchise: Total Jobs

Fiscal Year	Number of All Jobs Reported	Sum of All Jobs Billed	Percentage Billed Attributable to Programs	Average Billed Per Job	Median Billed Per Job	High Billed Per Job	Low Billed Per Job
2021	1,380	\$9,294,334.99	44.71%	\$6,735.03	\$2,317.26	\$459,000.00	\$11.98
2022	1,270	\$11,122,482.57	45.35%	\$8,757.86	\$3,754.60	\$340,596.96	\$153.25
2023	1,365	\$11,130,599.00	51.58%	\$8,154.28	\$2,855.43	\$1,012,519.84	\$93.40
2024	1,568	\$16,508,640.56	44.96%	\$10,528.47	\$3,577.27	\$1,339,258.59	\$48.03
Grand Average	1,396	\$12,014,014.28	46.65%	\$8,543.91	\$3,126.14	\$787,843.85	\$76.67

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

Other than the preceding financial performance representations, CRDN 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 Jessica McGrath, Chief Administrative Officer and General Counsel, 2060 Coolidge Hwy., Berkley, MI 48072, the Federal Trade Commission, and the appropriate state regulatory agencies.

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ITEM 20.
OUTLETS AND FRANCHISEE INFORMATION

TABLE NO. 1

System-wide 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
Franchised	2022	127	124	-3
	2023	124	126	+2
	2024	126	126	0
Company- Owned*	2022	1	1	0
	2023	1	1	0
	2024	1	1	0
Total Outlets	2022	128	125	-3
	2023	125	127	+2
	2024	127	127	0

*This location is owned and operated by our affiliate, Huntington.

TABLE NO. 2

Transfers of Outlets from Franchisees to New Owners (other than Franchisor or Affiliate) for Years 2021 to 2023		
State	Year	Number of Transfers
Arizona	2022	2
	2023	0
	2024	0
Alabama	2022	0
	2023	0
	2024	1
Florida	2022	1
	2023	1
	2024	0
Illinois	2022	1^
	2023	0
	2024	0