

FRANCHISE DISCLOSURE DOCUMENT



MERRY MAIDS SPE LLC
A Delaware Limited Liability Company
One Glenlake Parkway, 14th Floor
Atlanta, Georgia 30328
800-756-5656
franchisesales@merrymaids.com
www.merrymaids.com

We grant Merry Maids® franchises that offer cleaning services to (i) residential customers and (ii) commercial customers with office spaces under 5,000 square feet.

The total investment necessary to begin operation of a Merry Maids® franchise ranges from \$126,875 to \$169,325. This includes \$55,000 that must be paid to the franchisor or its affiliates.

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all agreements carefully. You must receive this disclosure document at least 14 calendar-days before you sign a binding agreement or make any payment in connection with the proposed franchise sale. **Note, however, that no governmental agency has verified the information contained in this document.**

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact the Franchise Sales office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328, or by phone at 800-756-5656.

The terms of your franchise agreement will govern your franchise relationship. Don't rely on the disclosure document alone to understand your franchise agreement. Read all of your franchise agreement carefully. Show your franchise agreement and this disclosure document to an advisor, like a lawyer or an accountant.

Buying a franchise is a complex investment. The information in this disclosure document can help you make up your mind. More information of franchising, such as "*A Consumer's Guide to Buying a Franchise*," which can help you understand how to use this disclosure document, is available from the Federal Trade Commission ("FTC"). You can contact the FTC at 1.877.FTC.HELP or by writing to the FTC at 600 Pennsylvania Avenue, N.W., Washington, D.C. 20580. You can also visit the FTC's home page at www.ftc.gov for additional information. In addition, there may also be laws on franchising in your state. Ask your state agency or visit your public library for other sources of information on franchising.

The issuance date of this disclosure document is May 21, 2026.

How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

QUESTION	WHERE TO FIND INFORMATION
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or <u>Exhibits D and E</u> .
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or <u>Exhibit B</u> includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only Merry Maids business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What's it like to be a Merry Maids franchisee?	Item 20 or <u>Exhibits D and E</u> lists current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need To Know About Franchising *Generally*

Continuing responsibility to pay fees. You may have to pay royalties and other fees even if you are losing money.

Business model can change. The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

Supplier restrictions. You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to customers, what you sell, how you market, and your hours of operation.

Competition from franchisor. Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

Renewal. Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

When your franchise ends. The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in [Exhibit C](#).

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

Special Risks to Consider About *This Franchise*

Certain states require that the following risk(s) be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with us by mediation, arbitration and/or litigation only in Georgia. Out-of-state mediation, arbitration, or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate, or litigate with us in Georgia than in your own state.
2. **Mandatory Minimum Payment:** You must make minimum royalty or advertising fund payments, regardless of your sales levels. Your inability to make the payments may result in termination of your franchise and loss of your investment.
3. **Sales Performance Requirement.** You must maintain minimum sales performance levels. Your inability to maintain these levels may result in loss of any territorial rights you are granted, termination of your franchise, and loss of your investment.
4. **Turnover Rate.** During the last three years, 268 outlets were terminated, not renewed, reacquired, or ceased operations for other reasons. This franchise could be a higher risk investment than a franchise in a system with a lower turnover rate.
5. **Supplier Control.** You must purchase all or nearly all of the inventory or supplies that are necessary to operate your business from us, our affiliates, or suppliers that we designate, at prices we or our affiliates set. These prices may be higher than prices you could obtain elsewhere for the same or similar goods. This may reduce the anticipated profit of your franchise business.

Certain states may require other risks to be highlighted. Check the “State Specific Addenda” (if any) to see whether your state requires other risks to be highlighted.

THIS MICHIGAN NOTICE APPLIES ONLY TO FRANCHISEES WHO ARE RESIDENTS OF MICHIGAN OR LOCATE THEIR FRANCHISES IN MICHIGAN

NOTICE REQUIRED BY STATE OF MICHIGAN

THE STATE OF MICHIGAN PROHIBITS CERTAIN UNFAIR PROVISIONS THAT ARE SOMETIMES IN FRANCHISE DOCUMENTS. IF ANY OF THE FOLLOWING PROVISIONS ARE IN THESE FRANCHISE DOCUMENTS, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU.

Each of the following provisions is void and unenforceable if contained in any documents relating to a franchise:

- (a) A prohibition on the right of a franchisee to join an association of franchisees.
- (b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protections provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.
- (d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if:
 - (i) the term of the franchise is less than 5 years and
 - (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.
- (e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.

THIS MICHIGAN NOTICE APPLIES ONLY TO FRANCHISEES WHO ARE RESIDENTS OF MICHIGAN OR LOCATE THEIR FRANCHISES IN MICHIGAN.

- (f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.

(g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:

- (i) The failure of the proposed transferee to meet the franchisor's then-current reasonable qualifications or standards.
- (ii) The fact that the proposed transferee is a competitor of the franchisor or subfranchisor.
- (iii) The unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations.
- (iv) The failure of the franchisee or proposed transferee to pay any sums owing to the franchisor or to cure any default in the franchise agreement existing at the time of the proposed transfer.

(h) A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor a right of first refusal to purchase the assets of a franchise on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants the franchisor the right to acquire the assets of a franchise for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c).

(i) A provision which permits the franchisor to directly or indirectly convey, assign, or otherwise transfer its obligations to fulfill contractual obligations to the franchisee unless provision has been made for providing the required contractual services.

The fact that there is a notice of this offering on file with the attorney general does not constitute approval, recommendation, or endorsement by the attorney general.

Any questions regarding this notice should be directed to:

Michigan Department of Attorney General
Corporate Oversight Division
G. Mennen Williams Building
1st Floor, 525 West Ottawa
Lansing, Michigan 48913
Telephone (517) 335-7567.

TABLE OF CONTENTS

	PAGE
ITEM 1: THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS, AND AFFILIATES.....	9
ITEM 2: BUSINESS EXPERIENCE	20
ITEM 3: LITIGATION.....	21
ITEM 4: BANKRUPTCY.....	23
ITEM 5: INITIAL FEES.....	23
ITEM 6: OTHER FEES	25
ITEM 7: ESTIMATED INITIAL INVESTMENT	34
ITEM 8: RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES	37
ITEM 9: FRANCHISEE’S OBLIGATIONS.....	41
ITEM 10: FINANCING.....	42
ITEM 11: FRANCHISOR’S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS, AND TRAINING	42
ITEM 12: TERRITORY	52
ITEM 13: TRADEMARKS	55
ITEM 14: PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION	56
ITEM 15: OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS.....	57
ITEM 16: RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL.....	58
ITEM 17: RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION.....	58
ITEM 18: PUBLIC FIGURES.....	63
ITEM 19: FINANCIAL PERFORMANCE REPRESENTATIONS.....	63
ITEM 20: OUTLETS AND FRANCHISEE INFORMATION.....	67
ITEM 21: FINANCIAL STATEMENTS	75
ITEM 22: CONTRACTS.....	75
ITEM 23: RECEIPTS	76

EXHIBITS:

- A Franchise Agreement
 - A-1 Exhibit A - Territory Description
 - A-2 Exhibit B - Partnership Guaranty of Franchisee's Obligation
 - A-3 Exhibit C - Corporation or Limited Liability Company Guaranty of Franchisee's Obligations
 - A-4 Exhibit D - Electronic Funds Transfer Authorization Form
 - A-5 Exhibit E - General Release
- B Financial Statements and Guaranty
- C State Franchise Agencies and Agents for Service of Process
- D Franchisee List
- E List of Franchisees Who Left the System
- F State Specific Addenda to FDD and to Franchise Agreement (where applicable)
- G Manual Table of Contents
- H Customer Lead Fee Agreement
- I Merry Maids Team Mobility End User License Agreement
- J State Effective Dates and Franchise Disclosure Document Receipts

ITEM 1:
THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

To simplify the language in this Disclosure Document, “we,” “us,” “our,” or “**Franchisor**” means Merry Maids SPE LLC, the franchisor. “You,” “your,” or “**Franchisee**” means the person or entity purchasing a franchise. If you are a corporation, partnership, limited liability company or other entity, “you” includes your owners.

THE FRANCHISOR

We are a Delaware limited liability company formed in October 2020. Our principal business address is One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328. We do business under the name Merry Maids. Our agents for service of process are listed in Exhibit C to this Disclosure Document.

Our business is limited to franchising residential cleaning businesses under the Merry Maids trademark throughout the United States. We have offered Merry Maids® franchises since March 2021. We operated three Merry Maids businesses from March 2021 to 2022. We do not offer franchises or engage in any other line of business, nor have we done so prior to the date of this Disclosure Document.

PARENTS

We are a direct subsidiary of ServiceMaster Systems LLC (“**SM Systems**”), a Delaware limited liability company with a principal business address at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328. SM Systems guarantees the performance of our obligations under our franchise agreements and is a supplier of certain products to our franchisees.

We are an indirect subsidiary of ServiceMaster OpCo Holdings LLC (“**SM Manager**”), a Delaware limited liability company with a principal business address at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328. SM Manager provides management and support services to us and our franchisees through a management agreement with us.

SM Manager is a direct subsidiary of RW Purchaser LLC (“**RW Purchaser**”), a Delaware limited liability company with a principal business address at 1180 Peachtree Street, N.E., Suite 2500, Atlanta, Georgia 30309. RW Purchaser acquired SM Manager and became our indirect parent in an acquisition that occurred on October 1, 2020 (the “**Acquisition**”).

RW Purchaser is indirectly owned by RW Parent LLC (“**RW Parent**”), a Delaware limited liability company with a principal business address at 1180 Peachtree Street, N.E., Suite 2500, Atlanta, Georgia 30309, which is our ultimate parent. RW Parent is owned by private equity funds managed by Roark Capital Management LLC, an Atlanta-based private equity firm.

PREDECESSORS

Our predecessor, Merry Maids Limited Partnership (“**Predecessor**”), a Delaware limited partnership, offered Merry Maids® franchises between 1980 and December 2020. Predecessor did not offer franchises in any other line of business. The principal business address of Predecessor is One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328.

Prior to the Acquisition, SM Manager (and its subsidiaries, including Predecessor) had been indirectly owned by The ServiceMaster Company LLC (“**Former Parent**”) and indirectly owned by ServiceMaster Global Holdings, Inc., a publicly traded company.

SECURITIZATION TRANSACTION

RW Parent and its subsidiaries were restructured as part of a secured financing transaction that closed on December 9, 2020 (the “**Securitization Transaction**”). As part of the Securitization Transaction, (i) we became the franchisor of the Merry Maids® system; (ii) Predecessor assigned to us all existing Merry Maids® franchise agreements and related agreements; (iii) ServiceMaster ICo LLC (“**SM IP**”), an affiliate of Parent, assigned ownership of all Marks (as defined in Item 13) and certain intellectual property relating to the operation of Merry Maids® franchises to a subsidiary of Parent, ServiceMaster Clean/Restore SPE LLC; and (iv) ServiceMaster Clean/Restore SPE LLC licensed the Marks and intellectual property related to the operation of Merry Maids® franchises to us. RW Parent and its subsidiaries may enter into other secured financing transactions in the future.

At the time of the closing of the Securitization Transaction, we entered into a management agreement with SM Manager for SM Manager to provide the required support and services to franchisees under their franchise agreements. SM Manager also acts as our franchise sales agent. We will pay management fees to SM Manager for these services. However, as the franchisor, we will be responsible and accountable to you to make sure that all services we promise to perform under your Franchise Agreement or other agreement you sign with us are performed in compliance with the applicable agreement, regardless of who performs these services on our behalf.

AFFILIATES UNDER THE CONTROL OF RW PARENT

Our affiliates under the control of RW Parent that currently offer other franchises include:

ServiceMaster Clean/Restore SPE LLC (“**ServiceMaster**”), a Delaware limited liability company, franchises (i) businesses that provide disaster restoration and heavy-duty cleaning services to residential and commercial customers under the ServiceMaster Restore® mark and (ii) businesses that provide contracted janitorial services and other cleaning and maintenance services under the ServiceMaster Clean® mark. The principal address for ServiceMaster is One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328. ServiceMaster and its predecessors began offering franchises in 1952. As of December 31, 2025, ServiceMaster had 584 ServiceMaster Clean franchises and 1,910 ServiceMaster Restore franchises operating in the United States.

Two Men and a Truck SPE LLC (“**Two Men and a Truck**”), a Delaware limited liability company, franchises (i) businesses that provide moving services and related products and services, including packing, unpacking and the sale of boxes and packing materials under the Two Men and a Truck® mark and (ii) businesses that provide junk removal services under the Two Men and a Junk Truck® mark. The principal address for Two Men and a Truck is One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328. Two Men and a Truck’s predecessor began offering Two Men and a Truck franchises in February 1989. Two Men and a Truck began offering Two Men and a Junk Truck franchises in June 2023. As of December 31, 2025, there were 350 Two Men and a Truck franchises and three company-owned Two Men and a Truck businesses in the United States. As of December 31, 2025, there were 68 Two Men and a Junk Truck franchises in the United States.

ServiceMaster of Canada Limited (“**SM Canada**”) offers ServiceMaster Clean®, ServiceMaster Restore®, Two Men and a Truck®, Two Men and a Junk Truck®, and Merry Maids® franchises in Canada. The principal address for SM Canada is One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328. As of December 31, 2025, there were approximately 273 franchises in Canada under the ServiceMaster Clean®, ServiceMaster Restore®, Two Men and a Truck®, and Merry Maids® trade names and trademarks serving residential and commercial customers throughout Canada.

ServiceMaster Limited (“**SM UK**”) offers ServiceMaster Clean®, ServiceMaster Restore®, Merry Maids®, TruGreen®, and Rosemary Bookkeeping® franchises in Great Britain. The principal address for SM UK is ServiceMaster House, Tigers Road, Wigston, Leicester, The United Kingdom. As of December 31, 2025, there were approximately 330 franchises in Great Britain that operate using the ServiceMaster Clean®, ServiceMaster Restore®, Merry Maids®, TruGreen®, and Rosemary Bookkeeping® trade names and trademarks.

ServiceMaster, Two Men and a Truck, SM Canada, and SM UK have never offered franchises in any line of business (except as provided above), have never conducted a business of the type you will operate, and do not provide products or services to our franchisees.

In this Disclosure Document, we refer to ServiceMaster, Two Men and a Truck, and us collectively as the “**SM Franchisors**.”

OTHER AFFILIATED PROGRAMS

Through control with private equity funds managed by Roark Capital Management, LLC, an Atlanta-based private equity firm, we are affiliated with the following franchise programs (“**Affiliated Programs**”). None of these affiliates operate a ServiceMaster® franchise.

GoTo Foods Inc. (“GoTo Foods”) is the indirect parent company to seven franchisors, including: Auntie Anne’s Franchisor SPV LLC (“**Auntie Anne’s**”), Carvel Franchisor SPV LLC (“**Carvel**”), Cinnabon Franchisor SPV LLC (“**Cinnabon**”), Jamba Juice Franchisor SPV LLC (“**Jamba**”), McAlister’s Franchisor SPV LLC (“**McAlister’s**”), Moe’s Franchisor SPV LLC (“**Moe’s**”), and Schlotzsky’s Franchisor SPV LLC (“**Schlotzsky’s**”). All seven GoTo Foods franchisors have a principal place of business at 5620 Glenridge Drive NE, Atlanta, GA 30342 and have not offered franchises in any other line of business.

Auntie Anne’s franchises Auntie Anne’s® shops that offer soft pretzels, lemonade, frozen drinks, and related foods and beverages. In November 2010, the Auntie Anne’s system became affiliated with GoTo Foods through an acquisition. Auntie Anne’s predecessor began offering franchises in January 1991. As of December 31, 2025, there were 1,236 franchised and 11 affiliate-owned Auntie Anne’s shops in the United States and 887 franchised Auntie Anne’s shops outside the United States.

Carvel franchises Carvel® ice cream shoppes and is a leading retailer of branded ice cream cakes in the United States and a producer of premium soft-serve ice cream. The Carvel system became an Affiliated Program in October 2001 and became affiliated with GoTo Foods in November 2004. Carvel’s predecessor began franchising retail ice cream shoppes in 1947. As of December 31, 2025, there were 359 franchised Carvel shoppes and one affiliate-owned in the United States and 54 franchised Carvel shoppes outside the United States.

Cinnabon franchises Cinnabon® bakeries that feature oven-hot cinnamon rolls, as well as other baked treats and specialty beverages. It also licenses independent third parties to operate domestic and international franchised Cinnabon® bakeries and Seattle’s Best Coffee® franchises on military bases in the United States and in certain international countries, and to use the Cinnabon trademarks on products dissimilar to those offered in Cinnabon bakeries. In November 2004, the Cinnabon system became affiliated with GoTo Foods through an acquisition. Cinnabon’s predecessor began franchising in 1990. As of December 31, 2025, there were 1,310 franchised and 29 affiliate-owned Cinnabon bakeries in the United States, 1,057 franchised Cinnabon bakeries outside the United States, and 201 franchised Seattle’s Best Coffee units outside the United States.

Jamba franchises Jamba® stores that feature a wide variety of fresh blended-to-order smoothies and other cold or hot beverages and offer fresh squeezed juices and portable food items to customers who come for snacks and light meals. Jamba has offered JAMBA® franchises since October 2018. In October 2018, Jamba became affiliated with GoTo Foods through an acquisition. Jamba's predecessor began franchising in 1991. As of December 31, 2025, there were 709 franchised Jamba stores and one affiliate-owned Jamba store in the United States and 62 franchised Jamba stores outside the United States.

McAlister's franchises McAlister's Deli® restaurants that feature deli foods, including hot and cold deli sandwiches, baked potatoes, salads, soups, desserts, iced tea and other food and beverage products. The McAlister's system became an Affiliated Program through an acquisition in July 2005 and became affiliated with GoTo Foods in October 2013. McAlister's or its predecessor have been franchising since 1999. As of December 31, 2025, there were 533 franchised and 39 affiliate-owned McAlister's Deli restaurants in the United States.

Moe's franchises Moe's Southwest Grill® fast casual restaurants which feature fresh-mex and southwestern food. In August 2007, the Moe's system became affiliated with GoTo Foods through an acquisition. Moe's predecessor began offering Moe's Southwest Grill franchises in 2001. As of December 31, 2025, there were 563 franchised and five affiliate-owned Moe's Southwest Grill restaurants in the United States.

Schlotzsky's franchises Schlotzsky's Deli® quick-casual restaurants that feature sandwiches, pizza, soups, and salads. Schlotzsky's Deli's signature items are its "fresh-from-scratch" sandwich buns and pizza crusts that are baked on-site every day. In November 2006, the Schlotzsky's Deli system became affiliated with GoTo Foods through an acquisition. Schlotzsky's Deli restaurant franchises have been offered since 1976. As of December 31, 2025, there were 267 franchised and 27 affiliate-owned Schlotzsky's Deli restaurants in the United States.

Inspire Brands, Inc. ("Inspire Brands") is a global multi-brand restaurant company, launched in February 2018 upon completion of the merger of the Arby's and Buffalo Wild Wings brands. Inspire Brands is a parent company to six franchisors offering and selling franchises in the United States, including: Arby's Franchisor, LLC ("**Arby's**"), Baskin-Robbins Franchising LLC ("**Baskin-Robbins**"), Buffalo Wild Wings International, Inc. ("**Buffalo Wild Wings**"), Dunkin' Donuts Franchising LLC ("**Dunkin**"), Jimmy John's Franchisor SPV, LLC ("**Jimmy John's**"), and Sonic Franchising LLC ("**Sonic**"). Inspire Brands is also a parent company to the following franchisors offering and selling franchises internationally: Inspire International, Inc. ("**Inspire International**"), DB Canadian Franchising ULC ("**DB Canada**"), DDBR International LLC ("**DB China**"), DD Brasil Franchising Ltda. ("**DB Brasil**"), DB Mexican Franchising LLC ("**DB Mexico**"), and BR UK Franchising LLC ("**BR UK**"). All of Inspire Brands' franchisors have a principal place of business at Three Glenlake Parkway NE, Atlanta, Georgia 30328 and, other than as described below for Arby's, have not offered franchises in any other line of business.

Arby's is a franchisor of quick-serve restaurants operating under the Arby's® trade name and business system that feature slow-roasted, freshly sliced roasted beef and other deli-style sandwiches. In July 2011, Arby's became an Affiliated Program through an acquisition. Arby's has been franchising since 1965. Predecessors and former affiliates of Arby's have, in the past, offered franchises for other restaurant concepts including T.J. Cinnamons® stores that served gourmet baked goods. All of the T.J. Cinnamons locations have closed. As of December 28, 2025, there were 3,265 Arby's restaurants operating in the United States (2,344 franchised and 921 company-owned), including one multi-brand location. Additionally, as of December 28, 2025, there were 243 single-branded franchised Arby's restaurants operating internationally.

Baskin-Robbins is a franchisor of Baskin-Robbins® restaurants that offer ice cream, ice cream cakes and related frozen products, beverages and other products and services. Baskin-Robbins became an Affiliated Program through an acquisition in December 2020. Baskin-Robbins has offered franchises in the United States and certain international markets for Baskin-Robbins restaurants since March 2006. As of December 28, 2025, there were 2,186 franchised Baskin-Robbins restaurants operating in the United States. Of those 2,186 restaurants, 958 were single-branded Baskin-Robbins restaurants, nine were Baskin-Robbins restaurants operating at a multi-brand location, and 1,219 were Dunkin' and Baskin-Robbins combo restaurants. Additionally, as of December 28, 2025, there were 5,696 single-branded franchised Baskin-Robbins restaurants operating internationally and in Puerto Rico.

Buffalo Wild Wings is a franchisor of sports entertainment-oriented casual sports bars that feature chicken wings, sandwiches, and other products, alcoholic and other beverages, and related services under Buffalo Wild Wings® name (“**Buffalo Wild Wings Sports Bars**”) and restaurants that feature chicken wings and other food and beverage products primarily for off-premises consumption under the Buffalo Wild Wings GO name (“**BWW GO Restaurants**”). Buffalo Wild Wings has offered franchises for Buffalo Wild Wings Sports Bars since April 1991 and for BWW GO Restaurants since December 2020. As of December 28, 2025, there were 1,178 Buffalo Wild Wings Sports Bars operating in the United States (549 franchised and 629 company-owned, including one company-owned Buffalo Wild Wings Sports Bar operating at a multi-brand location) and 64 franchised Buffalo Wild Wings or B-Dubs restaurants operating outside the United States. As of December 28, 2025, there were 219 BWW GO Restaurants operating in the United States (194 franchised and 25 company-owned).

Dunkin' is a franchisor of Dunkin'® restaurants that offer doughnuts, coffee, espresso, breakfast sandwiches, bagels, muffins, compatible bakery products, croissants, snacks, sandwiches and beverages. Dunkin' became an Affiliated Program through an acquisition in December 2020. Dunkin' has offered franchises in the United States and certain international markets for Dunkin' restaurants since March 2006. As of December 28, 2025, there were 9,999 Dunkin' restaurants operating in the United States (9,963 franchised and 36 company-owned). Of those 9,999 restaurants, 8,743 were single-branded Dunkin' restaurants, 37 were Dunkin' restaurants operating at multi-brand locations, and 1,219 were franchised Dunkin' and Baskin-Robbins combo restaurants. Additionally, as of December 28, 2025, there were 4,242 single-branded franchised Dunkin' restaurants operating internationally.

Jimmy John's is a franchisor of restaurants operating under the Jimmy John's® trade name and business system that feature high-quality deli sandwiches, fresh baked breads, and other food and beverage products. Jimmy John's became an Affiliated Program through an acquisition in October 2016 and became part of Inspire Brands by merger in 2019. As of December 28, 2025, there were 2,777 Jimmy John's restaurants operating in the United States (2,737 franchised and 40 company-owned). Of those 2,777 restaurants, 2,737 were single-branded Jimmy John's restaurants and 40 were Jimmy John's restaurants operating at multi-brand locations. Additionally, as of December 28, 2025, there were 37 franchised Jimmy John's restaurants operating internationally.

Sonic is the franchisor of Sonic Drive-In® restaurants, which serve hot dogs, hamburgers and other sandwiches, tater tots and other sides, a full breakfast menu and frozen treats and other drinks. Sonic became an Affiliated Program through an acquisition in December 2018. Sonic has offered franchises for Sonic restaurants since May 2011. As of December 28, 2025, there were 3,412 Sonic Drive-Ins operating in the United States (3,120 franchised and 292 company-owned), including two multi-brand locations (one franchised and one company-owned).

Inspire International has, directly or through its predecessors, offered and sold franchises outside the United States for the following brands: Arby's restaurants (since May 2016), Buffalo Wild Wings sports bars (since October 2019), Jimmy John's restaurants (since November 2022), and Sonic

restaurants (since November 2019). **DB Canada** was formed in May 2006 and has, directly or through its predecessors, offered and sold Baskin-Robbins franchises in Canada since January 1972. DB China has offered and sold Baskin-Robbins franchises in China since its formation in March 2006. DB Brasil has offered and sold Dunkin' and Baskin-Robbins franchises in Brazil since its formation in May 2014. **DB Mexico** has offered and sold Dunkin' franchises in Mexico since its formation in October 2006. **BR UK** has offered and sold Baskin-Robbins franchises in the UK since its formation in December 2014. The restaurants franchised by the international franchisors are included in the brand-specific disclosures above.

Primrose School Franchising SPE, LLC ("Primrose") is a franchisor that offers franchises for the establishment, development and operation of educational childcare facilities serving families with children from 6 weeks to 12 years old operating under the Primrose® name. Primrose's principal place of business is 3200 Windy Hill Road SE, Suite 1200E, Atlanta GA 30339. Primrose became an Affiliated Program through an acquisition in June 2008. Primrose and its affiliates have been franchising since 1988. As of December 31, 2025, there were 558 franchised Primrose facilities in the United States. Primrose has not offered franchises in any other line of business.

ME SPE Franchising, LLC ("Massage Envy") is a franchisor of businesses that offer professional therapeutic massage services, facial services, and related goods and services under the name "Massage Envy®" since 2019. Massage Envy's principal place of business is 14350 North 87th Street, Suite 200, Scottsdale, Arizona 85260. Massage Envy's predecessor began operation in 2003, commenced franchising in 2010, and became an Affiliated Program through an acquisition in 2012. As of December 31, 2025, there were 993 Massage Envy locations operating in the United States, including 986 operated as total body care Massage Envy businesses and seven operated as traditional Massage Envy businesses. Additionally, Massage Envy's predecessor previously sold franchises for regional developers, who acquired a license for a defined region in which they were required to open and operate a designated number of Massage Envy locations either by themselves or through franchisees that they would solicit. As of December 31, 2025, there were nine regional developers operating 11 regions in the United States. Massage Envy has not offered franchises in any other line of business.

CKE Inc. ("CKE"), through two indirect wholly-owned subsidiaries (Carl's Jr. Restaurants LLC and Hardee's Restaurants LLC), owns, operates and franchises quick serve restaurants operating under the Carl's Jr.® and Hardee's ® trade names and business systems. Carl's Jr. restaurants and Hardee's restaurants offer a limited menu of breakfast, lunch and dinner products featuring charbroiled 100% Black Angus Thickburger® sandwiches, Hand-Breaded Chicken Tenders, Made from Scratch Biscuits and other related quick serve menu items. A small number of Hardee's Restaurants offer Red Burrito® Mexican food products through a Dual Concept Restaurant. A small number of Carl's Jr. Restaurants offer Green Burrito® Mexican food products through a Dual Concept Restaurant. CKE Inc.'s principal place of business is 6700 Tower Circle, Suite 1000, Franklin, Tennessee. In December 2013, CKE Inc. became an Affiliated Program through an acquisition. Hardee's restaurants have been franchised since 1961. As of January 26, 2026, there were 198 company-operated Hardee's restaurants, and there were 1,287 domestic franchised Hardee's restaurants, including 106 Hardee's/Red Burrito Dual Concept restaurants. Additionally, there were 499 franchised Hardee's restaurants operating outside the United States. Carl's Jr. restaurants have been franchised since 1984. As of January 26, 2026, there were 50 company-operated Carl's Jr. restaurants, and there were 942 domestic franchised Carl's Jr. restaurants, including 85 Carl's Jr./Green Burrito Dual Concept restaurants. In addition, there were 731 franchised Carl's Jr. restaurants operating outside the United States. Neither CKE nor its subsidiaries that operate the above-described franchise systems have offered franchises in any other line of business.

Driven Holdings, LLC ("Driven Holdings") is the indirect parent company to nine franchisors, including Meineke Franchisor SPV LLC ("**Meineke**"), Maaco Franchisor SPV LLC ("**Maaco**"), Merlin Franchisor

SPV LLC (“**Merlin**”), Econo Lube Franchisor SPV LLC (“**Econo Lube**”), 1-800-Radiator Franchisor SPV LLC (“**1-800-Radiator**”), CARSTAR Franchisor SPV LLC (“**CARSTAR**”), Take 5 Franchisor SPV LLC (“**Take 5**”), ABRA Franchisor SPV LLC (“**Abra**”) and FUSA Franchisor SPV LLC (“**FUSA**”). In April 2015, Driven Holdings and its franchised brands at the time (which included Meineke, Maaco, Merlin and Econo Lube) became Affiliated Programs through an acquisition. Subsequently, through acquisitions in June 2015, October 2015, March 2016, September 2019, and April 2020, respectively, the 1-800-Radiator, CARSTAR, Take 5, Abra and FUSA brands became Affiliated Programs. The principal business address of Meineke, Maaco, Econo Lube, Merlin, CARSTAR, Take 5, Abra and FUSA is 440 South Church Street, Suite 700, Charlotte, North Carolina 28202. 1-800-Radiator’s principal business address is 4401 Park Road, Benicia, California 94510. None of these franchise systems have offered franchises in any other line of business.

Meineke franchises automotive centers that offer to the general public automotive repair and maintenance services that it authorizes periodically. These services currently include repair and replacement of exhaust system components, brake system components, steering and suspension components (including alignment), belts (V and serpentine), cooling system service, CV joints and boots, axles, wiper blades, universal joints, lift supports, motor and transmission mounts, trailer hitches, air conditioning, state inspections, tire sales, tune-ups and related services, transmission fluid changes and batteries. Meineke and its predecessors have offered Meineke center franchises since September 1972, and Meineke’s affiliate has owned and operated Meineke centers on and off since March 1991. As of December 27, 2025, there were 735 franchised Meineke centers, 14 franchised Meineke centers co-branded with Econo Lube, and no company-owned Meineke centers or company-owned Meineke centers co-branded with Econo Lube operating in the United States.

Maaco and its predecessors have offered Maaco center franchises since February 1972 providing automobile painting and body repair. As of December 27, 2025, there were 360 franchised Maaco centers and no company-owned Maaco centers in the United States.

Merlin franchises shops that provide automotive repair services specializing in vehicle longevity, including the repair and replacement of automotive exhaust, brake parts, ride and steering control system and tires. Merlin and its predecessors offered franchises from July 1990 to February 2006 under the name “Merlin Muffler and Brake Shops,” and have offered franchises under the name “Merlin Shops” since February 2006. As of December 27, 2025, there were 11 Merlin franchises and no company-owned Merlin shops located in the United States.

Econo Lube offers franchises that provide oil change services and other automotive services including brakes, but not including exhaust systems. Econo Lube’s predecessor began offering franchises in 1980 under the name “Muffler Crafters” and began offering franchises under the name “Econo Lube N’ Tune” in 1985. As of December 27, 2025, there were eight Econo Lube N’ Tune franchises and eight Econo Lube N’ Tune franchises co-branded with Meineke centers in the United States, which are predominately in the western part of the United States, including California, Arizona, and Texas, and no company-owned Econo Lube N’ Tune locations in the United States.

1-800-Radiator franchises distribution warehouses selling radiators, condensers, air conditioning compressors, fan assemblies and other parts, products, and equipment, automotive and otherwise, and related services to automotive repair shops and parts stores, fleets, chain accounts and retail consumers. 1-800-Radiator and its predecessor have offered 1-800-Radiator franchises since 2004. As of December 27, 2025, there were 190 1-800-Radiator franchises in operation in the United States. 1-800-Radiator’s affiliate has owned and operated 1-800-Radiator warehouses since 2001 and, as of December 27, 2025, owned and operated one 1-800-Radiator warehouse in the United States.

CARSTAR offers franchises for full-service automobile collision repair facilities providing repair and repainting services for automobiles and trucks that suffered damage in collisions. CARSTAR's business model focuses on insurance-related collision repair work arising out of relationships it has established with insurance company providers. CARSTAR and its affiliates first offered conversion franchises to existing automobile collision repair facilities in August 1989 and began offering franchises for new automobile repair facilities in October 1995. As of December 27, 2025, there were 479 franchised CARSTAR facilities and no company-owned facilities operating in the United States.

Take 5 franchises motor vehicle centers that offer quick service, customer-oriented oil changes, lubrication and related motor vehicle services and products. Take 5 commenced offering franchises in March 2017, although the Take 5 concept started in 1984 in Metairie, Louisiana. As of December 27, 2025, there were 501 franchised Take 5 outlets and 807 affiliate-owned Take 5 outlets operating in the United States.

Abra franchises repair and refinishing centers that offer high quality auto body repair and refinishing and auto glass repair and replacement services at competitive prices. Abra and its predecessor have offered Abra franchises since 1987. As of December 27, 2025, there were 55 franchised Abra repair centers and no company-owned repair centers operating in the United States.

FUSA franchises collision repair shops specializing in auto body repair work and after-collision services. FUSA has offered Fix Auto shop franchises since July 2020, although its predecessors have offered franchise and license arrangements for Fix Auto shops on and off from April 1998 to June 2020. As of December 27, 2025, there were 218 franchised Fix Auto shops and no company-owned shops operating in the United States.

Driven Holdings is also the indirect parent company to the following franchisors that offer franchises in Canada: (1) **Meineke Canada SPV LP** and its predecessors have offered Meineke center franchises in Canada since August 2004; (2) **Maaco Canada SPV LP** and its predecessors have offered Maaco center franchises in Canada since 1983; (3) **1-800-Radiator Canada, Co.** has offered 1-800-Radiator warehouse franchises in Canada since April 2007; (4) **Carstar Canada SPV LP** and its predecessors have offered CARSTAR franchises in Canada since September 2000; (5) **Take 5 Canada SPV LP** and its predecessor have offered Take 5 franchises in Canada since November 2019; (6) **Driven Brands Canada Funding Corporation** and its predecessors have offered UniglassPlus and Uniglass Express franchises in Canada since 1985 and 2015, respectively, Vitro Plus and Vitro Express franchises in Canada since 2002, and Docteur du Pare Brise franchises in Canada since 1998; (7) **Go Glass Franchisor SPV LP** and its predecessors have offered Go! Glass & Accessories franchises since 2006 and Go! Glass franchises since 2017 in Canada; and (8) **Star Auto Glass Franchisor SPV LP** and its predecessors have offered Star Auto Glass franchises in Canada since approximately 2012.

As of December 27, 2025, there were: (i) six franchised Meineke centers and no company-owned Meineke centers in Canada; (ii) 11 franchised Maaco centers and no company-owned Maaco centers in Canada; (iii) 10 1-800-Radiator franchises and no company-owned 1-800-Radiator locations in Canada; (iv) 330 franchised CARSTAR facilities and no company-owned CARSTAR facilities in Canada; (v) 31 franchised Take 5 outlets and seven company-owned Take 5 outlets in Canada; (vi) 85 franchised UniglassPlus businesses, 24 franchised UniglassPlus/Ziebart businesses, and five franchised Uniglass Express businesses in Canada, and one company-owned UniglassPlus business and one company-owned UniglassPlus/Ziebart business in Canada; (vii) 10 franchised VitroPlus businesses, 57 franchised VitroPlus/Ziebart businesses and three franchised Vitro Express businesses in Canada, and no company-owned VitroPlus businesses or company-owned VitroPlus/Ziebart businesses in Canada; (viii) 30 franchised Docteur du Pare Brise businesses and no company-owned Docteur du Pare Brise businesses in Canada; (ix) 10 franchised Go! Glass & Accessories businesses and no franchised Go!

Glass businesses in Canada, and eight company-owned Go! Glass & Accessories businesses and no company-owned Go! Glass businesses in Canada; and (x) seven franchised Star Auto Glass businesses and no company-owned Star Auto Glass businesses in Canada.

In December 2021, Driven Brands acquired Auto Glass Now's repair locations. As of December 27, 2025, there were 249 repair locations operating under the AUTOGLASSNOW® name in the United States ("**AGN Repair Locations**"). AGN Repair Locations offer auto glass calibration and windshield repair and replacement services. In the future, AGN Repair Locations may offer products and services to Driven Brands' affiliates and their franchisees in the United States, and/or Driven Brands may decide to offer franchises for AGN Repair Locations in the United States.

NBC Franchisor LLC ("NBC") franchises gourmet bakeries that offer and sell specialty bundt cakes, other food items and retail merchandise under the Nothing Bundt Cakes® mark. NBC's predecessor began offering franchises in May 2006. NBC became an Affiliated Program through an acquisition in May 2021. NBC has a principal place of business at 5005 Lyndon B. Johnson Pkwy, Suite 600, Dallas, Texas 75244. As of December 31, 2025, there were 756 Nothing Bundt Cake franchises and eight company-owned locations operating in the United States and six Nothing Bundt Cake franchises operating in Canada. NBC has never offered franchises in any other line of business.

Mathnasium Franchisor LLC ("Mathnasium") franchises learning centers that provide math instruction using the Mathnasium® system of learning. Mathnasium's predecessor began offering franchises in late 2003. Mathnasium's predecessor became an Affiliated Program through an acquisition in November 2022. Mathnasium has a principal place of business at 5120 West Goldleaf Circle, Suite 400, Los Angeles, California 90056. As of December 31, 2025, there were 1,043 franchised and four affiliate-owned Mathnasium centers operating in the United States. Mathnasium has never offered franchises in any other line of business. Affiliates of Mathnasium Franchisor LLC also offer franchises for operation outside the United States.

Mathnasium Center Licensing Canada, Inc. has offered franchises for Mathnasium centers in Canada since May 2014. As of December 31, 2025, there were 104 franchised Mathnasium centers in Canada. **Mathnasium International Franchising, LLC** has offered franchises outside the United States and Canada since May 2015. As of December 31, 2025, there were 108 franchised Mathnasium centers outside the United States and Canada. Mathnasium Center Licensing Canada, Inc. and Mathnasium International Franchising, LLC each have their principal place of business at 5120 West Goldleaf Circle, Suite 400, Los Angeles, California 90056 and none of them has ever offered franchises in any other line of business.

Youth Enrichment Brands, LLC is the direct parent company to three franchisors operating in the United States: i9 Sports, LLC ("**i9**"), SafeSplash Brands, LLC also known as "**Streamline Brands**"), and School of Rock Franchising LLC ("**School of Rock**"). i9 became an Affiliated Program through an acquisition in September 2021. Streamline Brands became an Affiliated Program through an acquisition in June 2022. School of Rock became an Affiliated Program through an acquisition in September 2023. The three franchisors have never offered franchises in any other line of business.

i9 franchises businesses that operate, market, sell, and provide amateur sports leagues, camps, tournaments, clinics, training, development, social activities, special events, products, and related services under the i9 Sports® mark. i9 began offering franchises in November 2003. i9 has its principal place of business at 9410 Camden Field Parkway, Riverview, Florida 33578. As of December 31, 2025, there were 294 i9 Sports franchises in the United States.

Streamline Brands offers franchises under the SafeSplash Swim School® brand and operates under the SwimLabs® and Swimtastic® brands, all of which provide “learn to swim” programs for children and adults, birthday parties, summer camps, and other swimming-related activities. Streamline Brands has offered swim school franchises under the SafeSplash Swim School brand since August 2014. Streamline Brands offered franchises under the Swimtastic brand since August 2015 through March 2023 and under the SwimLabs brand from February 2017 through March 2023. Streamline Brands became an Affiliated Program through an acquisition in June 2022 and has its principal place of business at 12240 Lioness Way, Parker, Colorado 80134. As of December 31, 2025, there were 106 franchised and 16 affiliate-owned SafeSplash Swim School outlets (including 14 outlets that are dual-branded with SwimLabs), 11 franchised and licensed SwimLabs swim schools, eight franchised Swimtastic swim schools, and one dual-branded Swimtastic and SwimLabs swim school operating in the United States.

School of Rock franchises businesses that operate performance-based music schools with a rock music program under the School of Rock® mark. School of Rock began offering franchises in September 2005. School of Rock has a principal place of business at 1 Wattles Street, Canton, MA 02021. As of December 31, 2025, there were 276 franchised and 47 affiliate-owned School of Rock schools in the United States and 111 franchised School of Rock schools outside the United States.

Doctor’s Associates LLC (“Subway”) franchises retail eating establishments which sell foot-long and other sandwiches, salads and other food items under the Subway® mark. Subway began offering franchises in 1974. Subway became an Affiliated Program through an acquisition in April 2024. Subway has its principal place of business at 1 Corporate Drive, Suite 1000, Shelton, Connecticut 06484. As of December 31, 2025, there were 18,773 Subway franchises and no company-owned locations operating in the United States and an estimated 16,495 franchises operating outside the United States. Subway has never offered franchises in any other line of business.

Dave’s Hot Chicken Franchise Co. SPV LLC (“DHC”) franchises restaurants that feature Nashville-style hot chicken tenders and sliders with made-to-order spices and related food and drink items in a fun, fast-casual restaurant format under the name “Dave’s Hot Chicken®”. DHC and its affiliates have been offering franchises for Dave’s Hot Chicken restaurants since March 2019 and became an Affiliated Program in May 2025. DHC’s principal place of business is 600 Playhouse Alley, Unit 504, Pasadena, CA 91101. As of December 31, 2025, there were 348 franchised Dave’s Hot Chicken restaurants and 10 affiliate-owned Dave’s Hot Chicken restaurants in the United States and 34 franchised Dave’s Hot Chicken Restaurants outside the United States. DHC has never offered franchises in any other line of business.

None of the affiliated franchisors are obligated to provide products or services to you; however, you may purchase products or services from these franchisors if you choose to do so.

Except as described above, we have no other parents, predecessors or affiliates that must be included in this Item.

THE FRANCHISE PROGRAM

A Merry Maids® franchised business (a “**Franchised Business**”) provides one-time and ongoing residential cleaning services to customers in all sizes of homes. Franchised Businesses offer à la carte services and full-service cleaning services.

The Merry Maids® system utilizes a regular cleaning concept composed of a certain number of integral parts, all of which are necessary for a successful operation and are described in this Disclosure Document and our confidential operations manual (the “**Manual**”). If we grant you a Franchised Business, we will

grant you the right to operate such franchise under the Merry Maids® trade names, trademarks, service marks, and logos that we specify in your Franchise Agreement or otherwise in writing from time to time (the “**Marks**”). We may add to, change, or remove Marks from time to time.

If we offer a franchise to you, you will sign a franchise agreement (a “**Franchise Agreement**”), which will grant you the right to establish and operate a Franchised Business within a territory specified in the Franchise Agreement in which you will have limited protected rights (a “**Territory**”). Our current form of Franchise Agreement is attached to this Disclosure Document as Exhibit A.

We may offer you the opportunity to participate in the Merry Maids National Accounts Program (the “**National Accounts Program**”). We or our affiliates may enter into agreements with local, regional, or national customers or referral sources that require services at multiple locations (“**National Accounts**”) for our franchisees to provide services to the National Account and/or their employees, residents, or other affiliated individuals in accordance with negotiated rates and terms. You may not enter into agreements with, or market to, National Accounts, unless we agree otherwise in writing.

Currently, you are not required to participate in the National Accounts Program, but we may require you to do so in the future. In order to participate in the National Accounts Program, you must be in good standing and meet the minimum program requirements, which are published in the Manual and may change from time to time. You may be required to enter into separate agreements that we specify, including agreements with Affiliates or various third parties, to participate in the National Accounts Program. We may, in our sole discretion, specify and modify the minimum requirements to participate in the National Accounts Program, as well as the terms and conditions of participation in the National Accounts Program and any agreements with National Accounts. You will be required to comply with such terms and conditions and enter into any new agreements as a condition of continuing to participate in the National Accounts Program. You also will be required to pay an administration fee to be applied to the expenses incurred in operating a National Accounts Program.

If you participate in the National Accounts Program, you may be eligible to receive leads for customers located within your Territory in accordance with our then-current policies, as set for the in the Manual. There is no guarantee that if you are part of the National Accounts Program you will get any leads. We have the right to refer National Accounts Program leads in your Territory to other businesses if you do not participate in the National Accounts Program or do not accept a job related to a National Account.

COMPETITION

Your competitors include live-in providers of in-home cleaning services, other national and regional companies who franchise similar businesses and their franchisees, and individuals, companies, and partnerships of varying sizes and scopes who offer cleaning services.

INDUSTRY-SPECIFIC REGULATIONS

We do not know of any specific federal industry specific regulations which would govern the operation of the Franchised Business. You will be responsible for contacting your local and state government agencies regarding restrictions of the operation of the Franchised Business and for complying with any federal, state, or local laws and regulations.

ITEM 2:
BUSINESS EXPERIENCE

Chief Executive Officer: Jon Nobis

Mr. Nobis has been the Chief Executive Officer for us, each of the other SM Franchisors, SM Manager, RW Purchaser, and a number of other related entities since September 2024. He has also been a Manager of RW Parent since September 2024. From November 2021 to September 2024, Mr. Nobis served as the Chief Information Officer for SM Manager in Atlanta, Georgia. From March 2018 to April 2022, he was the Chief Executive Officer for Two Men and a Truck/International, LLC in Lansing, Michigan. Mr. Nobis serves in his present capacities in Atlanta, Georgia.

President: Regan Stokes

Ms. Stokes has been our President since January 2025. From November 2023 to January 2025, she served as Executive President of The Original Fit Factory Ltd. in Las Vegas, Nevada. She served as Brand President for Pure Barre, serving in such role for PB Franchising SPV, LLC from March 2023 to October 2023 and for PB Franchising, LLC from January 2021 to October 2023 in Irvine, California. From May 2019 to January 2021, she was the Senior Vice President of Operations for PB Franchising, LLC in Irvine, California. Ms. Stokes serves in her present capacity in Las Vegas, Nevada.

Chief Financial Officer & Treasurer: Sunil Doshi

Mr. Doshi has been the Chief Financial Officer & Treasurer for us, each of the other SM Franchisors, SM Manager, RW Parent, RW Purchaser, and a number of other related entities since August 2024. From March 2021 to June 2024, he served as Executive Vice President, Chief Financial Officer and Treasurer for Fossil Group, Inc. in Richardson, Texas. Mr. Doshi serves in his present capacities in Atlanta, Georgia.

Chief Franchise Development Officer: Jeff Todd

Mr. Todd has served as Chief Franchise Development Officer for us and each of the other SM Franchisors since September 2025. He served as Chief Development Officer from March 2024 to September 2025 and Senior Vice President Business Development from June 2022 to March 2024 for Launch Franchising, LLC in Warwick, Rhode Island. From March 2020 to March 2022, he served as Vice President Development for Driven Brands, Inc. in Charlotte, North Carolina. Mr. Todd serves in his present capacities in Charlotte, North Carolina.

General Counsel and Chief Human Resources Officer: Josh Burnette

Mr. Burnette has been our General Counsel since July 2023 and our Chief Human Resources Officer since January 2025. He has been the General Counsel for each of the other SM Franchisors, SM Manager, RW Parent, RW Purchaser and a number of other related entities since July 2023 and Chief Human Resources Officer for each of the other SM Franchisors, SM Manager, RW Parent, RW Purchaser and a number of other related entities since January 2025. From May 2018 to July 2023, he served as General Counsel for North America for DS Smith Plc in Atlanta, Georgia. Mr. Burnette serves in his present capacities in Atlanta, Georgia.

Director of Brand Standards and Operations Enablement: Melissa Witulski

Ms. Witulski has been our Director of Brand Standards and Operations Enablement since August 2025. From April 2021 to July 2025, she was our Senior Manager of Operations Standards in Memphis,

Tennessee. From August 2019 to August 2021, she was one of our Business Development Consultants in Memphis, Tennessee. Ms. Witulski serves in her present capacities in Memphis, Tennessee.

Director of Field Operations: Isabel Verduzco

Ms. Verduzco has been our Director of Field Operations since August 2025. From July 2023 to July 2025, she was our Senior Business Consultant in San Diego, California. From June 2015 to July 2023, she was one of our Business Consultants in San Diego, California. Ms. Verduzco serves in her present capacities in San Diego, California.

Director of Sales: Joel Greiner

Mr. Greiner has been our Director of Sales since September 2025. From January 2023 to September 2025, he was the National Sales Director for Xponential Fitness, Inc. in Irvine, California. From October 2020 to January 2023, he was the Vice President of Sales and Marketing for dotFIT, LLC in Westlake, California. Mr. Greiner serves in his present capacities in Carlsbad, California.

Director of Marketing: Lauren Sardarian

Ms. Sardarian has been our Director of Marketing since October 2025. From June 2025 to October 2025, she was the Director of Marketing for Bunda, Inc. in Los Angeles, California. From April 2021 to June 2025, she served in a variety of roles for Xponential Fitness, Inc. in Irvine, California, including (i) Director of Marketing (Pure Barre) from May 2023 to June 2025, (ii) Marketing Manager (Pure Barre) from May 2022 to May 2023, and (iii) Regional Sales Manager (Pure Barre) from April 2021 to May 2022. Ms. Sardarian serves in her present capacities in Irvine, California.

Development Manager: Amber James

Ms. James has been a Franchise Development Manager for us since February 2022. From February 2021 to February 2022, she was a Sr. Franchise Business Consultant for Another Broken Egg of America Franchising, LLC in Atlanta, Georgia. Ms. James serves in her present capacities in Atlanta, Georgia.

Franchise Development Manager: Rochelle Castiglione

Ms. Castiglione has been Franchise Development Manager for us since April 2022. From January 2021 to April 2022, she served as Franchise Development Manager for Papa Johns International Inc. in Atlanta, Georgia. Ms. Castiglione serves in her present capacities in Atlanta, Georgia.

ITEM 3:
LITIGATION

PRIOR ACTIONS RELATED TO AFFILIATED PROGRAMS

The following affiliates who offer franchises resolved actions brought against them with settlements that involved their becoming subject to currently effective injunctive or restrictive orders or decrees. None of these actions have any impact on us or our brand nor allege any unlawful conduct by us.

The People of the State of California v. Arby's Restaurant Group, Inc. California Superior Court, Los Angeles County, Case No. 19STCV09397, filed March 19, 2019.

On March 11, 2019, our affiliate, Arby's Restaurant Group, Inc. ("**ARG**"), entered into a settlement agreement with the states of California, Illinois, Iowa, Maryland, Massachusetts, Minnesota, New Jersey, New York, North Carolina, Oregon, and Pennsylvania. The Attorney Generals in these states sought information from ARG on its use of franchise agreement provisions prohibiting the franchisor and franchisees from soliciting or employing each other's employees. The states alleged that the use of these provisions violated the states' antitrust, unfair competition, unfair or deceptive acts or practices, consumer protection and other state laws. ARG expressly denied these conclusions but entered into a settlement agreement to avoid litigation with the states. Under the settlement agreement ARG paid no money but agreed (a) to remove the disputed provision from its franchise agreements (which it had already done); (b) not to enforce the disputed provision in existing agreements or to intervene in any action by the Attorneys General if a franchisee seeks to enforce the provision; (c) to seek amendments of the existing franchise agreements in the applicable states to remove the disputed provision from the agreements; and (d) to post a notice and ask franchisees to post a notice to employees about the disputed provision. The applicable states instituted actions in their courts to enforce the settlement agreement through Final Judgments and Orders, Assurances of Discontinuance, Assurances of Voluntary Compliance, and similar methods.

The People of the State of California v. Dunkin' Brands, Inc., California Superior Court, Los Angeles County, Case No. 19STCV09597, filed on March 19, 2019.

On March 14, 2019, our affiliate, Dunkin Brands, Inc. ("**DBI**"), entered into a settlement agreement with the Attorney Generals of 13 states and jurisdictions concerning the inclusion of "no-poaching" provisions in Dunkin' restaurant franchise agreements. The settling states and jurisdictions included California, Illinois, Iowa, Maryland, Massachusetts, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, Vermont, and the District of Columbia. A small number of franchise agreements in the Dunkin' system prohibited Dunkin' franchisees from hiring the employees of other Dunkin' franchisees and/or DBI's employees. A larger number of franchise agreements in the Dunkin' system contained a no-poaching provision that prevented Dunkin' franchisees and DBI from hiring each other's employees. Under the terms of the settlement, (a) DBI agreed not to enforce either version of the no-poaching provision or assist Dunkin's franchisees in enforcing that provision, (b) DBI agreed to seek the amendment of 128 franchise agreements that contain a no-poaching provision that bars a franchisee from hiring the employees of another Dunkin' franchisee (the effect of the amendment would be to remove the no-poaching provision), and (c) DBI expressly denied in the settlement agreement that it had engaged in any conduct that had violated state or federal law, and, furthermore, the settlement agreement stated that such agreement should not be construed as an admission of law, fact, liability, misconduct, or wrongdoing on the part of DBI. The Attorney General of the State of California filed the above-reference lawsuit in order to place the settlement agreement in the public record, and the action was closed after the Court approved the parties' stipulation of judgment.

New York v. Dunkin' Brands, Inc., N.Y. Supreme Court for New York County, Case No. 451787/2019, filed September 26, 2019.

The New York Attorney General ("**NYAG**") filed a lawsuit against our affiliate, DBI, related to credential-stuffing cyberattacks during 2015 and 2018. The NYAG alleged that the cyber attackers used individuals' credentials obtained from elsewhere on the Internet to gain access to certain information for DD Perks customers and others who had registered a Dunkin' gift card. The NYAG further alleged that DBI failed to adequately notify customers and to adequately investigate and disclose the security breaches, which the NYAG alleged violated the New York laws concerning data privacy as well as unfair trade practices. On September 21, 2020, without admitting or denying the NYAG's allegations, DBI and the NYAG entered into a consent agreement to resolve the State's complaint. Under consent order, DBI agreed to pay \$650,000 in penalties and costs, issue certain notices and other types of communications to New York customers, and

maintain a comprehensive information security program through September 2026, including precautions and response measures for credential-stuffing attacks.

In the Matter of Jimmy John's Franchisor SPV LLC (Securities Commissioner of Maryland, Case No. 2025-0122).

On March 28, 2022, Jimmy John's filed a Franchise Disclosure Document (FDD) with the Maryland Securities Division as part of a notice of exemption from franchise registration. In this filing, Jimmy John's listed the former franchisees but omitted the required contact information for the majority of those franchisees. The Maryland Securities Commissioner asserted that this omission violated the Maryland Franchise Registration and Disclosure Law, the Federal Trade Commission Franchise Rule, and the North American Securities Administrators Association Guidelines, all of which require franchisors to provide contact information for former franchisees in their FDDs. Jimmy John's asserted that the omission was inadvertent and not material, but, in order to avoid the time commitment and expense of administrative or judicial proceedings, the Maryland Securities Commissioner and Jimmy John's entered into a Consent Order on June 9, 2025. Under the terms of the Consent Order, Jimmy John's agreed to pay a \$30,000 civil monetary penalty, permanently cease and desist from the offer or sale of franchises in violation of the Maryland Franchise Law, and disclose the existence of the Consent Order in future franchise disclosure documents.

Other than these actions, no litigation is required to be disclosed in this Item.

ITEM 4: **BANKRUPTCY**

No bankruptcy information is required to be disclosed in this Item.

ITEM 5: **INITIAL FEES**

INITIAL FRANCHISE FEE

If you purchase a Franchised Business, you must pay us an initial franchise fee equal to \$55,000 (the "**Initial Franchise Fee**") upon execution of the Franchise Agreement.

Some available Territories contain Merry Maids® customers actively being served by a Franchised Business. If you purchase a Territory with Merry Maids® customers that have been serviced by a franchisee from another territory within the prior 90 days, currently, you must pay such franchisee a customer acquisition fee of \$250 per customer for each Merry Maids® customer within the Territory you are acquiring, in addition to the applicable Initial Franchise Fee or transfer fee you must pay us. You will sign a Customer Lead Fee Agreement (attached as Exhibit H to this Disclosure Document) to acquire the transferring franchisee's rights to service such customers and any contracts that the franchisee has with such customers. If there are no active Merry Maids® customers in the Territory, the Customer Lead Fee Agreement will not be applicable to your purchase of your Franchised Business. As we may change this compensation policy in the future, there is no guarantee that you will receive any compensation for any Merry Maids® customers that you develop outside of your Territory if such territory is sold to a future franchisee.

If you are entering into a renewal term for an existing Franchised Business or acquiring an existing Franchised Business through a transfer, we may offer you the opportunity to expand your Territory if there is adjacent white space that is not large enough to support a new Franchised Business. If the original

Territory has less than 40,000 households with an average annual income of \$75,000 or higher (a “**Qualified Household**”), the fee for increasing the size of the Territory to up to 40,000 Qualified Households will be \$500. To add up to 10,000 Qualified Households to the Territory, you must pay a fee equal to \$13,750. To add up to 20,000 Qualified Households to the Territory, you must pay a fee equal to \$27,500. To add up to 30,000 Qualified Households to the Territory, you must pay a fee equal to \$41,250.

INCENTIVE PROGRAMS AND DISCOUNTS

We may offer incentives of cash, equipment, materials, supplies or related items which will in effect lower the Initial Franchise Fee or investment to prospective franchisees. The availability of each incentive may be subject to a time limit. We reserve the right to offer, change or cancel an incentive at any time.

You may be eligible for certain discounts to the Initial Franchise Fee if one or more individuals that will own 51% or more of the interests in your Franchised Business (or in the entity that owns your Franchised Business): (a) meet our qualifications for purchasing a Franchised Business, (b) have full operational control of the Franchised Business, and (c) meet one of the following qualifications:

Discount and Qualifications	% Discount
Military Discount – must be honorably discharged from the United States Armed Forces	20%
Affiliate Discount – must be an (a) existing franchisee or owner of a franchisee in the ServiceMaster Clean® or ServiceMaster Restore®, Merry Maids®, Two Men and a Truck®, or Two Men and a Junk Truck® systems, (b) an existing employee of us, ServiceMaster, or Two Men and a Truck, or (c) an existing employee of a Merry Maids® franchisee who has been referred to us by their employing franchisee (the employing franchisee will receive a \$5,000 referral fee if you purchase a franchise within one year of the referral).	15%
Conversion Franchise Discount – must be converting an existing cleaning business to a Franchised Business (a “ Conversion Franchise ”)	15%

You may only take advantage of one of the above discounts, even if you qualify for multiple discounts. The availability of each incentive may be subject to a time limit. We reserve the right to offer, change, or cancel an incentive at any time.

During 2025, the Initial Franchise Fees we collected for Franchised Businesses ranged from \$27,500 to \$49,500.

TRAINING FEES

The Initial Franchise Fee includes the registration fee for our initial training program (the “**Initial Training Program**”) for two people, one of whom must be the franchisee or an approved manager, provided that they attend the same training session. If you elect to have more representatives attend training or your representatives attend different training sessions, you must pay us \$1,000 per additional trainee or per trainee per additional training session. In addition, you are responsible for all wages, travel, hotel costs, and some meal costs that you or your trainees incur while attending training.

INITIAL FEES

The Initial Franchise Fee and any territory expansion fees are payable in one lump sum at the signing of the Franchise Agreement and is nonrefundable. We do not offer direct or indirect financing to franchisees for any of these fees.

ITEM 6:
OTHER FEES

OTHER FEES

Type of Fee (See Note 1)	Amount	Due Date	Remarks
Royalty	7% of Gross Sales. Currently, may be reduced to 6% of Gross Sales or 5% of Gross Sales based on total Gross Sales in the calendar year and the effective Royalty Incentive (if any).	Paid weekly 14 days after end of week	See Note 2 for the definition of “Gross Sales.” See Note 3 for an explanation of the Royalty and the definition of “Royalty Incentive.” The Royalties will be paid as specified in our then-current royalty policy as set forth in the Manual. <u>Untimely Renewal:</u> If you are an existing franchisee that does not timely renew your Franchise Agreement, the Royalty will be increased by 2.5% of Gross Sales until you have completed the renewal process, as described in Note 4.
Ad Fund Contribution	Currently, 1.3% of Gross Sales per week.	Paid weekly 14 days after end of week	See Note 2 for the definition of “Gross Sales.” The Ad Fund Contribution is contributed to the Advertising Fund (the “Ad Fund”). We may change the Ad Fund Contribution, provided that (a) the Ad Fund Contribution may not exceed 2% of Gross Sales and (b) the total Ad Fund Contribution and Local Marketing Obligation may not exceed 3% of Gross Sales.
Local Marketing Obligations	If you fail to spend the required Local Marketing Obligation or Initial Marketing Obligation in any period, you must pay us the difference between the amount you actually spent on Eligible Marketing in such month and the required amount for such month.	Upon demand	Currently, we require you to spend 0.7% of your Gross Sales per week on Eligible Marketing (the “Local Marketing Obligation”). We may change the Local Marketing Obligation, provided that the total Ad Fund Contribution and Local Marketing Obligation will not exceed 3% of Gross Sales. We also require you to spend \$6,000 in the period beginning 60 days before the date you begin operating the Franchised Business (the “Opening Date”) and ending 60 days after the Opening Date (the “Initial Marketing Period”) on Eligible Marketing (the “Initial Marketing Obligation”). We may, in our sole discretion, specify the types, methods, and specifications of digital and other local advertising that qualify as “Eligible Marketing.” If you fail to meet the Local Marketing Commitment or Initial Marketing Obligation in any period, in addition to other remedies, you must contribute the difference between your actual spend and required spend to the Ad Fund.

Type of Fee (See Note 1)	Amount	Due Date	Remarks
Technology Fee	Currently, \$499 per Franchised Business per month.	Paid monthly on the 1 st of each month	After the Opening Date, we charge a Technology Fee for various technology-related products and services, which we shall specify in the Manual. Currently, the Technology Fee covers the cost to license (i) our proprietary customer relationship management software program Merry Maids 360 (“MM360”), (ii) a cloud-based dispatch and scheduling platform designed to help businesses manage mobile workforces and field operations (the “Service Mobility Software”), (iii) Microsoft Office 365, (iv) a learning management system for training materials, (v) a business intelligence platform, and (vi) a document repository. After consulting with our national franchise council, we may change the included products and services and fee from time to time, provided that the fee shall not be increased in any calendar year by more than 10% (the “Annual Tech Cap”), except (i) if the Technology Fee is not increased, or is increased by less than the Annual Tech Cap, in any calendar year, the unused portion of the permissible increase shall accumulate and may be applied in any subsequent year or years, in addition to the Annual Tech Cap otherwise available for such year and (ii) if a Software Change occurs, the Technology Fee may be increased to up to \$1,000 per month beginning in the year of such change. A “Software Change” occurs if we modify MM360 and/or the Service Mobility Software by changing vendors, platforms, or subscription packages (i.e., changing to a higher subscription level). After any increase related to a Software Change, the Annual Tech Cap (including any accumulated rights to exceed the cap) shall apply in subsequent years. We must provide the franchise network with 90 days’ notice before any fee change takes effect. If (i) you operate a Primary Office in a territory contiguous with the Territory and (ii) we permit you to operate a Market Hub Office instead of a Primary Office in the Territory, we may, in our sole discretion, waive the Technology Fee for as long as you do not operate a Primary Office in the Territory. See Item 7 for the definitions of Primary Office and Market Hub Office.
Initial Training Fee for Additional Persons or Sessions or Subsequent or	Currently, \$1,000 per person.	Prior to training	Payable for additional trainees, subsequent trainees, or transferees attending our 10-day Initial Training Program. Price includes training and some meals. The Initial Training fee for two people to attend the

Type of Fee (See Note 1)	Amount	Due Date	Remarks
Replacement Trainees			same Initial Training Program for a new Franchised Business is included in the Initial Franchise Fee and for a transferred Franchised Business is included in the Transfer Fee. In addition to the fees listed, you are responsible for all wages, travel, hotel costs, and some meal costs that you or your trainees incur while attending training. We may increase the initial training fee in any year, provided that the fee shall not be increased in any calendar year by more than 10% (the “ Annual Cap ”), except if the Initial Training Fee is not increased, or is increased by less than the Annual Cap, in any calendar year, the unused portion of the permissible increase shall accumulate and may be applied in any subsequent year or years, in addition to the Annual Cap otherwise available for such year.
Ongoing Training Programs	The then-current registration fees, which currently are up to \$500 per trainee per program for virtual training. If ongoing training programs are conducted in-person, currently, you must pay \$250 per trainee per day attending training at our office and \$750 per trainer per day, plus their travel and living expenses, for any trainers that provide training at your Franchised Business.	As incurred	Payable if we provide any additional training programs to you or your representatives. You are responsible for all wages, travel, hotel costs, and some meal costs that you or your trainees incur while attending any training programs. We may increase the ongoing training fees in any year, provided that the fee shall not be increased in any calendar year by more than the Annual Cap, except if the fee is not increased, or is increased by less than the Annual Cap, in any calendar year, the unused portion of the permissible increase shall accumulate and may be applied in any subsequent year or years, in addition to the Annual Cap otherwise available for such year.
Meeting Registration Fee	The then-current fee, which shall not exceed \$1,500 per person.	As incurred, usually annually	Payable for each person attending any annual conferences, regional meetings, or road shows that we conduct. You or one designated officer or manager must attend the annual conference each year, provided that if you operate multiple Franchised Businesses, one representative may attend on behalf of all such businesses. If you fail to have a representative attend two consecutive annual conferences and there is not a valid business reason, then we have the right to charge you 150% of the current annual conference fee.
Market Hub Fee	Currently, \$150 per month, but we may increase the fee up to \$200 per month.	Paid monthly on the 1 st of each month	Payable for each Market Hub Office that you operate in the Territory. The fee supports the systems, administration, communication tools, and infrastructure associated with approved Market Hub Offices, including associated email addresses,

Type of Fee (See Note 1)	Amount	Due Date	Remarks
			websites, management tools, and related operational support resources.
National Accounts Processing Fee	\$20 per job.	As incurred	Payable if you participate in the National Accounts Program for each job that you perform for a National Account.
Supplier/Product Review Fee	\$500 per item reviewed, plus any actual expenses we or our affiliates incur in such review. If our or our affiliates' representatives travel to conduct such a review, there is an additional \$500 fee, in addition to the actual cost of their travel and living expenses.	As invoiced	Payable if we establish sourcing requirements or specifications for products, supplies, furniture, fixtures, equipment, software, and services that you resell or use in your Franchised Business, and you submit a request to use a different supplier or an item that does not meet such specifications.
Renewal Fee	For <u>five or fewer years of operation</u> : 10% of the then-current Initial Franchise Fee; for <u>5.01 to 10 years of operation</u> : 8% of the then-current Initial Franchise Fee; for <u>10.01 to 15 years of operation</u> : 5% of the then-current Initial Franchise Fee; and for <u>more than 15 years of operation</u> : no renewal fee.	When Franchise Agreement is renewed	Payable for you to enter into a renewal term for each Franchise Agreement. The applicable fee is determined by the number of years you have operated your Franchised Business from the effective date of your first Franchise Agreement to the original expiration date of the expiring term (not including any temporary extensions or delays in completing the renewal process). If you are a new Franchised Business, you will receive a five-year initial term and an option, if you qualify, to enter into a five-year second term and a five-year third term (both referred to as renewal terms). Thus, the renewal fee to enter into your second term (your first renewal term) will be 10% of the then-current Initial Franchise Fee and the renewal fee to enter into your third term (your second renewal term) will be 8% of the then-current Initial Franchise Fee. We are not obligated to offer you a fourth or subsequent term, but, if we elect to do so, the renewal fee will apply for such subsequent terms, rather than the Initial Franchise Fee.
Lead Fee	\$10,000	At closing of the transfer	Payable if we refer a qualified lead to you or an existing franchise owner and such lead purchases an interest in you, the Franchised Business, or the Franchise Agreement within 18 months of our referral of such lead. See Note 5.

Type of Fee (See Note 1)	Amount	Due Date	Remarks
Transfer Fee	25% of the then-current Initial Franchise Fee if one Franchised Business is being transferred, 20% each if two are being transferred, 15% each if three are being transferred, and 10% each if four or more are being transferred at the same time (as applicable, the “Standard Transfer Fee”), except (i) 7.5% of the then-current Initial Franchise Fee if the transfer is to an owner’s adult child who is at least 18 years of age, (ii) \$500 if the transfer is to a spouse of an existing owner, (iii) \$500 if the transfer is to an entity formed by you and your owners, (iv) 85% of the Standard Transfer Fee if the transfer is to a qualified manager, and (v) 15% of the then-current Initial Franchise Fee if the transfer is due to the death of the controlling owner (and the transfer is not to their spouse or adult child). In addition, you must pay our and our affiliates’ costs and expenses related to the transfer (including attorneys’ fees).	At closing of the transfer	Payable by you or the buyer when you transfer 50% or more ownership of the Franchise Agreement or the Franchised Business to one or more owners. You must pay a non-refundable application fee equal to 25% of the Transfer Fee when you submit your request for us to review such a proposed transfer, which will be credited towards the Transfer Fee.

Type of Fee (See Note 1)	Amount	Due Date	Remarks
Change Fee	Currently, \$500 per change per Franchise Agreement and \$1,500 per Franchise Agreement being consolidated into a single Franchise Agreement.	As incurred	Payable if making a non-control transfer; changing business entity name; changing DBA (doing business as) name; changing form of entity; or modifying Franchise Agreement. The fee may change from time to time, provided that the fee will not exceed \$750. If any changes are being made in conjunction with a transfer of 50% or more ownership of the Franchised Business, the Transfer Fee shall apply, instead of the Change Fee. For non-controlling transfers, the Change Fee shall apply per person, per transfer, and per Franchise Agreement. The \$1,500 fee is payable if you are consolidating one or more Franchise Agreements into a single Franchise Agreement and is charged per Franchise Agreement that is involved in the consolidation. For example, if three Franchise Agreements are consolidated into one, the consolidation fee will be \$4,500. Other than the Change Fee charged for non-control transfers and consolidations, the Change Fee will not apply to changes made at renewal of the Franchise Agreement.
Audit	The sum of (a) the cost of the audit, <u>plus</u> (b) the amount of the underpayment <u>plus</u> interest and late fees, and <u>plus</u> (c) a fee equal to the lesser of \$5,000 or the amount of the underpayment.	Upon demand	Payable only if an audit shows an understatement of at least 5% of Gross Sales for any given month.
Interest and Late Fees	<u>For fees:</u> 2% per month in interest compounded daily or the maximum permitted by law, whichever is less. <u>For fees, reports, and other information and materials:</u> \$200 weekly late fee for first four late weeks and \$500 weekly late fee thereafter; and all other costs incurred by us	When overdue amount is paid	Payable if you are late making any payments or providing any sales reports or other documents or information required to be provided to us. Payable on, and in addition to, any overdue amounts from the date that the payment was originally due.

Type of Fee (See Note 1)	Amount	Due Date	Remarks
	(including bank charges and attorneys' fees).		
Insurance Procurement Fee	Up to 150% of any costs and expenses that we and our affiliates incur to obtain and maintain insurance.	As incurred	If you fail to obtain or maintain the required insurance coverage, we may, in our sole discretion, procure insurance coverage on your behalf and charge you this fee.
Customer Complaint Management Fee	\$500, <u>plus</u> any costs and expenses that we and our affiliates incur to attempt to resolve such complaint.	As incurred	If we, in our sole discretion, intervene in a customer complaint or dispute to protect the brand or because you have not adequately or promptly resolved the complaint, we may manage or settle the dispute on your behalf and charge you this fee. We may increase the fixed portion of this fee, provided that it will not exceed \$750.
Performance After Default	Up to 120% of any costs and expenses that we and our affiliates incur to perform such obligation.	As incurred	If you fail to perform any obligation under the Franchise Agreement, we may, in our sole discretion, undertake or perform such obligation and charge you this fee.
Enforcement Expenses	Our and our affiliates' costs and expenses.	On invoice	You must pay us or our affiliates any attorneys' fees and other related costs and expenses we and our affiliates incur (a) to enforce the terms of the Franchise Agreement or any other agreement (whether or not we initiate a legal proceeding, unless we or our related parties fail to prevail in such a legal proceeding) or (b) in the defense of any claim you or your related parties brings against us or our affiliates on which we or our affiliates substantially prevail in such legal proceedings related to you, your Owners, or your related parties (other than those we incur in response to your efforts to enforce the Franchise Agreement or in the defense of any claim we assert against you on which you substantially prevail in court or other formal legal proceedings).
Tax Reimbursement Fees	Will vary under circumstances.	As incurred	These fees will be paid to us to reimburse us for certain sales, use, personal property and other taxes we or our affiliates incur related to the goods, services, and licenses that we provide to you.
Indemnification	Varies by nature of claims	On demand	You indemnify us and our affiliates in connection with your operation of the Franchised Business, as well as our litigation costs in defending these claim.
Liquidated Damages	The average monthly amount of Royalties and Ad Fund Contributions that you owed us during the past 12 months times the lesser of remainder of term of Franchise Agreement or 24 months.	Within 7 days of termination of your Franchise Agreement	Payable if we terminate the Franchise Agreement due to your default (or if you purport to terminate the Franchise Agreement). If less than 12 months have passed since opening and termination, the amount will be the average monthly Royalties and Ad Fund Contributions during the time between opening and termination, times the lesser of the remainder of term of the Franchise Agreement or 24 months.

Type of Fee (See Note 1)	Amount	Due Date	Remarks
Appraiser's Fee	50% of appraiser's fee for the first appraiser; 100% of appraiser's fee for the second and third appraiser.	On invoice	Payable to us or third-party appraiser. You must pay this fee only if we elect to purchase your assets on termination or expiration of the Franchise Agreement, and we cannot agree with you on the purchase price.

Notes to Item 6:

1. Payment Due Dates and Payment Methods. All of the listed fees are payable to us or our affiliates. All fees paid to us or our affiliates and are non-refundable. Except as otherwise noted, the fees are uniformly imposed. All payments of fees and charges must be made to us in the manner and at the times specified by us, which are subject to change. Currently, we specify that Royalty, Ad Fund Contribution, and Technology Fees (collectively the **"Operating Fees"**) and any other payments due to us or our affiliates must be paid to us on the day and month we specify in the Franchise Agreement or the Manual.

You must make all payments to us by the method or methods that we specify from time to time in the Manual, which may include payment via wire transfer or electronic debit from your bank account (the **"Account"**). You must furnish us and our bank with all authorizations necessary to effect payment by the specified methods and must take all steps necessary to ensure that such authorizations remain valid. Currently, you must make all payments due under the Franchise Agreement (including payments for products or services purchased from us or our affiliates) by electronic debit from the Account, which we may initiate by auto draft. You must sign an electronic funds transfer authorization form and maintain sufficient funds in the Account.

If you have not reported Gross Sales to us for any reporting period, we will be authorized to debit your Account in an amount equal to the greater of the non-reported payment (if we can reasonably estimate or determine the owed amount) or 120% of the average Operating Fees transferred from the Account in the previous 36 weekly reporting periods in which a report of the Gross Sales of the Franchised Business was provided to us (or, if there have not been 36 such weekly reporting periods, the number of reporting periods for which such report was received). If at any time we determine that you have under-reported Gross Sales, underpaid Operating Fees, or underpaid any fees due to us under the Franchise Agreement, we will be authorized to immediately initiate a debit to the Account in the appropriate amount in accordance with the foregoing procedure, including interest as provided for in the Franchise Agreement. An overpayment will be credited to the Account through a credit effective as of the first reporting date after we and you determine that such credit is due. We may apply payments we receive to any of your past due indebtedness, in our sole discretion, regardless of how you designate a particular payment to be applied. In addition, we may offset any amount otherwise due to you against any amount owed to us. Finally, we may retain any amounts received for you or your affiliates' account (such as rebates from suppliers, national account or program work payments, or other payments) as payment against any amounts owed to us. We can exercise any of the foregoing rights in connection with amounts owed to or from us or our affiliates.

2. Definition of Gross Sales. **"Gross Sales"** means all of your billings, whether collected or not, including cash sales and sales on account, monies billed for maid cleaning services whether performed by you or subcontracted, monies billed in connection with trade or barter agreements,

or monies billed for any other cleaning and/or maintenance of any structure, interior or exterior, excluding sales tax or use tax.

3. Royalty and Royalty Incentives. Currently, we offer the following Royalty incentive (the “**Royalty Incentive**”) if you achieve certain Gross Sales levels: The Royalty will be 7% of Gross Sales of the Franchised Business until such time as Gross Sales of the Franchised Business exceed \$400,000 in a given calendar year. If Gross Sales of the Franchised Business in a given calendar year exceed \$400,000, the Royalty Incentive will apply and will reduce the Royalty owed to 6% of Gross Sales of the Franchised Business exceeding \$400,000 but less than or equal to \$500,000 for the remainder of the calendar year. If Gross Sales of the Franchised Business in a given calendar year exceed \$500,000, an additional Royalty Incentive will apply and will reduce the Royalty owed to 5% of Gross Sales of the Franchised Business exceeding \$500,000 for the remainder of the calendar year. At the beginning of the next calendar year, the Royalty Incentive will reset and the Royalty will revert back to 7% of Gross Sales of the Franchised Business until such time as Gross Sales once again exceed \$400,000, at which point the Royalty Incentive thresholds described above will apply.

We may change or discontinue this Royalty Incentive at any time and in our sole discretion during the term of the Franchise Agreement, including by changing the Gross Sales thresholds and the amount of the applicable Royalty. If the Royalty Incentive is discontinued, the Royalty will then revert to 7% of Gross Sales of the Franchised Business for the remainder of the term of the Franchise Agreement. For purpose of calculating whether the Royalty Incentive applies, Gross Sales will (a) be based on the billings of only the single Franchised Business, which will not be combined with any billings achieved by other Franchised Businesses in which you, your owners, or your affiliates have an interest, and (b) will exclude any revenue generated from National Accounts. For the avoidance of doubt, Franchisee shall pay the applicable Royalty (as may be modified by the Royalty Incentive that is in effect) on Gross Sales generated from National Accounts.

4. Royalties for Franchisees That Fail to Timely Renew. If you do not timely renew your Franchised Business and we permit you to continue to operate the business on a month-to-month basis, after 60 days, the Royalty will increase by an amount equal to 2.5% of Gross Sales during each week that you fail to complete the renewal process until (i) the renewal process is completed (including execution of the renewal Franchise Agreement and a general release and payment of the renewal fee) or (ii) the Franchise Agreement is terminated.
5. Lead Fee. A qualified lead is defined as someone who has passed our screening process, our national background check, a credit check, and at a minimum a phone interview of the prospect. We are not responsible for locating leads and do not represent that we will do so. The Lead Fee also covers our advertising and marketing costs and administrative costs of such information sharing and gathering. The Lead Fee is not a Transfer Fee. You are responsible for notifying us that you desire to transfer (sell) your Franchised Business and to be added to our list of existing businesses for sale.

ITEM 7:
ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

Type of Expenditure	Amount (Note 1)		Method of Payment	When Due	To Whom Payment Is To Be Made
	Low	High			
Initial Franchise Fee (Note 2)	\$55,000	\$55,000	Lump Sum	At Signing of Franchise Agreement	Us
Travel and Living Expenses During Training (Note 3)	\$2,500	\$7,000	As incurred	During training	Vendors
Real Estate and Improvements (Note 4)	\$2,000	\$4,000	As incurred	As Incurred	Vendors
Software and Hardware (Note 5)	\$1,775	\$2,775	As incurred	As Incurred	Vendors
Office Equipment (Note 6)	\$5,250	\$6,850	Lump Sum	As Incurred	Vendors
Opening Inventory (Note 7)	\$6,500	\$8,000	As incurred	As Incurred	Us
Insurance (Note 8)	\$3,400	\$9,400	As incurred	As Incurred	Vendors
Telephone Answering Service (Note 9)	\$50	\$300	As incurred	As incurred	Vendor
Opening Marketing (Note 10)	\$6,000	\$8,000	As Incurred	As incurred	Vendors or Us
Miscellaneous Opening Costs (Note 11)	\$1,400	\$10,000	As incurred	As incurred	Vendors
Professional Fees (Note 12)	\$5,000	\$15,000	As Incurred	As incurred	Lawyers and CPAs
Additional Funds (3 months) (Note 13)	\$38,000	\$43,000	As Incurred	As Incurred	Employees, Suppliers, Utilities
TOTAL (Note 14):	\$126,875	\$169,325			

Notes to Item 7:

1. **General Item 7 Notes.** The estimated amounts included in this Item 7 are estimates based on our experience offering and supporting Franchised Businesses. Except as otherwise noted, each of the fees in the chart and notes below relate to all Franchised Businesses, including Conversion Franchises.
2. **Initial Franchise Fee.** The Initial Franchise Fee may vary depending upon whether you are eligible for any of the discounts listed in Item 5 or if you are a Conversion Franchise. This estimate does not include the customer acquisition fee of \$250 per customer that you must pay the transferor if you acquire a customer from another Franchised Business that previously served customers in your Territory. The Initial Franchise Fee includes the Initial Training Fee for two people.

3. **Travel and Living Expenses During Training.** This estimate is the cost for one to two people to attend our ten-day initial training. Initial training will be held in Memphis, Tennessee or any other location designated by us. The cost of the training for two people, as well as some meals, are included in the Initial Franchise Fee. You are responsible for the travel and living expenses, wages, and other expenses incurred by any of your representatives during the program, which is reflected in the estimate. The low estimate is for one person, and the high estimate is for two people, to travel to Initial Training for ten days. Your actual cost will depend on your point of origin, method of travel, class of accommodations, and dining choices. In certain periods of time, we may require you to attend our Initial Training remotely online via videoconference. In such periods, you will not incur travel expenses.
4. **Real Estate and Improvements.** Unless we approve otherwise in writing, you must operate the Franchised Business from a Primary Office located in the Territory. A “**Primary Office**” is (a) a physical, dedicated office that has washers, dryers, and storage space for supplies that is (b) located in a retail office, industrial park, or other commercially-zoned space within a 60-minute drive to all addresses in the Territory, as measured by the drive times during normal business hours that are estimated by Google Maps (or such other third-party source specified by Franchisor from time to time). The typical Primary Office occupies 450 to 1,800 square feet. We estimate rent will be between \$6,000 and \$12,000 per year. Your rent will depend on the site’s size, condition, accessibility, and location, local market conditions, and demand for the premises among prospective lessees.

If you or your affiliates operate a Franchised Business in an adjacent territory, we may permit you to operate a Market Hub Office in the Territory, instead of a Primary Office. A “**Market Hub Office**” is (a) a physical, dedicated office that is (b) located in a retail office, industrial park, or other commercially-zoned space. A Market Hub Office does not require washers, dryers, or storage space for supplies. In addition, if you operate a Primary Office in the Territory, we may approve you opening additional Market Hub Offices in the Territory, but we do not anticipate that you would do so until you have operated the Franchised Business for an extended period of time.

The range in the table is an estimate only for the first three months of rent, the security deposit, and any leasehold improvements for one Primary Office. You should consult with a local commercial real estate broker to get a more accurate estimate of costs in your market. If you are a Conversion Franchise and already rent an appropriate space, your costs may be your monthly rent, instead of lease deposits.

5. **Software and Hardware.** This estimate includes the cost of (i) the annual license fee for Quick Books Accounting and Quick Books Payroll (\$475), (ii) an iPad® tablet with a cellular data plan (\$300 - \$450 used and \$500 - \$900 new), and (iii) an optional laptop with recommend software (\$1,000 to \$1,400). See Item 11 for additional details.
6. **Office Equipment.** This estimate includes the cost to purchase office furniture, office fixtures, a washer and dryer, and office decorations. If you are a Conversion Franchise, you may be able to use a substantial amount of your existing furniture, fixtures, equipment, and decor, but you may need to replace, supplement, or replenish some of it.
7. **Opening Inventory.** You must purchase from third-party vendors an opening inventory of products, including cleaning products, equipment, and supplies; business cards, brochures, and printed materials; and uniforms. We will provide a list of the products that you must purchase. The cost varies based upon your location and the suppliers’ locations and local sales taxes, if applicable. If you are a Conversion Franchise, you may be able to use a substantial amount of your

existing equipment and supplies in the operation of your Franchised Business, but you may need to replace, supplement, or replenish your existing equipment and supplies.

8. **Insurance.** This is the estimated cost to prepay all insurance that is required during your first year of operation. See Item 8 for a description of the required insurance. This figure is an estimate of the cost for a down payment for the annual premium payments necessary to maintain the insurance required by the Franchise Agreement. Your cost of coverage will vary based on your claims history and market. If you are a Conversion Franchise, you may need to supplement or modify your existing insurance coverage to meet our requirements.
9. **Telephone Answering Service.** This is the estimated cost of paying for a 24/7 answering service for your first month of operation.
10. **Opening Marketing.** You must spend at least a total of \$6,000 on initial marketing in the period starting 60 days before and ending 60 days after opening the Franchised Business, which can be spent on grass roots marketing, digital marketing, and other grand opening marketing efforts. If you do not spend this amount on local marketing within this period, we may require you to pay the difference between the required amount and your actual expenditures into the Ad Fund. If you are a transferee acquiring an existing Franchised Business, you will not incur this expense. See Item 5.
11. **Miscellaneous Opening Costs.** You will incur various miscellaneous costs to open your Franchised Business. This estimate includes the cost of (a) conducting employee background checks and drug screening for your initial employees, (b) security deposits and utility deposits, (c) business licenses (which may be required by local, state, or federal governments), (d) insurance deposits, (e) incorporation fees (if you form an entity), (f) high-speed Internet access fees (which should be approximately \$100 per month), and (g) a three-month supply of stationery items, pre-printed customer agreement forms, marketing and advertising collateral (which will cost approximately \$1,000). You must satisfy all requirements of applicable law for operating a Franchised Business within the state and area for which you intend to operate. You should review the legal requirements of operating in the area in which you anticipate you will be licensed and obtain an estimate of the costs you will incur before you enter into the Franchise Agreement.
12. **Professional Fees.** You may incur costs in seeking legal and accounting advice to assist you with the formation of your entity, your lease negotiation, your review of this Disclosure Document and related agreements, the development of your business plan, and your employee or independent contractor hiring practices.
13. **Additional Funds (3 Months).** This estimates the additional funds you may need to cover additional expenses you will incur before your Franchised Business opens and in its first three months of operation. These expenses may include, without limitation, employee salaries, wages, benefits, employee uniforms, payroll taxes, various licenses, telephone/Internet and utility bills, ongoing vehicle payments, taxes and licensing of vehicles, bank charges, taxes, additional advertising expenses, miscellaneous supplies and equipment, Technology Fees, credit card processing fees, and other miscellaneous items. We have based these figures on our experience franchising Franchised Businesses.
14. **Total Initial Investment.** In developing these estimates, we relied on our experience and the experience of franchisees (as reported to us) in developing and owning Franchised Businesses, as well as our management's business acumen and experience, including estimates from contractors

and vendors. If you choose to purchase additional equipment, products, supplies, and vehicles, your expenses may be higher.

The initial investment described in this Item relates to the development of a new franchise or Conversion Franchise. If you are renewing your existing franchise, you will not incur most of the expenses referenced in this Item. However, you may be responsible for upgrading your franchise and any related expenses. You will not pay an initial franchise fee on renewal, but you will pay a renewal fee. If you are acquiring an existing franchise by transfer, in addition to the price you negotiate for the purchase of the franchise, you will be responsible for the transfer fee, and you may be responsible for upgrading the franchise and any related expenses.

We do not offer financing for your initial investment.

Except as may be noted, none of the payments to us are refundable. The refundability of payments to other parties are determined by your agreements with those parties.

ITEM 8: **RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES**

GENERAL

We have the right to require that products, supplies, furniture, fixtures, equipment, and services (collectively, “**Goods**”) that you purchase for resale or purchase or lease for use in your Franchised Business: (i) meet specifications that we establish from time to time; (ii) be a specific brand, kind, or model; (iii) be purchased or leased only from suppliers approved by us; (iv) be purchased or leased only from a single source that we designate (which may include us or our affiliates or a buying cooperative organized by us or our affiliates); and/or (v) be purchased as part of a purchasing program, arrangement, or contract that we negotiate or specify. To the extent that we establish specifications, require approval of suppliers, or designate approved suppliers for particular Goods, we will publish such requirements in the Manual or otherwise in writing.

Your purchases and leases will include cleaning products, equipment, computer software and various supplies, all pursuant to specifications set forth in our Manual. These specifications include standards for customer satisfaction and performance and are subject to change from time to time. While our specifications are general in nature and are designed to assure that you meet our goal of total customer satisfaction, we do specifically require that you clean rooms in accordance with the checklists contained in our Manual and that you abide by all laws and regulations applicable to the cleaning supplies and equipment you choose to use.

OBLIGATIONS TO PURCHASE FROM DESIGNATED OR APPROVED SUPPLIERS

Currently, we require you to purchase certain cleaning chemicals, vacuum cleaners, and uniforms from a designated vendor. In addition, there are some optional Goods that, if you elect to purchase them, must be purchased from a designated vendor. We have designated a preferred vendor that we recommend you use for certain other Goods that you use in your Franchised Business, but you may purchase these items from any vendor. You are required to purchase local marketing/advertising through approved vendors that we have listed in the Manual.

SM Manager is an approved supplier of marketing materials and marketing services. We provide the various software licenses for which you pay the Technology Fee. Otherwise, currently, we and our affiliates are not approved suppliers of any products or services that you will use in your Franchised Business, though

we and our affiliates may become approved or designated vendors of other products and services in the future.

OBLIGATIONS TO PURCHASE UNDER SPECIFICATIONS

INSURANCE

You must, at your expense, acquire by the deadline that we specify and maintain the insurance coverage in the amounts, covering the risks, and containing only the exceptions and exclusions that we specify in the Manual or otherwise in writing; however, all such insurance shall be obtained before opening for business. All insurance must be procured prior to attending Initial Training or before the commencement of business in transfer situations. All required policies must be written by an insurer with an A.M. Best rating of at least A-/VII. All coverage must be on an “occurrence” basis, except for the employment practices liability insurance coverage, which is on a “claims made” basis. All policies shall apply on a primary and non-contributory basis to any other insurance or self-insurance that we or our affiliates maintain. We may periodically increase the amounts of coverage required and/or require different or additional insurance coverage at any time to reflect inflation, identification of new risks, changes in law or standards of liability, higher damage awards or other relevant changes in circumstances.

All such liability insurance policies shall name us and our affiliates as additional insureds (except that we and our affiliates need not be named as an additional insured for worker’s compensation and third-party crime bonds) and shall provide that we receive 30 days’ prior written notice of termination, expiration, or cancellation of any such policy. You must submit to us annually a copy of the certificate of or other evidence of the renewal or extension of each such insurance policy. If you at any time fail or refuse to maintain in effect any insurance coverage required by us or to provide evidence of such insurance, we may, at our option, obtain such insurance coverage on your behalf, and you must reimburse us for 150% of the actual costs and expenses we incur to procure such insurance.

Currently, you must purchase:

- (i) Commercial General Liability Insurance, including product liability coverage, with minimum limits of \$500,000 per person and \$1,000,000 for bodily injury;
- (ii) Business Automobile Liability coverage for owned, hired and non-owned auto or any auto, with minimum limits of \$1,000,000 per person/\$1,000,000 per occurrence for bodily injury and \$100,000 for property damage liability;
- (iii) Third Party Fidelity Bond coverage for \$25,000;
- (iv) Worker’s Compensation with a \$500,000 minimum employee liability;
- (v) Employment Practices Liability insurance coverage with minimum limit of \$250,000 (or, if obtained as a sublimit to the general liability insurance, then a minimum limit of \$100,000); and
- (vi) any other insurance required by the laws of the state in which the Franchised Business is operated.

In addition to the above requirements, we strongly recommend that you obtain the following insurance coverage for each type of franchise:

- (i) Care, Custody, and Control coverage including coverage for damage to property in your employees' control or property they are directly working on, with minimum limits of \$150,000 per occurrence to adequately protect the operation of the business
- (ii) Property Insurance with limits as needed for property coverage for building, contents and equipment breakdown; business income; equipment that leaves premise; property of others; business income/dependent properties, warehouse legal liability; electronic data processing/computer coverage; flood/earthquake; lost key/replacement lock coverage (\$10,000 limit); utility interruption; and property coverage enhancement.
- (iii) Umbrella Coverage (in addition to the required coverage listed above) with a \$1,000,000 limit.
- (iv) Directors & Officers Coverage with a \$1,000,000 limit.
- (v) Sexual Abuse and Molestation Coverage with a \$1,000,000 per occurrence limit.

The liability policies must provide coverage for your contractual indemnity obligations to us.

In connection with the required insurance: (a) the required insurance coverage and limits will not necessarily be adequate to protect you for all events, nor will it be deemed as a limitation on your liability to us; (b) you may meet the required insurance coverages and limits with any combination of primary and umbrella/excess liability insurance; (c) you are solely responsible for any deductible or self-insured retention; and (d) if we receive any proceeds from any claim under your policies, we may retain any such amount to offset any monies you owe to us or any of our affiliates.

You should check the cost of worker's compensation coverage and all other insurance policies within the state in which you intend to operate before signing the Franchise Agreement. We strongly recommend that you meet with your insurance agent at least annually to review the coverage required under the Franchise Agreement and also to consider additional optional coverage that protects you.

You must not satisfy your insurance obligations through the use of self-insurance, retroactive insurance, high-deductible insurance, insurance through a captive insurance program, or other non-traditional insurance without our prior written approval. If we, in our sole discretion, approve any non-traditional coverage, we may specify the broker or any providers that may be used and any other requirements and standards for such coverage.

OFFICER INTERESTS

As of the date of this Disclosure Document, our officers do not have any ownership interests in any approved suppliers.

APPROVAL PROCESS

If we have established sourcing requirements or required specifications for a certain Good or category of Goods and you would like to deviate from such requirements by using a different supplier or a Good that does not meet such specifications, prior to using such non-conforming Goods or suppliers, you must submit to us a written request for approval and a representative sample sufficient for end-use evaluation, together with the manufacturer's product identification and specifications and other information that we reasonably require. The criteria that we consider in evaluating suppliers or distributors or Goods include product quality, prices, consistency, warranty, reliability, financial capability, labor relations, customer relations,

frequency of delivery, concentration of purchases, standards of service (including prompt attention to complaints), any adverse economic impact on us, our affiliates, or the franchise network, and/or other criteria. We will notify you within a reasonable time (which typically ranges between 20 and 150 days, depending on the type of Good) whether we approve such products, supplier, and/or distributor. If you do not receive our approval within 150 days after submitting all of the information that we request, our failure to respond will be deemed a disapproval of the request. You must pay us \$500 per item that we review, plus any other expenses we incur. If our representatives travel to conduct such review, there is an additional \$500 fee, in addition to their travel and living expenses. We may periodically re-inspect the products and services of any approved or designated supplier or distributor, and we may revoke our approval of any supplier, distributor, product or service that does not continue to meet our then-current criteria.

REVENUE FROM PURCHASES

We and our affiliates are entitled to derive revenue based on your and other franchisees' purchases and leases, including from charging you for products and services that we or our affiliates provide as well as from promotional allowances, volume discounts, commissions, rebates, and other payments made to us or our affiliates by manufacturers, suppliers, and/or distributors that we designate or approve. We and our affiliates may use all such amounts without restriction for any purposes that we or they deem appropriate.

Currently, certain approved vendors provide our affiliates with revenue based on sales made to you. This revenue ranges from 1% to 8% of the total revenue they receive from sales to you. We do not provide any special benefit or incentive to you for your purchases from these vendors.

In the year ending on December 31, 2025, SM Systems derived \$478,731 in revenue from vendor sales of supplies and services to Franchised Businesses, \$292,341 of which was related to sponsorships of the annual conference. This revenue figure has been sourced from SM Systems' audited financial statements.

In the year ending on December 31, 2025, we derived \$2,079,220 in revenue from the required purchases of goods or services by our franchisees (related to sales support services that we no longer require franchisees to purchase and the software licenses franchisees must obtain which are paid for through the Technology Fee), which was 10.4% of our total revenue of \$19,906,473. These revenue figures have been sourced from our audited financial statements and internal records.

PERCENTAGE SUBJECT TO SOURCE RESTRICTIONS OR SPECIFICATIONS

Assuming that the estimated minimum initial costs to begin operations and other financial obligations are within the ranges described in Item 7, we estimate that your required purchases and leases from us, our affiliates or from a designated vendor, including hardware and software, or in accordance with our specifications will be approximately 80% of all purchases and leases in establishing the Franchised Business and approximately 80% of all purchases and leases in operating the Franchised Business.

PURCHASING OR DISTRIBUTION COOPERATIVES

As of the Issuance Date of this Disclosure Document, we do not have any purchasing or distribution cooperatives.

PURCHASE ARRANGEMENTS

We have negotiated special franchise pricing with some vendors. For some purchases, we and you may receive volume discounts in the form of manufacturer and wholesaler rebates, based on the total purchases by the Merry Maids® system.

MATERIAL BENEFITS OR INCENTIVES

We do not provide any material benefits or incentives to you for your purchases of certain products or services or your use of certain suppliers.

USE OF AFFILIATED ENTITIES BY FRANCHISEE

Your use of affiliated entities in connection with the operation of your Franchised Business may interfere with our reporting systems and analysis of your Franchised Business. Consequently, you must not use affiliates in connection with the operation of your Franchised Business (including, but not limited to, the use of affiliates to sell, lease, loan, or otherwise provide personal property or services, such as vehicles, to the Franchised Business) without our prior written consent, which we may withhold in our sole discretion. As a condition to obtaining our consent, we may require your affiliates to guarantee your obligations to us, provide a business plan, and provide periodic reporting of financial and other information.

ITEM 9: FRANCHISEE'S OBLIGATIONS

This table lists your principal obligations under the Franchise Agreement and other agreements. It will help you find more detailed information about your obligations in these agreements and in other items of this Disclosure Document.

Obligation	Section in Franchise Agreement	Item in Disclosure Document
a. Site selection and acquisition/lease	1.B. and 1.D.	11
b. Pre-opening purchases/leases	10.D. and 10.I.	7 and 8
c. Site development and other pre-opening requirements	1.D.	7 and 11
d. Initial and ongoing training	5	11
e. Opening	2.C.	11
f. Fees	2.A., 5.A., 5.B., 5.C., 9.F., 10.D.1., 10.H., 12, 16.C., 18.D., and 24.J.	5 and 6
g. Compliance with standards and policies/Operating Manual	7, 10.A., and 11	11
h. Trademarks and proprietary information	4, 7, and 8	13 and 14
i. Restrictions on products/services offered	1.B., 1.E., and 10.E.	8, 9, and 16
j. Warranty and customer service requirements	10.E.2. and 10.F.	11
k. Territorial development and sales quotas	1.G.	12
l. Ongoing product/service purchases	10.D. and 10.I.	8
m. Maintenance, appearance and remodeling requirements	10.C.6.	11
n. Insurance	13	7
o. Advertising	6	6, 7, and 11
p. Indemnification	16.B.	6
q. Owner's participation/management/staffing	1.G. and 10.C.	15
r. Records and reports	9	6

Obligation	Section in Franchise Agreement	Item in Disclosure Document
s. Inspections and audits	9.F. and 10.G.	6 and 11
t. Transfer	14	17
u. Renewal	3.B.	17
v. Post-termination obligations	18.D.	17
w. Non-competition covenants	18.D.6. and 15	17
x. Dispute resolution	24	17
y. Other (Personal Guaranty)	1.H. and Exhibit B	10 and 15

ITEM 10:
FINANCING

We and our affiliates do not offer direct or indirect financing arrangements for any purpose in establishing or operating your Franchised Business. We and our affiliates do not guarantee your promissory note, lease, or any other obligation you may make to others.

We have relationships with certain banks and third-party lenders in different regions and may be able to refer you to a preferred source of financing for Initial Franchise Fees and franchise growth initiatives, but we do not have any arrangements with such lenders and do not receive any benefits from such lenders if you obtain financing from them.

ITEM 11:
FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS, AND TRAINING

As noted in Item 1, we have entered into a management agreement with SM Manager for the provision of support and services to Merry Maids® franchisees. SM Manager may provide the training, support, marketing, and other services described in this Item 11 to you on our behalf and will have the authority to exercise many of our rights and perform many of our obligations under the Franchise Agreement. Though we may delegate any of our rights or responsibilities to SM Manager, we remain ultimately responsible for all of the support and services required under the Franchise Agreement.

Except as listed below, we are not required to provide you with any assistance.

PRE-OPENING ASSISTANCE

Before you open your Franchised Business, we will:

1. Designate your exclusive market (Franchise Agreement – Section 1.B. and Exhibit A);
2. We do not assist you in locating or selecting a site for your office, but, as described below in this Item, you must obtain our written approval for each office location prior to entering into a lease for such location and at least 30 days prior to opening such office. (Franchise Agreement - Sections 1.D.). We do not review your construction, remodeling or decorating plans or approve your office site;
3. Furnish an Initial Training Program for two people, as described below in this Item. (See Franchise Agreement – Section 5.A.);

4. Review and, if acceptable to us, approve your initial sales and marketing plan and budget, if we require you to submit such plan for our approval. (Franchise Agreement – Section 6.F.1.);
5. Give you access to our password protected franchisee intranet site (“**mmConnection**”) which contains the Manual with both mandatory and suggested specifications, standards and procedures. The Manual is confidential and remains our property. We may modify the Manual or any medium that replaces it at any time. The modifications will not alter your status and rights under the Franchise Agreement, but you must conduct your Franchised Business in accordance with the modifications. (Franchise Agreement - Section 7). The Table of Contents of the Manual (which has a total of 118 pages) is listed in Exhibit G to this Disclosure Document;
6. Provide to you in the Manual with a list of approved or preferred vendors and any specifications that we may designate for equipment and supplies. We will not supply any equipment, signs, fixtures, inventory, and supplies and will not deliver or install any of these items. (See Franchise Agreement – Section 10.D.); and
7. Review your initial marketing plan and budget, if we require you to submit such a plan and receive our approval for such a plan. (Franchise Agreement – Section 6.F.1.).

ASSISTANCE DURING OPERATION

During the operation of your Franchised Business, we will:

1. Review and approve or reject any proposals to open additional offices in the Territory or to relocate existing offices (Franchise Agreement –Section 1.C.);
2. Organize and hold meetings, such as annual conferences, regional meetings, and road shows, as often, when, and where we elect to do so. (Franchise Agreement –Section 5.B.);
3. Make available any training programs that we deem appropriate. We may charge a fee for such additional training. (Franchise Agreement – Section 5.C.);
4. Provide advisory service as reasonably requested which shall include consultation on promotional, business and operational problems and an analysis of your marketing and financial data. (Franchise Agreement - Section 5.D.);
5. From time to time, provide promotional materials, newsletters, and/or bulletins describing new marketing developments, equipment, products, and techniques, if any. If we elect to make any modifications to the System, we will provide you with notice of such changes, which you must promptly implement. (Franchise Agreement – Section 5.E. and 11);
6. Review your annual marketing plan and budget, if we require you to submit such a plan and receive our approval for such a plan. (Franchise Agreement – Section 6.F.1.);
7. Review all advertising and promotional plans and materials that you desire to use that have not been prepared or previously-approved by us. (Franchise Agreement – Section 6.A. and 6.F.2.);
8. Administer the Ad Fund, which is further described below. (Franchise Agreement – Section 6.E.);

9. Review any Goods or suppliers that do not conform to our specifications or sourcing requirements. To the extent that we establish specifications, require approval of suppliers, or designate approved suppliers for particular Goods, we will publish our requirements in the Manual or otherwise in writing. (Franchise Agreement – Section 10.D.1.);
10. In our discretion, assist you in resolving disputes with customers or resolve the dispute directly at your expense (Franchise Agreement – Section 10.F.2.); and
11. Review proposed transferees of your franchise for approval of any proposed transfers and train approved transferees after payment of the transfer fee. (Franchise Agreement – Section 14).

PRICING

We are not obligated to assist you in establishing pricing for services, but we currently provide you with access to an application, which may include a mobile application, that will assist you in providing pricing to customers. Currently, we may provide recommended pricing policies, but allow you to set your own prices and discounts. Subject to applicable laws, we reserve the right to charge certain prices for goods or services, certain minimum prices for goods or services, or certain maximum prices for goods or services, as set forth in the Manual or otherwise in writing from time to time, and/or to only advertise a suggested retail price that we designate.

SITE SELECTION

You must operate the Franchised Business from one or more office locations that we approve. You will be responsible for selecting a site that is compliant with our then-current office location Standards, as set forth from time to time in the Manual. You must obtain our written approval for each office location (including any relocations of any office) prior to entering into a lease for such location and at least 30 days prior to opening such office.

In evaluating locations, we consider the proximity of your proposed site to customers located in your Territory and other offices and whether the office meets our then-current office location requirements for the type of office you are opening. If we and you do not agree on a site and you do not open by the Opening Deadline (as defined below), we will have the right to terminate the Franchise Agreement.

Unless we specify otherwise in writing, you must open and begin operating a Primary Office by the Opening Deadline (as defined in the next paragraph) and must continue to operate it throughout the term. Primary Offices must be (a) a physical, dedicated office that has washers, dryers, and storage space for supplies that is (b) located in a retail office, industrial park, or other commercially-zoned space within a 60-minute drive to all addresses in the Territory, as measured by the drive times during normal business hours that are estimated by Google Maps (or such other third-party source specified by Franchisor from time to time). The Primary Office cannot be a home office, virtual office, or shared office or coworking space.

If you would like to open additional offices in the Territory, you may open one or more Market Hub Offices, provided (i) you first obtain our written approval for such offices, (ii) such offices comply with the then-current office location Standards, and (iii) it you pay the Market Hub Fee for each office. A Market Hub Office must be (a) a physical, dedicated office that is (b) located in a retail office, industrial park, or other commercially-zoned space. A Market Hub Office does not require washers, dryers, or storage space for supplies. The Market Hub Office cannot be a home office or virtual office, but it can be a shared office or coworking space if such office location can be approved and recognized on a mapping search feature utilizing an established online search engine that we specify. If you or your affiliates have a Primary Office

in another territory that is contiguous with the Territory, we may, in our sole discretion, approve you operating only a Market Hub Office in the Territory, instead of a Primary Office.

If you would like to open additional offices in the Territory or to relocate offices in the Territory, you may do so, provided you first obtain our written consent and such office complies with our then-current office location policy.

BUSINESS OPENING

Franchised Businesses typically open for business within 90 days after execution of the Franchise Agreement. Factors that affect this time usually include obtaining a satisfactory office location, financing arrangements, successful completion of the Initial Training Program, and hiring and training employees. You (or your designee) are required to attend and complete the Initial Training Program within 90 days of signing the Franchise Agreement. You must begin operating the Franchised Business by the earlier of (a) 30 days after completion of the Initial Training Program or (b) 120 days after the effective date of the Franchise Agreement (the “**Opening Deadline**”). (Franchise Agreement – Sections 2.C. and 5.A.).

ADVERTISING AND PROMOTION

OUR ADVERTISING

We or our designee may from time to time formulate, develop, produce, and conduct marketing and promotional programs in the form and types of media as we or our designee determines to be most effective. Our services may, from time to time, be advertised nationally, regionally, and locally on various types of media, including television, radio, newspaper, magazine, and digital and social media. Our in-house marketing department produces advertising literature, brochures, etc. for your use; however, we may, from time to time, employ an outside agency to produce our national, regional and local advertising. We are not obligated to spend any amount on advertising in your market or Territory.

AD FUND

We have established an Ad Fund for Franchised Businesses, which will be funded through advertising fees contributed by Franchised Businesses. You must pay into the Ad Fund on a weekly basis. The Ad Fund Contribution is currently 1.3% of weekly gross sales. We may change the Ad Fund Contribution, provided that (a) the Ad Fund Contribution may not exceed 2% of Gross Sales and (b) the total Ad Fund Contribution and Local Marketing Obligation will not exceed 3% of Gross Sales. If we own any company-owned Merry Maids® businesses, such businesses will contribute to the Ad Fund on the same basis as franchisees; however, this may change at our sole discretion.

The Ad Fund will be maintained and administered by an advertising committee nominated and elected by franchisees and made up exclusively of franchisees who are in compliance with the Franchise Agreement (the “**Committee**”). The Committee shall develop all advertising programs and serve in an advisory role, but we retain the right to approve or disapprove the decisions of the Committee. We have the right to discontinue the Ad Fund or to dissolve or modify the Committee or form a new advisory committee or council.

We may use the Ad Fund, upon approval of the Committee, to meet any and all costs of maintaining, administering, directing, and preparing advertising (media and production), branding, marketing, public relations and/or promotional programs and materials, and any other activities that we believe would benefit the Marks, the System, Franchised Businesses, and the products and services offered by franchisees, including the cost of (a) preparing and conducting digital and social marketing activities, television, radio,

magazine, direct mail, and newspaper advertising campaigns and other sales, marketing, sponsorships, promotional and public relations activities; (b) producing and maintaining marketing systems and tools; (c) employing advertising agencies and public relations firms; (d) paying employee salaries, salesperson commissions, benefits, and other related costs and expenses for our and our Affiliates' employees that devote time to and render services related to the Ad Fund; (e) soliciting the granting of franchises to expand the System for MM Licenses; (f) the costs relating to any toll-free number maintained by us and used in advertising and marketing campaigns; (g) producing advertising and sales support materials for use by franchisees; (h) conducting programs that are meant to promote positive customer experiences, including programs to incentivize franchisees and/or their frontline personnel to achieve high customer satisfaction/referral rates; (i) providing certain phone services, such as purchasing call tracking lines and producing on-hold marketing messages; (j) providing promotional brochures and other marketing materials to franchisees; (k) developing and placing online display and retargeting advertising; (l) developing dashboards for interactive marketing, planning, customer service analysis and sales/marketing decision-making; (m) paying the expenses of the Ad Fund; (n) monitoring and/or managing social media relating to the brand; (o) conducting market research and surveys related to marketing and branding; (p) purchasing naming rights and sponsorships; (q) participating in trade shows and similar industry events; (r) paying reasonable travel, meeting, and other costs incurred by the Committee in connection with carrying out their duties related to the Ad Fund; (s) establishing and administering gift-card programs and customer loyalty programs; (t) developing websites for us and our franchisees; (u) promoting the sale of franchises; and (v) such other costs and expenses as we, in our sole discretion, deem appropriate and in the best interests of all or any franchisees.

The Ad Fund will not be used to defray any of our general operating expenses, except for such reasonable administrative costs and overhead, if any, as we may incur, with the express approval of the Committee, in activities reasonably related to the administration of the Ad Fund and advertising programs including, without limitation, conducting research, preparing marketing, promotional and advertising materials, and collecting and accounting for assessments for the Ad Fund. While we may use the Ad Fund to promote the sale of franchises, the Ad Fund is currently not used to fund efforts to solicit new franchises.

In 2025, the Ad Fund was allocated towards digital advertising (69.9%); non-digital advertising (0.9%); social media (2.4%); creative development (4.8%); and administrative costs (22.0%).

If all the advertising contributions in the Ad Fund are not spent in the year they are accrued, the remaining accounts will be carried over to the next year. The Committee is not obligated to making any expenditures from the Ad Fund in your designated Territory, any particular geographic area or territory, including exclusively within the United States, or to ensure that any particular Franchised Business benefits directly or pro rata from the placement of advertising. Certain benefits of the Ad Fund (e.g., paid search by zip code, paid social media efforts by zip code, and Ad Fund contributions to local website development and maintenance) may be withheld from a franchisee who is not in good standing (i.e., a franchisee who has received a notice of default and has failed to cure such default within the applicable cure period and as further defined in the Franchise Agreement).

If we and the Committee deem appropriate, we and our Affiliates may co-mingle, merge, and/or separate funds and the monies in, and administration of, such funds to create one or more Ad Funds for different geographic areas or programs and and/or to allocate a portion of the Ad Fund to advertising cooperatives administered by one or more groups of franchisees. All sums paid by franchisees to the Ad Fund shall be maintained in a separate account from our other funds. A financial review of the operation of the Ad Fund will be performed annually by an independent certified public accountant selected by the Committee, and the cost of preparing such financial review will be paid by the Ad Fund. We will provide a financial report to you upon written request. We are not obligated to audit the Ad Fund.

YOUR LOCAL ADVERTISING

Only those advertising and promotional materials or items which are authorized by us in writing before use shall be used, and no display or use of the Marks shall be made without our prior written approval.

By the deadlines specified by us, we may require you to provide us with an annual marketing plan and budget (the “**Marketing Plan**”) and obtain our written approval of such Marketing Plan, which must be revised to incorporate any changes required by us. If the Franchised Business is a new business, at least 60 days before the Opening Date, we may require you to obtain our written approval of a Marketing Plan for the Initial Marketing Period. You must diligently implement all approved Marketing Plans.

From time to time, we may specify, in our sole discretion, in the Manual and otherwise in writing the types, methods, and specifications of local advertising that will qualify as Eligible Local Marketing. You must participate in all marketing and promotions as we determine to be appropriate for the benefit of the System. Local advertising, sales activity, and other marketing activities are subject to our approval and must be consistent with the then-current sales and marketing guidelines (which will be updated from time to time, as we deem necessary). Our advertising policies include general guidelines and cover Internet marketing, social media, broadcast advertising, print advertising, phone books, telephone numbers, publisher errors, marketing in unawarded marketing areas, formal co-operative marketing, local advertising requirements, advertising and marketing methods, marketing programs, and liquidated damages. You must submit to us for approval samples of all advertising and promotional plans and materials that you desire to use. You must conduct all such local advertising in a dignified manner and must conform to our requirements as set forth in the Manual or otherwise in writing.

Currently, you are required to spend at least 0.7% of weekly Gross Sales on Eligible Marketing as your Local Marketing Obligation. We may change the Local Marketing Obligation, provided that the total Ad Fund Contribution and Local Marketing Obligation will not exceed 3% of Gross Sales.

In addition, if this is the purchase of a new Franchised Business, you must spend at least \$6,000 on Eligible Marketing in the Initial Marketing Period to satisfy your Initial Marketing Obligation. We may request that you to submit an accurate accounting of local marketing expenditures. If you fail to provide an accurate accounting or fail to spend the minimum amount on your Initial Marketing Obligation or Local Marketing Obligation in any period, in addition to any other remedies available to us, you will be required to pay us the difference between the minimum required amount and what was actually spent by you in such period, plus late fees and interest due. The payment of this difference will be added to the Ad Fund, but we will not be obligated to spend these funds for marketing in the Territory.

If you develop your own materials, you must submit samples of your advertising to us in advance for our approval. You must use our approved vendors to place local marketing and advertising. A list of our approved vendors is contained in the Manual.

You must participate in, at your sole cost and expense, all marketing and promotions as we or our designee determine, in our or their sole discretion, to be appropriate for the benefit of the System, including offering and honoring any coupons, loyalty cards, gift cards, discounts, and other promotions (including contests or sweepstakes) that we or our designee specify.

You are not obligated to participate in any advertising cooperatives.

DIGITAL MARKETING

We will reference your Franchised Business on the website we develop for the System so long as you are in full compliance with the Franchise Agreement. You will subscribe to all current digital marketing programs from time to time as set out in the Manual and must pay any related fees. Unless we consent otherwise, you may not establish a separate website or social media account to advertise, market, or promote the Franchised Business, conduct commerce, or directly or indirectly offer or sell any products or services in connection with the Franchised Business. You may not use the Marks or any words or designations similar to the Marks in a domain name, search engine keyword, or metatag in connection with the Franchised Business.

We or our affiliates may, in our or their sole discretion, establish, operate, and/or participate in websites, social media accounts (such as Facebook, X, Instagram, Pinterest, etc.), applications, online advertising purchasing programs, accounts with websites featuring gift certificates or discounted coupons, mobile applications, podcasts, blogs, vlogs, video and photo-sharing sites (such as TikTok, YouTube, etc.), chat rooms, virtual worlds, review sites, or other means of digital advertising on the Internet or any electronic communications network that may be used to promote the Marks, Franchised Businesses, and/or the entire network (collectively, “**Digital Marketing**”). We will have the sole right to control all aspects of any Digital Marketing, including those related to your Franchised Business. Unless we consent otherwise in writing, you, your employees, and your agents may not, directly or indirectly, (a) conduct or be involved in any Digital Marketing that use the Marks or that relate to any Franchised Business or the network, (b) use the Marks, or any words or designations similar to the Marks, in any domain name, search engine keyword, social media account, or metatag, and (c) use a form of Digital Marketing to conduct commerce or directly or indirectly offer or sell any products or services in connection with your Franchised Business. If we permit you or your representatives to conduct any Digital Marketing, you and your representatives must comply with any policies, standards, guidelines, or content requirements that we establish periodically and must immediately modify or delete any Digital Marketing that we determine, in our sole discretion, is not compliant with such policies, standards, guidelines, or requirements. If you or your representatives conduct any Digital Marketing, we will have the right to retain full control over all websites, social media accounts, mobile applications, or other means of digital advertising that are used. We may withdraw our approval for any Digital Marketing or suspend or terminate your use of any Digital Marketing platforms at any time.

COMPUTER SYSTEM REQUIREMENTS

You must, at your expense, acquire and use the computer systems, hardware, tablets, mobile devices, printers, software, apps, websites, network connections, and firewall services (collectively, “**System Components**”) that we specify for the operation of the Franchised Business, including software used to manage the Franchised Business, provide products and services in accordance with Franchisor’s standards, and/or interact with our accounting, customer relationship, or other technology systems. We may require you to obtain, update, and use specified System Components from vendors that we designate.

Currently, we require you to purchase a mobile tablet device with a cellular data plan (iOS, Windows, or Android), which is capable of running our required applications. The cost of the tablet with a cellular data plan is estimated to be \$300 to \$450 for a used tablet and \$500 to \$900 for a new tablet. You must bring the tablet to Initial Training. We recommend, but do not require, you to purchase a laptop computer, because the software has more functionality with a laptop. A computer with our recommended software would cost approximately \$1,400.

After the Opening Date, you must pay us a monthly Technology Fee that is currently \$499 per month for various technology-related products and services, which we will specify in the Manual from time to time. After consulting with the national franchise council, we may change the Technology Fee, and the included

products and services, from time to time, provided that the fee shall not be increased in any calendar year by more than Annual Tech Cap (which is 10%), except (a) if the Technology Fee is not increased, or is increased by less than the Annual Tech Cap, in any calendar year, the unused portion of the permissible increase shall accumulate and may be applied in any subsequent year or years, in addition to the Annual Tech Cap otherwise available for such year, and (b) if a Software Change occurs, the Technology Fee may be increased to up to \$1,000 per month beginning in the year of such change). We must provide the franchise network with 90 days' notice before any fee change takes effect. Currently, the Technology Fee is comprised of the cost to license (i) our proprietary customer relationship management software program MM 360, (ii) the Service Mobility Software, (iii) Microsoft Office 365, (iv) a learning management system for training materials, (v) a business intelligence platform, and (vi) a document repository. You must enter into license agreements directly with third-party vendors to license some of this software. The license agreement for the Service Mobility Software is attached as Exhibit I to this Disclosure Document.

You must use MM360 in the operation of your Franchised Business. We recommend the use of our pricing application, which is within MM360, and the Service Mobility Software.

You must use the accounting application software prescribed by us for your Franchised Business and any other related entities, which we may modify from time to time. Currently, we require you to use MM360 as the authorized accounting software. You must install and maintain a software connection to enable accurate and complete transmittal of accounting data from you to us at the times and in the manner specified by us. You must update master file records to comply with changes to the accounting practices as prescribed by us. You must electronically transmit to us all data stored on your accounting application on a daily basis. The technical support for the software will be provided by the accounting application hosting vendor.

We also recommend you use a timekeeping software system for employees and a remote data back-up system (with at least 100GB of storage) in your Franchised Business. Any future updates to required software must be purchased and setup by you. We may substitute some software, at our discretion, which may have additional costs.

We may develop or designate new or modified System Components in the future and may deauthorize the use of certain System Components. You may be required to incur costs to purchase, lease, and/or license new or modified System Components and to obtain service and support for the System Components. All System Components must be updated, maintained, and used in compliance with our specifications. There are no contractual limitations on the frequency or cost of such upgrades; however, we currently do not require you to enter into, or expect that you will enter into, any maintenance or upgrade contracts.

We independently have access to the information and data generated by our proprietary software described above. There are no contractual limitations on our right to access the information and data, and we will access it from time to time.

We may provide you with e-mail address and internet website and website address (URL/domain name) for use in operating the Franchised Business. This e-mail address and website and website address will be the only e-mail address, website, and website address used by you in operating the Franchised Business. At our request, you will enter into one or more license agreements in the form we require under which you will receive a license to use the designated e-mail address, website, and website address.

TRAINING

PRE-OPERATIONS INITIAL TRAINING

Before attending our Initial Training Program, you are required to successfully complete our Pre-Operations Initial Training program from your location. The self-study, online materials and courses are available through our web portal or Merry Maids University. Depending on your own self-study skills, successful completion times may vary.

INITIAL TRAINING PROGRAM

Within six months of the date of your Franchise Agreement, you or your manager must complete the Initial Training Program to our reasonable satisfaction. The Initial Training Program will be held approximately three to five times a year in Memphis, Tennessee, or at such other location as we may designate, which may include training held virtually.

If you are a new franchisee or a franchisee purchasing an existing Franchised Business from another franchisee, there is no tuition fee for two attendees of the Initial Training Program, provided that they attend the same training session. We reserve the right to charge a training fee (which is currently, \$1,000 per trainee but may be increased subject to the Annual Cap) for the Initial Training Program for (i) each person in excess of two trainees, (ii) each person who attends a separate training session, (iii) each person who is repeating the course or replacing a person who did not pass, and (iv) each subsequent trainee who attends the course. You will be responsible for travel, lodging, some meals, and personal expenses in connection with the Initial Training Program. Your employees must be covered by your workers' compensation insurance before we start any training, and you must certify to us in writing that your employees are covered.

If you are a new franchisee and no Initial Training Program is immediately available after you sign your Franchise Agreement, we may allow you to attend a mentor office to assist your start-up. You will be responsible for travel, lodging, meals, and personal expenses in connection with this pre-Initial Training Program, and you will be required to complete the next scheduled Initial Training Program.

The Initial Training Program table below outlines the subjects, class hours, on-the-job training, and location for our Initial Training and Pre-Initial Training:

Subject	Hours of Classroom Training	Hours of On- the- Job Training	Location
Welcome to Merry Maids Training			
Introduction to Merry Maids	6	16	Online, office, and in-home
Safety 101			
Cleaning 101			
Virtual Academy			
Culture	3	0	Online, virtual classroom, and office application
People	4	8	

Subject	Hours of Classroom Training	Hours of On- the- Job Training	Location
Marketing	6	0	
Sales	5	0	
Operations	20	0	
Finance	4	0	
In-Person Academy			
Culture	1	0	Training Center in Memphis, TN or a location we designate
People	3	0	
Marketing	4	0	
Sales	4	0	
Operations	3	0	
Finance	4	0	
Merry Maids Office Visit	1	0	
Culture	1	0	
Post-Academy Action Plan			
Goal Setting and Check-Ins	4	0	Virtual calls
Totals	72	24	

Our Initial Training Program is led by our Learning & Development Program Manager, Jen Noble, who joined us in August 2025 and has over 20 years of experience in training. Other members of our staff who are viewed as subject-matter experts will also provide training.

The required training for Franchised Businesses is provided in English. At any time, we may provide all or part of the initial training, or any other training programs, virtually via videoconference or another online platform.

As discussed above, our training program will include advice and modules that address suggested or recommended staffing for the efficient operation of the Franchised Businesses, and for delivering services in accordance with our customer service standards and other brand standards. Even though we may offer suggestions, advice, guidelines, or programs, you will have sole responsibility for all employment decisions and functions related to your Franchised Business, including hiring, firing, promoting, demoting, compensation, benefits, scheduling of employee work hours and shifts, work rules, record-keeping, supervision, and discipline of employees.

ADDITIONAL TRAINING

During your first 12 weeks of business operations, we will provide business coaching consisting of regular telephone calls or videoconferencing.

We usually hold a one to three-day annual conference at a hotel/convention center at a designated location within the United States. Typically, these conferences are held annually, but they may be held more or less

frequently. The program for the annual conference typically includes training sessions for franchise owners and managers. You or a designated officer or manager of the Franchised Business are required to regularly attend the meetings offered each year, which may include the annual conference, regional meetings, and road shows provided by us. If you operate multiple Franchised Businesses, one representative may attend on behalf of all such businesses. You must pay the then-current registration fee (which will not exceed \$1,500 per person) for each person attending the conference, regional meetings, or road shows that we may organize. All registration fees are non-refundable. If you fail to have a representative attend two consecutive annual conferences and there is no valid business reason, as determined by us, in our sole discretion, then you must pay us for each absent representative up to 150% of the then-current conference registration fee.

We may make available such other training programs to you or your representatives as we deem appropriate, which may be held virtually or in person. We may require you or your representatives to attend and successfully complete such programs. We may charge you a reasonable training fee for such additional training programs, which currently are up to \$500 per trainee per program for virtual training. If we provide any additional training at your Franchised Business, currently, you must pay us a training fee of \$750 per trainer per day, plus their travel and living expenses. If your representatives attend any training sessions at our locations, currently, you must pay us a training fee of \$250 per trainee per day. We may increase these training fees subject to the Annual Cap.

You are responsible for the travel and living expenses, wages, and other expenses incurred by your trainees during any training programs or meetings.

VARIATIONS IN TRAINING

The initial and ongoing training that a franchisee may be required to attend may not be uniformly imposed on all franchisees. Differences in required initial and ongoing training may be based on the franchisee's experience and other reasonable factors.

CONSULTATION

We will provide, in accordance with the terms we specify, continuing advisory assistance in person, virtually (by videoconference, webinar, recorded media, or other means that we designate), by telephone or in writing on the operation of the Franchised Business.

ITEM 12: **TERRITORY**

OFFICE LOCATION

You must operate the Franchised Business from one or more office locations that are approved by Franchisor, which must comply with any standards specified in the Manual from time to time and must be approved in writing by us. Item 11 describes our current site selection requirements for Primary Office and Market Hub Offices.

If you would like to open additional offices in the Territory, you may open one or more Market Hub Offices, provided (i) you first obtain our written approval for such offices, (ii) such offices comply with the then-current office location Standards, and (iii) you pay the Market Hub Fee for each office.

You may relocate your offices to another location that is compliant with our then-current office location policy, but you must obtain our approval before relocating. In determining whether to approve the relocation

of your office, we consider the proximity of the proposed site to the location of customers in your Territory and other offices and whether the office meets our then-current office location requirements for the type of office you are opening.

PROTECTED RIGHTS

You will receive a Territory with limited protected rights. A Territory will typically include 40,000 or more Qualified Households. We will take into consideration total population and relative affluence in designating each Territory, utilizing census data that we obtain from a third-party vendor. We will describe your Territory in writing in Exhibit A of the Franchise Agreement and also, when available, depict the Territory by a map.

You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control. However, your Territory will have limited protected rights. Specifically, while your Franchise Agreement is in effect, we will not establish, or license a third party to establish, a Merry Maids® business or Franchised Business that offers residential maid cleaning services utilizing the System or the Marks within the Territory. Except for the foregoing sentence, we and our affiliates have the right to conduct any business activities, under any name, in any geographic area, and at any location, regardless of the proximity to or effect on the Franchised Business.

Beginning in the first full Period of operation of the Franchised Business, the continuation of these limited protected rights in your Territory and your right to operate the Franchised Business is contingent upon your maintaining in each four-week period specified by us (a “**Period**”) the Average Weekly Gross Sales levels that are set forth in the following table (the “**Minimum Sales Requirement**”):

Periods (Years Beginning on Opening Date)	Minimum Average Weekly Gross Sales of the Franchised Business
Periods Beginning in Year 1, Months 0-6	\$250
Periods Beginning in Year 1, Months 7-12	\$1,750
Periods Beginning in Year 2	\$2,500
Periods Beginning in Year 3	\$3,250
Periods Beginning in Year 4	\$4,000
Periods Beginning in Year 5	\$4,750

The “**Average Weekly Gross Sales**” in a Period is equal to the total Gross Sales of the Franchised Business in such Period divided by the number of weeks in such Period. We may modify the manner in which a Period is determined in our sole discretion (such as changing it to align with calendar months or another measurement of time) by specifying the revised Periods in the Manual.

If this Agreement is being signed in conjunction with the renewal of an existing franchise agreement or a Transfer, the Minimum Sales Requirement will be determined based on the Average Weekly Gross Sales of the Franchised Business in the 12 full calendar months immediately preceding the date of the expiration of the then-current Term or the date of the Transfer (the “**Base Average Weekly Sales**”) and a percentage growth rate that we specify (the “**Growth Rate**”). For the first year of this Agreement, the Minimum Average Weekly Gross Sales Requirement will be the Base Average Weekly Sales multiplied by the Growth Rate. In each subsequent year of this Agreement, the Minimum Sales Requirement will be (a) the prior year’s Minimum Sales Requirement multiplied by (b) the Growth Rate. We will specify the Growth Rate when you enter into the Franchise Agreement, provided that the Growth Rate will range between 102% and 110% if the Base Average Weekly Sales is less than \$4,750, between 102% and 105% if the

Base Average Weekly Sales is between \$4,750 and \$9,999, and between 100% and 102% if the Base Average Weekly Sales is over \$10,000.

For example, if the Base Average Weekly Gross Sales is \$4,000 and the Growth Rate that we specify is 105%, the Minimum Sales Requirement for each Period will be \$4,200 ($\$4,000 \times 105\%$) in Average Weekly Sales per Period in Year 1 after the Effective Date, \$4,410 ($\$4,200 \times 105\%$) in Year 2, \$4,631 ($\$4,410 \times 105\%$) in Year 3, \$4,862 ($\$4,631 \times 105\%$) in Year 4, and \$5,105 ($\$4,862 \times 105\%$) in Year 5.

In any subsequent renewal agreements, we may change the Minimum Sales Requirement and the manner in which Periods are determined, in our sole discretion.

We may suspend or terminate your limited protected rights in the Territory, or terminate or not renew the Franchise Agreement, if you fail to meet the Minimum Sales Requirement in three or more Periods during any nine consecutive Periods (except in the event that local economic conditions and/or extenuating circumstances materially affect sales potential which, in our sole discretion, affects your ability to meet such sales levels).

There are no restrictions on our right to solicit or accept orders from customers located in your Territory. If you do not participate in the National Accounts Program or do not accept a job from a National Account, we have the right to refer the leads in your Territory to other cleaning or maid services businesses. In addition, we and our affiliates may use other channels of distribution (such as the Internet, telemarketing, or direct marketing) to make sales within your Territory while using the Marks or other marks. We are not obligated to compensate you for soliciting and/or conducting business within your Territory.

Except when advertising cooperatively with other third-party Franchised Businesses, you cannot advertise or solicit sales or accept orders outside your Territory. You do not have the right to use any channels of distribution, such as the Internet, telemarketing, or other direct marketing, to make sales outside your Territory.

COMPETING BUSINESS

Except as described above and in Item 1, we do not operate or franchise, or currently plan to operate or franchise, any business under a different trademark that sells or will sell goods or services similar to those that our franchisees sell. However, our affiliates, including the Affiliated Programs described in Item 1 and other portfolio companies that currently are or in the future may be owned by private equity funds managed by Roark Capital Management, LLC, may operate and/or offer Franchised Businesses that sell similar goods or services to those that our franchisees sell.

Item 1 describes our current Affiliated Programs that offer franchises, their principal business addresses, the goods and services they sell, whether their businesses are franchised and/or company-owned, and their trademarks. All of these other brands (with limited exceptions) maintain offices and training facilities that are physically separate from the offices and training facilities of our franchise network. Other than some ServiceMaster® franchisees that offer competing cleaning services, the Affiliated Programs are not direct competitors of our franchise network given the products or services they sell. All of the businesses that our affiliates and their franchisees operate may solicit and accept orders from customers near your business. Because they are separate companies, we do not expect any conflicts between our franchisees and our affiliates' franchisees regarding territory, customers and support, and we have no obligation to resolve any perceived conflicts that might arise.

ADDITIONAL FRANCHISES

You will not have any options, rights of first refusal, or similar rights to acquire additional Franchised Businesses within any specified territory or any contiguous territories. We may, in our sole discretion, allow you to acquire additional Franchised Businesses if you meet our qualifications in place at that time for acquiring a franchise and ownership of multiple franchises. These qualifications may include standards of character, business experience, financial strength, credit standing, reputation, business ability, experience, availability of management personnel, etc. If you or your affiliate requests an additional Franchised Business, we will consider all aspects of the operation of the existing franchise or franchises, including those items described as renewal conditions in Section 3.B. of the Franchise Agreement.

ITEM 13: **TRADEMARKS**

If we grant you a franchise, we will grant you the right to operate such franchise under the MERRY MAIDS Mark and any other Marks that we specify in your Franchise Agreement or otherwise in writing from time to time. We may add to, change, or remove Marks from time to time.

We currently own all of the trademarks listed in the table below, all of which are registered on the Principal Register of the United States Patent and Trademark Office (the “USPTO”). All necessary affidavits and renewals for such Marks have been filed.

Mark	Registration Number	Date of Registration
MERRY MAIDS (word mark)	1,343,329	June 18, 1985
RELAX. IT’S DONE. (word mark)	3,091,639	May 9, 2006
MERRY MAIDS ADVANTAGE (word mark)	4,289,947	February 12, 2013
LIVE THE MERRY MAIDS LIFE (word mark)	5,181,742	April 11, 2017

There are no effective determinations of the USPTO, the Trademark Trial and Appeals Board, the trademark administrator of any state, or any court involving our principal Marks. There is no pending interference, opposition, or cancellation proceeding relating to the Marks. We have not been involved in any infringement, opposition, or cancellation proceedings in which we unsuccessfully sought to prevent registration of a trademark to protect a trademark licensed by us.

There are no agreements currently in effect which significantly limit our right to use or license franchises to use the Marks. There are no infringing uses actually known to us which could materially affect your use of our principal Marks in this state or any other state in which your Franchised Business may be located.

You must use the Marks as the sole service mark identification of the Franchised Business. You may not use any Mark or any words confusingly similar to any Mark (i) as part of any corporate name, (ii) with any prefix, suffix or other modifying words, terms, designs or symbols (other than logos licensed to you by us), (iii) in any modified form, (iv) in connection with the sale of any unauthorized product or service, (v) on forms, uniforms, materials and supplies not approved by us, (vi) in any domain names, or (vii) in any other manner not explicitly authorized in writing by us. You must observe all requirements with respect to service mark, trademark and copyright notices, fictitious name registrations, and the display of the legal name or other identification of your Franchised Business as we may direct in writing from time to time.

Your non-exclusive licensed use of the Marks under the Franchise Agreement does not give you any ownership interest or other interest in and/or to the Marks. Any and all goodwill associated with the Marks inures exclusively to our benefit without any compensation to you. Any unauthorized use of the Marks by you shall constitute an infringement of the Marks and our rights. You must not commit or aid in committing any act of infringement or misuse of the Marks, either during or after the term of the Franchise Agreement.

You must not directly or indirectly contest our right to our Marks, trade secrets, or business techniques that are part of our business. You must notify us immediately if you learn about an infringement of, challenge to, or unfair competition by others involving our Marks. We will take whatever action, if any, we deem appropriate. We have no contractual obligation to defend you or to prosecute any legal action against others with respect to any infringement, unfair competition, or other claim in any way related to your use of our Marks. We and our affiliates will take whatever action, if any, we deem appropriate and have the right to exclusively control any litigation or proceeding arising out of any such infringement, challenge, or claim or otherwise relating to any Marks.

You must execute any and all instruments and documents, and do such acts and things as may, in the opinion of our counsel, be necessary or advisable to obtain protection for the Marks, protect and maintain the continued validity or enforceability of the Marks, and protect the interests of us or our affiliates in any litigation or proceeding. If it becomes advisable or desirable at any time in our judgment for you to modify or discontinue use of any Mark, and/or use one or more additional or substitute Marks, including the primary Mark and/or color scheme under which the Franchised Business is operating, you must do so at your expense.

ITEM 14: **PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION**

We do not have any patents or patent applications that are material to the franchise system.

We or our affiliates claim copyright protection of our MM360 software, the Manual, and all of the Manual, advertising and promotional materials, forms, and related materials that we produce, although these materials may not have been registered with the Copyright Office of the Library of Congress. The materials are proprietary and confidential and are considered our or our affiliates' property. You may use them only as long as you are a franchisee and are authorized by us to do so and only as provided in the Manual or the Franchise Agreement.

There are currently no effective determinations of the Copyright Office of the Library of Congress or any court regarding any of our copyrighted materials. There are no agreements in effect that significantly limit our right to use or license the copyrighted materials. We are not aware of any infringing uses of these materials that could materially affect your use of these materials. We are not required by any agreement to protect or defend our or our affiliates' copyrights.

We will be disclosing to you certain information we believe to be confidential or proprietary information and trade secrets, including (i) the Manual; (ii) pricing information; (iii) materials describing the franchise network and System; (iv) the sources (or prospective sources) of supply and all information related to or concerning the same, including the identity and pricing structures with suppliers; (v) the training materials; (vi) our marketing plans and development strategies; (vii) customer information; (viii) standards and specifications issued by us; (ix) knowledge or know-how regarding the development and operation of MM Franchises; and (x) all other information we give to you in confidence (collectively, the **"Confidential Information"**).

You may use the Confidential Information, in the manner we approve, in the operation of your Franchised Business during the term of the Franchise Agreement. You may not, nor may you permit any person or entity to, (a) use any Confidential Information in any other business or for any purpose other than developing and operating your Franchised Business and/or (b) communicate or disclose any Confidential Information to any person or entity, except to your employees and professional advisors to the extent necessary for them to perform their functions related to the operation of your Franchised Business.

You must exercise the highest degree of diligence in protecting the secrecy of the Confidential Information. You must adopt and implement reasonable procedures, including any that we designate, to prevent unauthorized use or disclosure of this information to others. You are responsible for restricting your employees from improperly using or disclosing the Confidential Information and are responsible if they fail to do so. If you fail to comply with the requirements of the Franchise Agreement concerning confidentiality, it will cause us irreparable injury and you are required to pay all court costs and reasonable attorneys' fees incurred by us in obtaining specific performance of, or an injunction against any violation of, the requirements of the Franchise Agreement concerning confidentiality.

You must promptly inform us if you become aware of any unauthorized use or disclosure of the Confidential Information. We are not obligated to take any action but will respond to this information as we think appropriate. You must also agree not to contest our interest in these or our other trade secrets. We may require you to, at your expense, remediate such breach or unauthorized access.

We are not required by any agreement to (a) protect or defend any patents, patent applications, copyrights, or proprietary information that we currently or in the future may own, (b) defend you against (or participate in your defense of) any claims relating to your use of patented or copyrighted items, including our proprietary information, (c) indemnify you for expenses or damages you incur in a proceeding involving a patent, patent application, copyright, or proprietary information licensed to you, or (d) take any action when notified of any infringement of patented or copyrighted items. As the owner of the intellectual property, we have the right to control any litigation related to patents, copyrights, and proprietary information.

If we require you to modify or discontinue using any patented or copyrighted materials, including our Confidential Information, you must make such changes at your expense, and the Franchise Agreement provides you with no other rights or remedies related to the change.

ITEM 15:
OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION
OF THE FRANCHISE BUSINESS

We recommend, but do not require, that you personally supervise the Franchised Business. If you do not personally supervise the business, or if you are a corporation, partnership, or limited liability company, you must employ a manager who will be responsible for direct, on-premises supervision of the business. You must monitor and be responsible for the performance of any managers you employ. The manager must have successfully completed our training program but need not have an ownership interest in your entity. You are responsible for restricting your managers from improperly using or disclosing our confidential information.

We will not provide any assistance in the hiring of any employees that you may hire. You are an independent owner and operator of the Franchised Business, and you are responsible for the day-to-day operations of the Franchised Business. You will have sole responsibility for all employment decisions and functions related to your Franchised Business, including hiring, firing, promoting, demoting, compensation, benefits, scheduling of employee work hours and shifts, work rules, record-keeping, supervision, and discipline of employees.

Unless we specify otherwise in writing, you must require anyone who may have access to the Confidential Information to execute non-disclosure agreements in a form satisfactory to us. If you are a corporation, partnership, or limited liability company, we will require any owners that own directly or indirectly 10% or more of the ownership interests in your entity to sign the “Guaranty of Franchisee’s Obligations” attached to the Franchise Agreement, including the confidentiality provisions. Any owners that own directly or indirectly less than 10% of the ownership interests in your entity must sign a noncompete agreement and a nondisclosure agreement in a form that we prescribe.

ITEM 16:
RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You must offer and provide all the services we require. We restrict the type of goods or services that you may offer. You are required to follow our cleaning processes and use only cleaning products that we have approved. You are prohibited from providing services not described in the Franchise Agreement. We have the right to change the authorized services without limitation.

You must not actively solicit sales or accept orders from customers outside of your defined Territory, unless we authorize you to do so in writing. If a customer outside of your Territory is seeking cleaning services, you must refer the request to the Merry Maids® office which covers the customer’s area. If there is no Merry Maids® office covering that customer’s area and they request services from you, you may provide the services to the customer. If you are serving customers in an open Territory that is eventually sold, you must transfer these customers to the new owner of that Territory.

You may not enter into agreements with or market to National Accounts, unless we agree otherwise in writing. We, also, have the right to put limitations on leads and/or jobs that we may develop for our franchisees. We assign these leads at our discretion to participants in our National Accounts Program. Procedures, policies, and standards regarding the National Accounts Program and related lead referrals are provided in the Manual.

If permitted by law, we may require you to charge certain prices for goods or services, certain minimum prices for goods or services, or certain maximum prices for goods or services, as set forth in the Manual or otherwise in writing from time to time. If we set a suggested retail price for a good or service, we prohibit you from advertising any other prices for such goods or services. Where no price or maximum or minimum price has been specified or established by us, you may sell such goods or services at any reasonable price you choose. Advertised prices and specified maximum and minimum prices for goods or services may vary from region to region to the extent deemed necessary by us in order to reflect differences in costs and other factors applicable to such regions.

ITEM 17:
RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

This table lists certain important provisions of the Franchise Agreement and related agreements. You should read these provisions in the agreements attached to this Disclosure Document.

Provision	Section in Franchise Agreement	Summary
a. Length of the franchise term	3.A	Five years.
b. Renewal or extension of the term	3.B.	If you satisfy the conditions for renewal specified in Row “c”, you will have the option of entering into a renewal agreement for two additional, consecutive five-year terms. If you do not sign our then-current form of Franchise Agreement and general release and complete the renewal process before the end of the term and continue operating your Franchised Business and we do not provide you with a non-renewal notice, the Franchise Agreement will extend on a month-to-month basis, but we will have the right to terminate it at any time and, if you do not sign the agreements and complete the process within 60 days after the end of the term, your Royalties will be increased by 2.5% of Gross Sales. This provision may be subject to applicable state law.
c. Requirements for you to renew or extend	3.B.1.	You must (i) provide us with written notice of your election to renew not less than six months, nor more than nine months, prior to the end of the then-existing term of the Franchise Agreement; (ii) not be (and your affiliates and owners must not be) in default under the Franchise Agreement or any Related Agreement and have not received three default notices during the term of any such agreement; (iii) not be in default under any loan agreement or lease related to the Franchised Business; (iv) be in compliance with the Minimum Sales Requirement and may not have missed the requirement more than three times in the last nine consecutive periods of the term; (v) have actively implemented the System and acted appropriately; (vi) have satisfied your reporting requirements and monetary obligations throughout the term; (vii) meet our then-current requirements for new franchisees and demonstrate financial ability; (viii) obtain our approval for a business plan; (ix) complete all required training; (x) sign our then-current form of Franchise Agreement which may have materially different terms and conditions than your original agreement; (xi) sign (and have your owners sign) a general release; (xii) refurbish or replace signage, vehicle wraps, uniforms, equipment, vehicles, branded items, and offices used in the Franchised Business; (xiii) pay the then-current renewal fee; and (xiv) satisfy any other reasonable conditions that we specify. We can refuse to allow you to renew or extend if you fail or refuse (or, in some cases, if during the term of the Franchise Agreement you have failed or refused) to meet each and every of these required conditions. “Related Agreement” means any agreement between you, your affiliates, or owners and us, our affiliates, and our vendors, relating to the Franchised Business or any other business or franchise. This provision may be subject to applicable state law.
d. Termination by you	Not Applicable	Not applicable, unless otherwise specified under applicable state laws.

Provision	Section in Franchise Agreement	Summary
e. Termination by us without cause	Not Applicable	Not Applicable.
f. Termination by us with cause	18.A. and 18.B.	We can terminate only upon uncured or noncurable events of default. This provision may be subject to applicable state law.
g. "Cause" defined – defaults which can be cured	18.B.	For all breaches of the Franchise Agreement, Related Agreements, or any standards or requirements in the Manual other than those specified in Row "h" below, you will have 30 days to cure such breach (10 days for any breach related to the use of any Mark, failure to submit reports or financial information, or the payment of any money).
h. "Cause" defined – defaults which cannot be cured	18.A.	The Franchise Agreement does not permit you to cure a default except as stated in Row "g" above. Non-curable defaults include: (i) insolvency or bankruptcy; (ii) failing, for a period of 10 days after notification of noncompliance, to comply with any laws; (iii) making an unauthorized transfer; (iv) declaration of incompetency; (v) conviction of a felony, crime involving moral turpitude, or any other crime or offense that is likely to have an adverse effect; (vi) engaging in any activity that is likely to have an adverse effect or repeatedly engaging in professional misconduct; (vii) misrepresenting Gross Sales; (viii) failing to meet the Minimum Sales Requirement three Periods out of nine consecutive Periods; (ix) breaching the confidentiality and non-compete covenants; (x) committing any other incurable breach; (xi) misusing the Marks and failing to correct within 24 hours; (xii) abandoning the Franchised Business (by closing for 10 days or repeatedly closing for three or more days); (xiii) default by you, your owners, or your affiliates under any Related Agreement that would permit termination of such agreement; (xiv) unauthorized grant of a security interest; or (xv) receiving four or more notices of default during the term (regardless if such defaults have been cured).
i. Your obligations on termination /non-renewal	18.D	Obligations include (i) cease operating the business, performing services, associating with us, and using the System, Marks, and trade dress; (ii) complete de-identification of equipment, vehicles, and business locations; (iii) cancel assumed names; (iv) transfer phone number(s), listings, email addresses, and social media accounts to us or our assignee; (v) assign or terminate customer agreements at our direction; (vi) return or destroy Manual, all material bearing the Marks, and other materials or proprietary software related to the business; (vii) pay all amounts due; (viii) pay liquidated damages; (ix) offer option to purchase assets; (x) comply with non-compete and surviving obligations; (xi) provide a certification of compliance; and (xii) permit us to exercise self-help to enforce such requirements.
j. Assignment of contract by us	14.B.	We have the right to sell or assign the Franchise Agreement in whole or in part.
k. "Transfer" by you – defined	14.A.	Includes a voluntary, involuntary, direct, or indirect assignment, sale, gift, pledge, mortgage, encumbrance, or other disposition of any interest in the Franchise Agreement; you; the Franchised Business or substantially all of its assets; any of your owners (if such owner is a legal

Provision	Section in Franchise Agreement	Summary
		entity); or any right to receive all or a portion of the Franchised Business's, your, or an owner's profits or losses or any capital appreciation relating to the Franchised Business, you or any owner.
l. Our approval of transfer by you	14.A.	With limited exceptions for transfers to affiliated entities or trusts, we have the right to approve any (A) transfer of (i) the Franchise Agreement (or any interest in the Franchise Agreement), (ii) the Franchised Business or all or substantially all of its assets, (iii) a controlling ownership interest in you, whether in one transaction or a series of related transactions, or (iv) a controlling ownership interest in any owners that controls you (if such owner is a legal entity), whether in one transaction or a series of related transactions (collectively, a " Control Transfer ") and (B) transfer of (i) a non-controlling interest in you, (ii) a non-controlling interest in an owner that controls you (if such owner is a legal entity), or (iii) a controlling ownership interest in an owner that does not have a controlling ownership interest in you (collectively, a " Non-Control Transfer "). We will not unreasonably withhold our consent to a transfer if you satisfy our conditions, and you are substantially complying with the Franchise Agreement.
m. Conditions for our approval of transfer	14.A.	<u>For a Control Transfer</u>, you must (i) provide us with notice 10 days prior to listing the interest for sale, (ii) submit an application and application fee for a proposed transferee, (iii) pay all amounts owed, (iv) not breach the Franchise Agreement or Related Agreement in the period before the transfer or your request for consent, (v) sign a termination agreement remaining liable for liability pre-transfer, (vi) commit, along with your owners, to not using our intellectual property, (vii) sign, along with your owners, a general release, (viii) comply with any other reasonable conditions that we specify, and (ix) pay our then-current transfer fee. Your transferee must, unless we specify otherwise, (a) meet our qualifications, (b) complete training at their expense, (c) either sign our then-current franchise agreement and related documents, which may include materially different terms and conditions, or assume your existing agreement, (d) have its applicable owners sign a guaranty, (e) have sufficient finances to not adversely affect the operation of the Franchised Business, (f) prepare a business plan that we approve, (g) refurbish or replace signage, vehicle wraps, uniforms, equipment, vehicles, branded items, and offices used in the Franchised Business, (h) open new offices, (i) comply with any other reasonable conditions that we specify, and (j) not be involved in, or have any owners involved in, a competing business. <u>For a Non-Control Transfer</u>, you must (i) provide us with advance notice of such transfer and any information we require, (ii) pay the then-current Change Fee, (iii) have all parties and their owners sign a general release and any other documents we require, and (iv) be (and your guarantors must be) in substantial compliance with the Franchise Agreement. Your transferee must (a) meet our qualifications, (b) not obtain a controlling

Provision	Section in Franchise Agreement	Summary
		interest through such transfer, and (c) not be involved in, or have any owners involved in, a competing business. Transfers to certain affiliated entities and certain trusts do not require our approval and are not subject to these conditions. We reserve the right to conduct an audit as a pre-condition to any transfer.
n. Our right of first refusal to acquire your business	14.A.13.	If you or your owners would like to make a Control Transfer, you must give us a copy of the proposed offer, and we will have 45 days to match such offer. If there are material changes in the terms of the sale, we will have additional rights of first refusal. Our rights under this provision are fully transferable.
o. Our option to purchase your business	18.D.9.	We have the option to purchase from you certain assets used in the Franchised Business within 60 days after the termination or expiration of the Franchise Agreement at the greater of your cost or fair market value. Our rights under this provision are fully transferable.
p. Your death or disability	14.A.7.	Within six months of the death or mental incapacity of a person with a controlling ownership interest in you or one of your controlling owners, the person's executor, administrator, or personal representative must transfer the owner's interest to a third party. In the case of a transfer by devise or inheritance, if the heirs or beneficiaries of such franchisee are unable to meet the transfer conditions, the personal representative has 9 months from the death or incapacity to complete a transfer, subject to all the conditions of transfers.
q. Non-competition covenants during the term of the franchise	15.A.	You, your owners, and any spouse who is in any way involved in the Franchised Business may not (i) have any involvement in a business that offers, performs, or engages in residential or light commercial cleaning services or any other services licensed by us within the System; (ii) divert business or customers to a competitor; (iii) perform any act injurious to the Marks or the System; or (iv) use any vendor relationship for any other purpose. This provision may be subject to applicable state law.
r. Non-competition covenants after the franchise is terminated or expires	15.B. and 18.C.6.	For one year after termination or expiration, you, your owners, and any spouse who is in any way involved in the Franchised Business may not within the Territory or 25 miles of your Territory (i) divert any business or customer to any competitor or own or (ii) engage in any other business which performs any of the services provided by Franchised Businesses and may not (a) perform any act injurious to the Marks or the System or (b) use any vendor relationship for any purpose. This provision may be subject to applicable state law.
s. Modification of the Franchise Agreement	11 and 21.B.	The Franchise Agreement may be amended by mutual written consent, in which case we will require you and your owners and guarantors to sign the General Release. We may unilaterally modify the Manual from time to time.

Provision	Section in Franchise Agreement	Summary
t. Integration/merger clause	21.A.	The Franchise Agreement is the entire agreement, and it supersedes all prior negotiations, commitments, representations, and undertakings; however, nothing in the Franchise Agreement or in any Related Agreement is intended to disclaim the representations we make in the Disclosure Document. Only the terms of the Franchise Agreement and other Related Agreements are binding (subject to state law). Any representations or promises outside of the Disclosure Document and the Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	24.A.	Disputes must be informally negotiated before being submitted to non-binding mediation. If mediation does not resolve the dispute, except for certain disputes listed in the Franchise Agreement and as may be prohibited by applicable state law, all disputes must be resolved by arbitration in the city in which our principal place of business is located (currently, Atlanta, Georgia).
v. Choice of forum	24.A.3 and 24.B.3	Subject to applicable state laws, all claims must be arbitrated or litigated in the city in which our principal place of business is located (currently, Atlanta, Georgia).
w. Choice of law	25	Subject to applicable state laws, Georgia law applies, without regard to Georgia conflict-of-laws rules.

ITEM 18:
PUBLIC FIGURES

We do not use any public figure to promote our franchises.

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 businesses, 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 Franchised Business 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.

This Item 19 presents information about the financial performance during the period January 1, 2025 to December 31, 2025 (the “**Covered Period**”) for certain Franchised Businesses that were Active Franchises throughout the Covered Period. An “**Active Franchise**” is a Franchised Business that (i) opened prior to the Covered Period, (ii) reported Gross Sales in all 12 months of the Covered Period, and (iii) was owned by the same owner throughout the Covered Period.

Currently, we grant Territories with 40,000 or more Qualified Households. In addition, we recommend that all franchisees operate an office within the Territory for each Franchised Business and require new franchisees to have an office that is located within a 60-minute drive of all customer addresses within their Territory. Some of our existing franchisees have been permitted to operate one or more Franchised

Businesses from an office that is located outside of their Territory and outside of a 60-minute drive radius and/or have been granted territories with fewer than 40,000 Qualified Households. In this Item 19, we refer to Active Franchises that (i) have been granted a Territory with 40,000 or more Qualified Households and (ii) operate an office within the assigned Territory for such Franchised Business as a “**Qualified Franchise**.” We refer to Active Franchises that (a) have been granted a Territory with fewer than 40,000 Qualified Households and/or (b) do not operate an office within the assigned Territory for such Franchised Business as a “**Legacy Franchise**.” In this Disclosure Document, we offer you the opportunity to own and operate a Qualified Franchise. We currently do not offer Legacy Franchises.

In addition, in this Item 19, we have presented some data by Franchise Ownership Groups. A “**Franchise Ownership Group**” or “**FOG**” consists of one or more Franchised Businesses that are owned by one or more entities that are affiliated with each other by common ownership. We believe Franchise Ownership Groups are the best measurement of our franchisees’ actual business operations, as many of our franchisees operate multiple Franchised Businesses within one overall business.

This Item 19 does not include data related to (i) company-owned units and (ii) Franchised Businesses that were not an Active Franchise operating throughout all of the Covered Period, because such Franchised Businesses opened, closed, were reacquired by us, or were transferred to a new owner during the Covered Period or did not report Gross Sales for all 12 months of the Covered Period.

In the tables below, we have presented (i) Gross Sales data for all Qualified Franchises that operated throughout the Covered Period, (ii) Gross Sales data for all Franchise Ownership Groups with Active Franchises that operated throughout the Covered Period, and (iii) Gross Sales data for both Active Franchises and Franchise Ownership Groups, organized by number of Active Franchises within each Franchise Ownership Group.

TABLE 1:
GROSS SALES FOR QUALIFIED FRANCHISES
IN THE COVERED PERIOD

Subset	Number of Qualified Franchises	Average Gross Sales	Number and Percentage of Qualified Franchises Attaining or Exceeding Average Gross Sales	Median Gross Sales	Lowest Gross Sales	Highest Gross Sales
Top 10%	41	\$1,209,796	17 / 41.5%	\$1,134,025	\$898,779	\$1,838,414
Top Quartile	104	\$914,092	39 / 37.5%	\$808,013	\$583,596	\$1,838,414
2 nd Quartile	103	\$443,368	46 / 44.7%	\$432,899	\$341,005	\$583,027
3 rd Quartile	103	\$267,050	51 / 49.5%	\$266,539	\$194,698	\$337,700
Bottom Quartile	104	\$130,847	52 / 50.0%	\$130,052	\$35,322	\$194,623
Bottom 10%	40	\$85,036	20 / 50.0%	\$86,934	\$35,322	\$115,950
Total	414	\$439,243	152 / 36.7%	\$339,352	\$35,322	\$1,838,414

Notes to Table 1:

1. As of December 31, 2025 (the end of the Covered Period), there were 684 Franchised Businesses. Of those 684 Franchised Businesses, 644 were Active Franchises. Of those 644 Active Franchises, 414 were Qualified Franchises that are represented in these tables. These tables do not include (i) 28

Franchised Businesses that did not operate through all 12 months of the Covered Period (and, therefore, were not Active Franchises), (ii) 12 Franchised Businesses that were transferred to a new owner in the Covered Period (and, therefore, were not Active Franchises), and (iii) 230 Legacy Franchises that were Active Franchises. These tables also do not include 103 Franchised Businesses that ceased operating in the Covered Period (none of which had opened within the 12 months prior to the date such Franchised Business closed).

TABLE 2:
GROSS SALES FOR FRANCHISE OWNERSHIP GROUPS WITH ACTIVE FRANCHISES
IN THE COVERED PERIOD

Subset	# of FOGs	Average Gross Sales	Number and Percentage of FOGs Attaining or Exceeding Average Gross Sales	Median Gross Sales	Lowest Gross Sales	Highest Gross Sales
Top 10%	25	\$3,154,740	9 / 36.0%	\$2,426,480	\$1,754,611	\$5,941,768
Top Quartile	61	\$2,175,872	32 / 52.5%	\$1,684,562	\$1,352,170	\$5,941,768
2nd Quartile	63	\$1,017,185	30 / 47.6%	\$1,006,658	\$779,059	\$1,341,453
3rd Quartile	63	\$605,939	30 / 47.6%	\$604,767	\$468,013	\$754,758
Bottom Quartile	63	\$304,342	16 / 25.4%	\$304,336	\$57,274	\$464,338
Bottom 10%	25	\$215,365	14 / 56.0%	\$239,596	\$57,274	\$289,378
Total	250	\$1,030,874	92 / 36.8%	\$773,868	\$57,274	\$5,941,768

Notes to Table 2:

1. As of December 31, 2025 (the end of the Covered Period), there were 256 Franchise Ownership Groups. Of those 256 Franchise Ownership Groups, 250 (97.7%) Franchise Ownership Groups had at least one Active Franchise throughout the Covered Period and are represented in this table. This table does not include six Franchise Ownership Groups that did not report Gross Sales through all 12 months of the Covered Period. This table also does not include 12 Franchise Ownership Groups that ceased operating all of their Franchised Businesses in the Covered Period.
2. This table reflects the financial performance of both Qualified Franchises, which are offered under this Disclosure Document, and Legacy Franchises, which are no longer offered.

TABLE 3:
GROSS SALES BY NUMBER OF ACTIVE FRANCHISES
IN FRANCHISE OWNERSHIP GROUP
IN THE COVERED PERIOD

	Number of Active Franchises in Franchise Ownership Group					
Subset	1	2	3 to 4	5 to 7	8 to 24	All
Gross Sales for Franchise Ownership Groups in each Category						
# of FOGs	107	65	45	22	11	250
Average Gross Sales	\$648,808	\$883,196	\$1,239,409	\$1,788,869	\$3,250,893	\$1,030,874
# and % At or Above Avg. Gross Sales	42 / 39.3%	26 / 40.0%	17 / 37.8%	6 / 27.3%	4 / 36.4%	95 / 38.0%
Median Gross Sales	\$550,162	\$739,199	\$1,052,018	\$1,432,740	\$2,801,023	\$773,868
Lowest Gross Sales	\$57,724	\$182,950	\$352,052	\$980,512	\$812,662	\$57,275
Highest Gross Sales	\$1,709,068	\$1,953,619	\$4,554,014	\$5,909,125	\$5,941,768	\$5,941,768
Gross Sales for Active Franchises in Each Category						
# of Active Franchises	107	130	152	125	130	644
Average Gross Sales	\$626,096	\$433,204	\$357,086	\$310,282	\$272,595	\$391,007
# and % At or Above Avg. Gross Sales	44 / 41.1%	55 / 42.3%	50 / 32.9%	50 / 40.0%	45 / 34.6%	232 / 36.0%
Median Gross Sales	\$548,583	\$377,929	\$255,180	\$234,689	\$202,615	\$299,059
Lowest Gross Sales	\$57,274	\$39,458	\$38,309	\$29,805	\$28,296	\$28,296
Highest Gross Sales	\$1,689,223	\$1,831,495	\$1,838,414	\$1,352,116	\$1,452,280	\$1,838,414

Notes to Table 3:

1. See Note 1 to Table 2 for details about the Franchise Ownership Groups and Franchised Businesses included and excluded from this table.
2. As of December 31, 2025 (the end of the Covered Period), there were 684 Franchised Businesses. Of those 684 Franchised Businesses, 644 (94.2%) were Active Franchise throughout the Covered Period and are represented in this table. This table does not include (i) 28 Franchised Businesses that did not operate through all 12 months of the Covered Period and (ii) 12 Franchised Businesses that were transferred to a new owner in the Covered Period. These tables also do not include 103 Franchised Businesses that ceased operating in the Covered Period (none of which had opened within the 12 months prior to the date such Franchised Business closed).
3. This table reflects the financial performance of both Qualified Franchises, which are offered under this Disclosure Document, and Legacy Franchises, which are no longer offered.

NOTES TO ITEM 19:

1. **Some franchises have sold or earned this amount. Your individual results may differ. There is no assurance that you'll sell or earn as much.**
2. "Gross Sales" means all billings of the Franchised Business, whether or not collected, including but not limited to cash sales and sales on account, monies billed for maid cleaning services whether performed by you or subcontracted, monies billed in connection with trade or barter agreements, or monies billed

for any other cleaning and/or maintenance of any structure, interior or exterior, excluding sales tax or use tax.

3. We calculated the figures in the tables in these financial performance representations using financial reports submitted by franchisees. In order to properly allocate revenue to each Franchised Business, we identified each sale by zip code and assigned the revenue to the appropriate Franchised Business. Some Franchised Businesses earned revenue through sales made outside of their Territories in Territories that have not yet been licensed or in Territories licensed to other franchisees. We have not included in the data any Gross Sales earned from zip codes outside of the Territories licensed to each Franchised Business, because most Franchised Businesses are not authorized to accept orders from customers outside of their defined Territories.
4. These sales figures do not reflect the costs of sales, operating expenses or other costs or expenses that must be deducted from the Gross Sales figures to obtain your net income or profit.
5. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.
6. We encourage you to contact existing franchisees to discuss their experiences with the system and their Franchised Business.

Other than in this Item 19, 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 receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting the Legal Department, Merry Maids SPE LLC, One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328, Telephone 800-756-5656, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20:

OUTLETS AND FRANCHISEE INFORMATION

For the purposes of the tables in this Item 20, an outlet is defined as a licensed Territory as explained in Item 12 above. All year-end numbers appearing in the tables below are as of December 31st.

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
Franchised	2023	908	846	-62
	2024	846	764	-82
	2025	764	684	-80
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	908	846	-62
	2024	846	764	-82
	2025	764	684	-80

Table No. 2
Transfer of Franchised Outlets for Years 2023 to 2025

State	Year	Number of Transfers
AL	2023	1
	2024	0
	2025	0
AZ	2023	3
	2024	0
	2025	0
CA	2023	14
	2024	1
	2025	0
CO	2023	1
	2024	4
	2025	0
CT	2023	2
	2024	3
	2025	0
FL	2023	4
	2024	1
	2025	0
GA	2023	2
	2024	0
	2025	0
IA	2023	0
	2024	2
	2025	0
IL	2023	3
	2024	0
	2025	0
IN	2023	4
	2024	0
	2025	0
MD	2023	2
	2024	2
	2025	0
MN	2023	1
	2024	0
	2025	2

State	Year	Number of Transfers
MO	2023	1
	2024	2
	2025	0
MS	2023	1
	2024	0
	2025	0
NC	2023	4
	2024	0
	2025	0
NV	2023	0
	2024	0
	2025	1
NY	2023	0
	2024	7
	2025	1
OH	2023	0
	2024	0
	2025	1
OR	2023	0
	2024	1
	2025	2
PA	2023	0
	2024	0
	2025	4
TN	2023	0
	2024	3
	2025	0
TX	2023	7
	2024	0
	2025	0
UT	2023	8
	2024	0
	2025	0
VA	2023	2
	2024	7
	2025	0
WA	2023	3
	2024	0
	2025	0

State	Year	Number of Transfers
WI	2023	3
	2024	2
	2025	1
Totals	2023	66
	2024	35
	2025	12

Table No. 3
Status of Franchised Outlets for Years 2023 to 2025

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations-Other Reasons	Outlets at the End of the Year
AL	2023	10	0	1	0	0	0	9
	2024	9	0	0	1	0	0	8
	2025	8	0	0	0	0	0	8
AR	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	0	5
AZ	2023	25	1	0	0	0	1	25
	2024	25	0	0	1	0	0	24
	2025	24	0	0	0	0	1	23
CA	2023	122	0	0	9	0	9	104
	2024	104	0	6	5	0	7	86
	2025	86	1	0	0	0	8	79
CO	2023	19	0	0	0	0	0	19
	2024	19	2	0	0	0	2	19
	2025	19	0	0	0	0	5	14
CT	2023	14	0	0	0	0	0	14
	2024	14	0	0	0	0	6	8
	2025	8	2	0	0	0	3	7
DE	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	3	2
FL	2023	62	2	0	4	0	2	58
	2024	58	1	1	0	0	6	52
	2025	52	0	0	0	0	0	52
GA	2023	28	3	0	0	0	0	31
	2024	31	0	0	0	0	3	28
	2025	28	0	1	0	0	2	25

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non- Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at the End of the Year
IA	2023	10	0	1	1	0	0	8
	2024	8	0	0	0	0	0	8
	2025	8	0	0	0	0	0	8
ID	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	1	2
IL	2023	45	0	0	1	0	0	44
	2024	44	0	1	0	0	6	37
	2025	37	0	1	0	0	3	33
IN	2023	15	0	0	0	0	1	14
	2024	14	0	0	0	0	1	13
	2025	13	1	0	0	0	3	11
KS	2023	12	0	0	0	0	0	12
	2024	12	0	0	0	0	0	12
	2025	12	0	0	0	0	0	12
KY	2023	10	0	0	0	0	0	10
	2024	10	0	0	0	0	0	10
	2025	10	0	0	0	0	0	10
LA	2023	8	0	0	1	0	2	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	0	5
MA	2023	34	1	0	0	0	9	26
	2024	26	0	0	0	0	0	26
	2025	26	0	0	0	0	5	21
MD	2023	29	0	0	1	0	0	28
	2024	28	0	0	0	0	0	28
	2025	28	0	0	0	0	12	16
ME	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	1	1
	2025	1	0	0	0	0	0	1
MI	2023	15	1	5	3	0	3	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	0	5
MN	2023	14	0	0	0	0	0	14
	2024	14	0	0	0	0	0	14
	2025	14	3	0	0	0	5	12

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non- Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at the End of the Year
MO	2023	18	0	0	0	0	0	18
	2024	18	1	0	0	0	0	19
	2025	19	0	0	0	0	0	19
MS	2023	2	4	1	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	0	5
MT	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	1	2
	2025	2	0	0	0	0	0	2
NC	2023	31	0	1	0	0	0	30
	2024	30	0	0	0	0	4	26
	2025	26	0	0	0	0	5	21
ND	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
NE	2023	7	0	0	0	0	1	6
	2024	6	0	0	0	0	0	6
	2025	6	0	0	0	0	2	4
NH	2023	4	0	0	0	0	1	3
	2024	3	0	0	0	0	0	3
	2025	3	1	0	0	0	0	4
NJ	2023	28	0	0	0	0	0	28
	2024	28	0	0	0	0	7	21
	2025	21	0	0	0	0	4	17
NM	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	0	5
NV	2023	10	0	0	0	0	0	10
	2024	10	0	0	0	0	1	9
	2025	9	2	0	0	0	1	10
NY	2023	36	0	0	1	0	3	32
	2024	32	2	0	0	0	6	28
	2025	28	2	0	0	0	5	25
OH	2023	24	0	0	0	0	0	24
	2024	24	0	0	0	0	6	18
	2025	18	1	0	0	0	3	16

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non- Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at the End of the Year
OK	2023	13	0	0	0	0	0	13
	2024	13	0	0	0	0	0	13
	2025	13	0	0	0	0	0	13
OR	2023	12	0	0	0	0	0	12
	2024	12	0	0	0	0	1	11
	2025	11	2	0	0	0	4	9
PA	2023	30	0	0	0	0	0	30
	2024	30	0	0	1	0	8	21
	2025	21	5	0	0	0	6	20
RI	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	3	1
SC	2023	13	0	3	0	0	0	10
	2024	10	0	0	0	0	0	10
	2025	10	0	0	0	0	1	9
SD	2023	3	0	1	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	1	1
TN	2023	19	0	0	0	0	1	18
	2024	18	0	0	0	0	0	18
	2025	18	0	0	0	0	1	17
TX	2023	63	4	2	2	0	2	61
	2024	61	1	1	0	0	1	60
	2025	60	1	0	0	0	1	60
UT	2023	8	0	0	0	0	0	8
	2024	8	0	0	0	0	0	8
	2025	8	0	0	0	0	0	8
VA	2023	33	0	1	0	0	0	32
	2024	32	0	0	0	0	5	27
	2025	27	0	0	0	0	7	20
WA	2023	26	0	1	0	0	0	25
	2024	25	1	0	0	0	0	26
	2025	26	0	0	0	0	2	24
WI	2023	24	0	0	1	0	0	23
	2024	23	0	0	0	0	0	23
	2025	23	2	0	1	0	3	21

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons	Outlets at the End of the Year
Total	2023	905	16	17	24	0	35	845
	2024	845	8	9	8	0	72	764
	2025	764	23	2	1	0	100	684

Table No. 4
Status of Company-Owned for Years 2023 to 2025

State	Year	Outlets at the Start of the Year	Offices Opened	Outlet Reacquired from Franchisee	Outlets Closed	Outlets Sold to Franchisee	Outlets at the End of the Year
Totals	2023	0	0	0	0	0	0
	2024	0	0	0	0	0	0
	2025	0	0	0	0	0	0

Table No. 5
Projected Openings as of December 31, 2025
For Fiscal Year Ending on December 31, 2026

State	Franchise Agreement Signed but Outlet Not Open	Projected New Franchised Outlets in the Next Fiscal Year	Projected Company-Owned Outlets in the Next Fiscal Year
California	0	2	0
Colorado	0	1	0
Indiana	0	1	0
Michigan	0	1	0
Total	0	5	0

For all charts presented in this Item 20, states not listed in a chart had no franchised, company-owned or affiliate-owned Merry Maids® businesses or activity during the relevant period.

CURRENT AND FORMER FRANCHISEES

The name, business address, and business telephone number of each current franchisee as of December 31, 2025, is attached to this Disclosure Document as Exhibit D. The name, last known address, and telephone number of every franchisee who has had a franchise terminated, cancelled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under the Franchise Agreement during the most recent fiscal year or has not communicated with us or our affiliates within 10 weeks of the issuance date of this Franchise Disclosure Document, is attached as Exhibit E. Please note, if you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

CONFIDENTIALITY AGREEMENTS

We have entered into confidentiality clauses with former franchisees during the past three years. In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experiences with Merry Maids®. You may wish to speak with current and former franchisees, but be aware that not all such franchisees will be able to communicate with you.

TRADEMARK-SPECIFIC FRANCHISE ORGANIZATIONS

We have not created, sponsored or endorsed any trademark-specific franchisee organization associated with our franchise system. The following independent franchisee organization has asked to be included in this Disclosure Document:

The Merry Maids® Franchise Owners Association (MMFOA)
A Chapter of the American Association of Franchisees & Dealers
276 Hazard Avenue, Suite 11
Enfield, Connecticut 06082
Phone: 619-209-3775
Email: mmfoa@aafdchapters.org

ITEM 21: FINANCIAL STATEMENTS

Attached to this Disclosure Document as Exhibit B are: (i) the audited financial statements of our direct parent, SM Systems, as of December 31, 2023, December 31, 2024, and December 31, 2025 and (ii) SM Systems' Guaranty of our obligations to you under the Franchise Agreement.

As reflected in Item 1, SM Manager will be providing required support and services to franchisees under a management agreement with us. Also attached to this Disclosure Document as Exhibit B are the audited financial statements of our indirect parent, SM Manager, as of December 31, 2023, December 31, 2024, and December 31, 2025. These financial statements are being provided for disclosure purposes only. SM Manager is not a party to the Franchise Agreement or other agreement we sign with franchisees nor does it guarantee our obligations under the Franchise Agreement or other agreements we sign with franchisees.

Also attached to this Disclosure Document as Exhibit B are the unaudited balance sheets and income statements of SM Systems and SM Manager as of March 31, 2026. These financial statements are unaudited and include, in the opinion of management, normal recurring adjustments necessary to fairly state each company's financial condition as of that date. These financial statements have not been reviewed by an accountant and do not contain any financial statement notes.

ITEM 22: CONTRACTS

The following contracts are attached to this Disclosure Document:

Agreement	Exhibit
Merry Maids Franchise Agreement	A
Territory Description	A-1 – Exh. A
Partnership Guaranty of Franchisee's Obligation	A-1 – Exh. B

Agreement	Exhibit
Corporation or Limited Liability Company Guaranty of Franchisee's Obligations	A-1 – Exh. C
Electronic Funds Transfer Authorization Form	A-1 – Exh. D
General Release	A-1 – Exh. E
State-Specific Addenda to the Franchise Agreement	F
Customer Lead Fee Agreement	H
Merry Maids Team Mobility End User License Agreement	I

ITEM 23:
RECEIPTS

Two copies of an acknowledgement of your receipt of this Disclosure Document are included at the end of this Disclosure Document (Exhibit J). You should keep one copy for your file and return the second copy to us.

Exhibit A to the FDD

FRANCHISE AGREEMENT

FRANCHISE AGREEMENT

Between

MERRY MAIDS SPE LLC

(as Franchisor) And

(as Franchisee)

MERRY MAIDS® FRANCHISE AGREEMENT
Table of Contents

	Page
1. GRANT	1
2. INITIAL FRANCHISE FEES AND OPENING DEADLINE.....	5
3. TERM AND RENEWAL	5
4. PROPRIETARY MARKS	8
5. TRAINING AND ASSISTANCE	9
6. ADVERTISING AND MARKETING.....	11
7. CONFIDENTIAL MANUAL	15
8. CONFIDENTIAL INFORMATION, DATA PROTECTION, AND IMPROVEMENTS	15
9. ACCOUNTING AND RECORDS.....	18
10. OPERATION OF THE FRANCHISED BUSINESS.....	19
11. MODIFICATION OF THE SYSTEM	24
12. ROYALTIES, FEES, AND PAYMENTS	24
13. INSURANCE	29
14. TRANSFERS	31
15. COVENANTS NOT TO COMPETE.....	37
16. INDEPENDENT CONTRACTOR AND INDEMNIFICATION.....	38
17. FORCE MAJUERE.....	40
18. DEFAULT, TERMINATION, AND POST-TERMINATION.....	40
19. NOTICES	46
20. WAIVERS AND CUMULATIVE RIGHTS AND REMEDIES.....	47
21. ENTIRE AGREEMENT AND MODIFICATIONS	47
22. SEVERABILITY AND CONSTRUCTION AND INTERPRETATION	47
23. SUCCESSORS.....	49
24. DISPUTE RESOLUTION.....	49
25. GOVERNING LAW	53
26. VALIDITY OF ELECTRONIC SIGNATURES	53
27. REPRESENTATIONS BY FRANCHISEE.....	54

EXHIBIT A – FRANCHISEE-SPECIFIC INFORMATION

EXHIBIT B – PERSONAL GUARANTY

EXHIBIT C – ELECTRONIC FUNDS TRANSFER AUTHORIZATION FORM

EXHIBIT D – GENERAL RELEASE

MERRY MAIDS® FRANCHISE AGREEMENT

THIS MERRY MAIDS AGREEMENT (this “**Agreement**”) is made and entered into as of ____, 20__, and shall be deemed effective as of ____, 20__ (“**Effective Date**”) by and between MERRY MAIDS SPE LLC, a Delaware Limited Liability Company, with a mailing address of One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____, a _____ (corporation, limited liability company, partnership, sole proprietorship), with a mailing address of _____ (“**Franchisee**”).

Background

(A) Franchisor, as the result of significant time, skill, effort and money, has acquired and developed a unique management and business system for providing residential maid cleaning services performed under the name “Merry Maids” (the “**System**”). The System includes the trademark Merry Maids®, other trademarks, trade names, service marks, commercial announcements (slogans) and related insignia (logos) Franchisor owns (the “**Marks**”) for which Franchisor has the right to license in connection with the System.

(B) Franchisor operates and licenses others to operate a Merry Maids® maid cleaning service business using the System and the Marks (an “**MM Business**”);

(C) Franchisee desires to establish and operate an MM Business;

(D) Franchisee has completed the pre-purchase requirements of Franchisor, including the home office visit, written character and personality assessment, background check and credit evaluation testing and has been interviewed by Franchisor;

(E) Franchisee understands and acknowledges the importance of Franchisor’s high and uniform standards of quality and service and the necessity of operating MM Businesses in conformity with Franchisor’s standards, specifications, procedures, policies, rules, requirements, and directives, including those specified in the Manual (as defined in Section 1.B.), that Franchisor establishes from time to time for the operation of an MM Business (the “**Standards**”). Franchisee acknowledges that the terms, conditions and covenants contained in this Agreement as being reasonably necessary to maintain Franchisor’s high standards of quality and service and the uniformity of those standards and thereby to protect and preserve the goodwill of the Marks; and

(F) Franchisor is willing to grant Franchisee the right to operate an MM Business in accordance with the terms and conditions of this Agreement.

NOW THEREFORE, the parties hereto, intending to be legally bound, in consideration of the mutual agreements, covenants and promises contained herein, do hereby agree as follows:

AGREEMENT

1. GRANT

A. Certain Defined Terms.

1. “**Entity**” means a corporation, limited liability company, partnership, or other entity.

2. **“Owner”** means any person or Entity holding a direct or indirect ownership interest (whether of record, beneficially, or otherwise) or voting rights in Franchisee’s Entity, including any person or Entity who has a direct or indirect interest in Franchisee, this Agreement, the franchise, or the Franchised Business and any person or Entity who has any other legal or equitable interest, or the power to vest in himself or herself any legal or equitable interest, in their revenue, profits, rights, or assets or any capital appreciation relating thereto.

3. **“Guarantor”** means Owners and any other entities or individuals that sign a guaranty of Franchisee’s obligations (a **“Guaranty”**).

4. **“Affiliate”** or **“affiliate”** means, with respect to a party, any person or entity directly or indirectly owned or controlled by, under common control with, or owning or controlling, such party. For purposes of this definition, **“control”** means the power to direct or cause the direction of management and policies.

5. **“Franchisee Parties”** means, collectively and individually, Franchisee, its Owners, its Guarantors, and/or its Affiliates.

B. License Granted. Franchisor hereby grants to Franchisee, upon the terms and conditions contained in this Agreement, a right and license to operate an MM Business using the System and the Marks (the **“Franchised Business”**) in the geographical area specified in Exhibit A attached hereto and made a part hereof (the **“Territory”**). The maid cleaning services to be performed pursuant to the System are generally cleaning and housekeeping services for homes, apartments and other residences, as more fully defined in the confidential Merry Maids Operations Manual (the **“Manual”**) as that term is described in Section 7 (Confidential Manual).

C. Protected Rights in the Territory. Franchisor and its Affiliates will not, so long as this Agreement is in full force and effect and Franchisee is not in default under this Agreement, (i) establish, or license any other party to establish, any other MM Business within the Territory or (ii) permit any party to perform residential maid cleaning services utilizing the System or the Marks within the Territory other than as specified in Section 10.H.3. (National Account Referrals). Except for the foregoing sentence, Franchisor and its Affiliates have the right to conduct any business activities, under any name, in any geographic area, and at any location, regardless of the proximity to or effect on the Franchised Business. For example, without limitation, Franchisor and its Affiliates have the right to:

1. establish or license franchises and/or company-owned or Affiliate-owned businesses offering similar or identical products and services and using the System or elements of the System (i) under the Marks anywhere outside of the Territory or (ii) under names, symbols, or marks other than the Marks anywhere, including inside and outside of the Territory; and

2. operate and franchise the operation of cleaning businesses under the ServiceMaster® or ServiceMaster Clean® trade name/trademarks specializing in: (a) janitorial services, both short and long term, for office buildings, schools, retail centers, or any other institutions that require cleaning on a daily, weekly, or monthly basis, which services include the cleaning and maintaining of general office areas, floors, walls, restrooms and public areas; and (b) the cleaning of carpeting, upholstery, floors, walls, and other heavy cleaning projects in homes and commercial buildings; and (c) proprietary certified services, other specialized services, or other ancillary services related to the maintenance of facilities. The businesses operating under the ServiceMaster or ServiceMaster Clean trade names/trademarks are not intended to be, but may be, competitive with or similar to the Franchised Business and other MM Businesses described in this Agreement, and such ServiceMaster franchisees may be located and/or solicit sales and accept orders within the Territory or any other market assigned to another MM

Business. Franchisee and its Owners are prohibited from providing the services described in this Section 1.C.2.

D. Offices.

1. Office Locations. Franchisee must operate the Franchised Business from one or more office locations that are each approved by Franchisor in writing, which must comply with any Standards specified in the Manual from time to time. Franchisee must obtain Franchisor's written approval for each office location (including any relocations of any office) prior to entering into a lease for such location and at least 30 days prior to opening such office. Franchisee will be responsible for selecting a site that is compliant with Franchisor's then-current office location Standards, as set forth from time to time in the Manual. Franchisor may specify different office requirements if the Territory is contiguous with the territories of other MM Businesses owned by Franchisee or its Affiliates.

2. Primary Offices. Unless Franchisor approves otherwise in writing, Franchisee must begin operating a Primary Office by the Opening Deadline (as defined in Section 2.C. (Opening Deadline)) and must continue operating a Primary Office throughout the Term. A **"Primary Office"** is (a) a physical, dedicated office that has washers, dryers, and storage space for supplies that is (b) located in a retail office, industrial park, or other commercially-zoned space within a 60-minute drive to all addresses in the Territory, as measured by the drive times during normal business hours that are estimated by Google Maps (or such other third-party source specified by Franchisor from time to time). The Primary Office cannot be a home office, virtual office, or shared office or coworking space. Franchisor may change the requirements for a Primary Office from time to time in the Manual.

3. Market Hub Offices. If Franchisee would like to open additional offices in the Territory, it may open one or more Market Hub Offices, provided (i) it first obtains Franchisor's written approval for such offices, (ii) such offices comply with the then-current office location Standards, and (iii) it pays the Market Hub Fee specified in Section 13.D.8. (Market Hub Fee). A **"Market Hub Office"** is (a) a physical, dedicated office that is (b) located in a retail office, industrial park, or other commercially-zoned space. A Market Hub Office does not require washers, dryers, or storage space for supplies. The Market Hub Office cannot be a home office or virtual office, but it can be a shared office or coworking space if such office location can be approved and recognized on a mapping search feature utilizing an established online search engine that Franchisor specifies. If Franchisee or its Affiliates have a Primary Office in another territory that is contiguous with the Territory, Franchisor may, in its sole discretion, approve Franchisee operating only a Market Hub Office in the Territory, instead of a Primary Office. Franchisor may change the requirements for a Market Hub Office from time to time in the Manual.

4. No Warranties. Approval by Franchisor of any office site indicates only that Franchisor believes the site complies with its minimum Standards as of the time of the evaluation. Both Franchisee and Franchisor acknowledge that application of site criteria that may have been effective with respect to other sites and premises may not be predictive of potential for all sites and that, subsequent to approval by Franchisor of a site, demographic and/or economic factors, such as competition from other similar businesses, included in or excluded from criteria used by Franchisor could change, thereby altering the potential of a site. Such factors are unpredictable and are beyond the control of Franchisor. Franchisor shall not be responsible for the failure of a site approved by Franchisor to meet Franchisee's expectations as to revenue or operational criteria. Franchisee understands and acknowledges that by entering into this Agreement it has not received, and it is not relying on, any warranties, guarantees, or representations regarding either the purchase or lease of a site, including any right, option, or possibility that the lease (if any) may or will be extended or renewed upon the expiration or termination of the lease.

E. Restrictions on Services and Customers. Franchisee is limited to providing maid cleaning services and other cleaning services, such as window cleaning, as may be approved by Franchisor. Franchisee must be willing to service customers throughout the entire geographical area comprising the Territory and must offer services to all customers within the Territory. Franchisee must not solicit sales outside of the Territory, unless Franchisor authorizes Franchisee to do so in writing. If a customer outside of Franchisee's Territory requests services, Franchisee shall refer this request to Franchisor or the MM Business which covers the customer's area. If there is no MM Business covering the customer's area and the customer request services from Franchisee, Franchisee may provide the services to such customer. If Franchisee serves a customer in a territory that has not been sold to a franchisee and the territory is eventually sold, Franchisee must transfer the customer(s) to the new owner without receiving any compensation for such customer from Franchisor or the new owner.

F. Limited License. Franchisee expressly acknowledges and agrees that this license relates solely to the System and solely to the Territory specified in Exhibit A and does not grant the Franchisee any rights under any other program of the Franchisor. Except as specifically described in this Agreement, all other programs performed under the Marks by the Franchisor and the Franchisor's Affiliates, including such other programs as may be developed or acquired by the Franchisor in the future are specifically excluded from this license and specifically reserved for use by the Franchisor. The Franchisee understands and agrees that one or more of the other programs may utilize the confidential information from the System, and from the Manual, and that other franchisees have been and will be licensed to operate MM Businesses under the System that utilize the System and the Marks outside the Territory.

G. Minimum Sales Requirement.

1. Minimum Average Weekly Gross Sales. Beginning in the first full Period of operation of the Franchised Business, Franchisee's right to continue operating the Franchised Business is dependent on Franchisee earning in each four-week period specified by Franchisor (a "**Period**") the Average Weekly Gross Sales (as defined below) that are set forth in the table included in Exhibit A (the "**Minimum Sales Requirement**"). Franchisee must achieve the Minimum Sales Requirement in each Period during the term of this Agreement. The "**Average Weekly Gross Sales**" in a Period is equal to the total Gross Sales of the Franchised Business in such Period divided by the number of weeks in such Period. Franchisor may modify the manner in which a Period is determined in its sole discretion (such as changing it to align with calendar months or another measurement of time) by specifying the revised Periods in the Manual. In any subsequent renewal agreements, Franchisor may change the Minimum Sales Requirement and the manner in which it and the Periods are determined, in its sole discretion. The amount of the Minimum Sales Requirement shall not be construed or otherwise interpreted to be an earnings claim or a statement or projection of the potential revenue for any MM Business.

2. Failure to Meet. If Franchisee fails to meet the Minimum Sales Requirement in three or more Periods during any nine consecutive Periods (except in the event that local economic conditions and/or extenuating circumstances materially affect sales potential which, in Franchisor's sole discretion, affects Franchisee's ability to meet such sales levels), then Franchisor shall have the right to (i) terminate or not renew this Agreement and/or (ii) exercise any of the remedies set forth in Section 18.C. (Other Remedies).

H. Operation of Franchisee's Entity. Franchisee agrees that its authorization to operate as an Entity shall be conditioned on the following requirements:

1. Unless otherwise agreed to by Franchisor, Franchisee's Owners that directly or indirectly hold a 10% or greater ownership interest in Franchisee's Entity shall at all times be personally bound by the terms of this Agreement and shall execute Franchisor's then-current form of Guaranty, the

current form of which is incorporated into this Agreement. Owners and any other entities or individuals that sign such Guaranty are referred to as “**Guarantors**.” All other Owners, and all Owners’ spouses that have any involvement in the operation of the Franchised Business, shall bind themselves to the confidentiality and noncompete provisions of this Agreement by signing a noncompete agreement and/or confidentiality agreement prescribed by Franchisor.

2. Each stock certificate of Franchisee or document reflecting an equity ownership interest in Franchisee shall have conspicuously endorsed upon its face a statement in a form satisfactory to Franchisor that it is held subject to this Agreement, and that any assignment or transfer of the stock certificate or ownership interest is subject to all restrictions imposed upon assignments by this Agreement.

3. Certified copies of Franchisee’s Articles of Incorporation or Organization, By-Laws or Operating Agreement, partnership agreement, and other governing documents, including the resolutions of the Board of Directors or Board of Managers authorizing entry into this Agreement, shall be promptly furnished to Franchisor.

4. If Franchisee is an individual or a partnership and wishes to form an Entity, Franchisee shall obtain prior written approval of Franchisor for transfer of the rights and duties under this Agreement to the new Entity in accordance with Section 14.A. (Transfer by Franchisee) of this Agreement.

2. INITIAL FRANCHISE FEES AND OPENING DEADLINE

A. Franchise Fee. In consideration for the grant of the license to operate the Franchised Business in the Territory, Franchisee will initially pay to Franchisor a franchise fee of \$_____ (the “**Initial Franchise Fee**”), which is payable upon the execution of this Agreement.

B. Non-refundable Payments. The Initial Franchise Fee and all other payments to Franchisor pursuant to this Agreement are non-refundable under any conditions except at the sole discretion of Franchisor.

C. Opening Deadline. Franchisee must not open the Franchised Business until its trainees have successfully completed the Initial Training Program and it has satisfied any other pre-opening requirements specified by Franchisor. Franchisee must begin operating the Franchised Business by the earlier of (a) 30 days after completion of the Initial Training Program as defined in Section 5.A. (Initial Training Program) of this Agreement or (b) 120 days after the Effective Date (the “**Opening Deadline**”). The date that the Franchised Business begins operating shall be referred to as the “**Opening Date**.”

3. TERM AND RENEWAL

A. Term. Except as otherwise provided in this Agreement, the initial term of this Agreement shall commence on the Effective Date and end five years from the Effective Date.

B. Renewal. Franchisee may elect to renew Franchisee’s right to operate the Franchised Business for two additional, consecutive five-year terms, if Franchisee, in Franchisor’s sole discretion, satisfies the renewal conditions set forth in Section 3.B.1. (Renewal Conditions).

1. Renewal Conditions. Franchisee must satisfy the following conditions in order to be eligible for, and as a condition for entering into, a renewal term, each of which are agreed to be reasonable:

a. Franchisee must provide written notice to Franchisor between six and nine months prior to the end of either the initial term or any renewal term that Franchisee intends to enter into a

renewal term, Franchisor will have 30 days to provide written notice of whether the Franchisee is eligible for renewal at such time and, if not, an explanation for why such Franchisee does not qualify for renewal. If Franchisor does not provide such notice, Franchisee will be deemed to be eligible for renewal. If Franchisee is deemed eligible for renewal, Franchisee must still satisfy each of the conditions set forth in this Section 3.B.1. prior to the end of the then-current term in order to enter into a renewal term;

b. Franchisee, its Affiliates, and its Owners must be in Good Standing (as defined in Section 3.B.4. (Good Standing)) at the time Franchisee requests renewal and through the ending date of the then-current term and must have substantially complied during the Term with the terms and conditions of this Agreement and Related Agreements (as defined in Section 3.B.4. (Related Agreement));

c. Franchisee is not in default under any loan agreement or lease related to the Franchised Business;

d. Franchisee must be then meeting or exceeding the Minimum Sales Requirement and must not have failed to meet the Minimum Sales Requirement three or more Periods during any nine consecutive Periods during the last 15 months of the Term;

e. Franchisee has not, in Franchisor's sole discretion, (i) failed to use and cooperate in the use of operating systems and tools provided by Franchisor to improve the Franchised Business and/or the franchise system as a whole; (ii) failed to regularly attend and actively participate in conference calls, meetings, conferences, and other events sponsored or suggested by Franchisor to increase the chance of success and/or maximize the performance of the Franchised Business and/or the franchise system as a whole; (iii) failed to implement new programs and business building initiatives developed for the enhancement of the performance of the Franchised Business; (iv) regularly acted in a combative, inappropriate, or confrontational manner with Franchisor, vendors, customers, or other franchisees; or (v) had an excessive number of customer complaints and/or has not acted reasonably and in the best interests of the franchise system in resolving customer complaints;

f. Franchisee, throughout the term of this Agreement, has satisfied all material reporting requirements and all monetary obligations to Franchisor and any Affiliates of Franchisor, suppliers and creditors (excepting reasonable disputes that Franchisee is attempting in good faith to resolve) within the amount of time specified for satisfaction or cure of default with respect to such obligation.

g. Franchisee meets Franchisor's then-current requirements for franchisees qualifying to become franchisees in the network and demonstrates that (a) it and its Guarantors (as defined in Section 1.H. (Operation of Franchisee's Entity)) are not insolvent (meaning that it and they can meet all of their obligations as they come due and have not sold, pledged, transferred, or assigned any future proceeds or receivables under this Agreement to a creditor) and (b) it has the financial ability to continue to invest in and grow the Franchised Business and the brand in the Marketing Area;

h. At Franchisor's request, Franchisee must prepare a business plan (containing the information and in the format specified by Franchisor) for the Franchised Business for the renewal term and obtain Franchisor's written approval of such business plan. The business plan, if requested, must be provided to Franchisor at the earlier of (i) 30 days after Franchisee's receipt of such request or (ii) 15 days before the expiration date of the then-current term;

i. Franchisee and its trainees satisfactorily complete all additional training Franchisor requires at that time, at Franchisee's expense;

j. Franchisee must execute Franchisor's then-current Franchise Agreement which shall supersede this Agreement when accepted and executed by Franchisor (a "**Renewal Franchise Agreement**") and which may contain terms and conditions different from those set forth in this Agreement, including different or increased fees, a different Marketing Area or territorial rights, or different authorized services;

k. Franchisee and its Owners must execute a general release (in the form substantially similar to that attached hereto as Exhibit D and by this reference incorporated herein) of any claims against Franchisor and its Affiliates, and their respective owners, officers, directors, managers, agents, representatives, employees, successors, and assigns (the "**General Release**");

l. Franchisee must refurbish, update, supplement, and/or replace any signage, vehicle wraps, uniforms, equipment, vehicles, branded items, and offices used in the operation of the Franchised Business in accordance with the then-current Standards;

m. Franchisee must pay Franchisor the applicable Renewal Fee (as defined in Section 12.D.6. (Renewal Fee)); and

n. Franchisee meets any additional conditions reasonably specified by Franchisor.

2. Non-renewal. If (a) Franchisee provides written notice between six and nine months prior to the end of either the initial term or any renewal term that Franchisee does not intend to enter into a renewal term or (b) Franchisor determines, in its sole discretion, that Franchisee cannot satisfy the renewal conditions and provides Franchisee with a notice of non-renewal (the "**Non-Renewal Notice**"), this Agreement shall expire at the end of the then-current term.

3. Temporary Extension. If Franchisee fails to execute the Renewal Franchise Agreement and General Release and complete the renewal process by the expiration of the then-current term and Franchisee continues operating the Franchised Business, then, unless Franchisor has provided Franchisee with a Non-Renewal Notice, the term shall continue on a month-to-month basis provided, however, that Franchisor shall have the right at any time to terminate this Agreement upon its issuance of a written Notice of Termination (the "**Termination Notice**") to Franchisee, which termination shall be effective immediately upon Franchisee's receipt of, or refusal to accept, such Termination Notice (or on the termination date specified in the Termination Notice, if different). If Franchisee fails to fully and completely execute the Renewal Franchise Agreement and General Release and complete the renewal process within 60 days of the commencement of the temporary extension, then, effective immediately thereafter, the weekly Royalty (as defined in Section 12.A. (Royalties)) shall increase by an amount equal to 2.5% of Gross Sales and such higher Royalty shall apply during each week until (i) the renewal process is completed (including execution of the Renewal Franchise Agreement and General Release and payment of the renewal fee) or (ii) this Agreement is terminated. By accepting any increased Royalties, Franchisor does not waive any of its rights and remedies under this Agreement including the right to terminate this Agreement pursuant to its terms and all such rights and remedies shall be cumulative of every other right or remedy.

4. Good Standing. Franchisee and each of its Owners, Affiliates, and Guarantors are deemed to be in "**Good Standing**" if each of them (a) are in full compliance with all Obligations, (b) are not insolvent, meaning that Franchisee can satisfy all of its debts and obligations as they come due, (c) have not had any Related Agreements terminated during the Term as a result of their default, (d) have not received during the term more than four default notices under this Agreement or more than four default notices under any Related Agreement (regardless of whether any such defaults were timely cured), (e) have not sold, transferred, assigned or pledged any future proceeds or receivables under this Agreement to a

creditor, (f) have not received during the preceding 12-month period more than two default notices under this Agreement or more than two default notices under any Related Agreement (regardless of whether any such defaults were timely cured), and (g) have no pending or threatened litigation or disputes with Franchisor, its Affiliates, or its approved vendors. “**Obligations**” include all obligations to Franchisor, its Affiliates, or its approved vendors, whether arising under (i) this Agreement, (ii) any other agreement between Franchisee (and/or any of its Owners or Affiliates) and Franchisor (and/or any of its Affiliates or approved vendors) (“**Related Agreements**”), including agreements related to the Franchised Business, another MM Business, or any other business or franchise, (iii) the Manual, or (iv) other Standards specified by Franchisor.

4. PROPRIETARY MARKS

A. Right to Use the Marks. Franchisor hereby grants to Franchisee the right to use the words “Merry Maids” but only in conjunction with the Franchised Business. Franchisee’s limited license extends only to use of the Marks in accordance with (a) all applicable Standards, operating procedures, policies and guidelines that Franchisor prescribes—and from time to time amends—during the duration of this Agreement, including those set forth in the most current edition of the Manual and other publications, if any, dedicated to proper use of the Marks; and (b) all Applicable Laws pertaining to advertising and marketing, including federal and state laws pertaining to telemarketing (including the TCPA), false advertising, unfair competition, and unfair practices. Franchisee acknowledges that Franchisee’s right to use the Marks is derived solely from this Agreement and is limited to the operation of the Franchised Business in compliance with this Agreement.

B. Ownership of the Marks. Franchisee acknowledges Franchisor’s right, title, and interest in and to the Marks and the validity and enforceability of the Marks, and expressly covenants that during the Term of this Agreement, and after the expiration or termination of this Agreement, Franchisee shall not, directly or indirectly, contest or aid in contesting the validity or ownership of the Marks or take any other action in derogation of the Marks. Franchisee agrees to execute all documents requested by Franchisor or its counsel that are necessary to obtain protection for the Marks or to maintain their continued validity or enforceability.

C. Use of the Marks. Franchisee agrees to use the Marks as the sole service mark identification of the Franchised Business. It is understood and agreed that this license to use the Marks applies only to their use in connection with providing the services authorized under this Agreement and includes only such Marks as are now or may hereafter be designated by Franchisor in writing for use by Franchisee, and no other Marks of Franchisor or its Affiliates now existing or yet to be developed or acquired by Franchisor. Franchisee shall promote and offer for sale under the Marks only those services which meet Franchisor’s prescribed Standards, as they may be revised and amended by Franchisor from time to time in the Manual or otherwise in writing.

D. Display of the Marks. Franchisee shall observe all requirements with respect to service mark, trademark, and copyright notices, fictitious name registrations, and the display of the legal name or other identification of Franchisee as Franchisor may direct in writing from time to time. Franchisee agrees to provide and advertise its services only under the d/b/a name specified by Franchisor or a subsequent name designated or approved by Franchisor in writing. Franchisee further agrees that all forms and stationery used in connection with the Franchised Business shall prominently include the phrase, “An independent business licensed to serve you by *Merry Maids SPE LLC*.”

E. Goodwill. Franchisee understands and agrees that its non-exclusive licensed use of the Marks pursuant to this Agreement does not give Franchisee any ownership interest or other interest, except the non-exclusive right and license herein granted, in and/or to the Marks; that any and all goodwill

associated with the Marks inures exclusively to Franchisor's benefit; and that, upon expiration or termination of this Agreement, no monetary amount shall be assigned as attributable to any goodwill associated with Franchisee's use of the Marks. Any unauthorized use of the Marks outside the scope of this Agreement without Franchisor's prior written consent, including the performance of services other than maid cleaning services as defined in Section 1.B. (License Granted), shall constitute an infringement of the Marks and of Franchisor's rights relating to the Marks. Accordingly, Franchisee expressly agrees not to commit or aid in committing any act of infringement or misuse of the Marks, either during or after the Term.

F. Restrictions on Use of the Marks. Franchisee shall not use any Mark (i) as part of any corporate name, (ii) with any prefix, suffix or other modifying words, terms, designs or symbols (other than logos licensed to Franchisee by Franchisor), (iii) in any modified form, (iv) in connection with the sale of any unauthorized product or service, (v) on forms, uniforms, materials and supplies not approved by Franchisor, or (vi) in any other manner not explicitly authorized in writing by Franchisor.

G. Protection of the Marks. Franchisee shall immediately notify Franchisor of any apparent infringement of or challenge to Franchisee's use of any Mark or claim by any person of any rights in any Mark, and Franchisee shall not communicate with any person other than Franchisor and its counsel in connection with any such infringement, challenge or claim. Franchisor and its Affiliates shall have sole discretion to take such action as it or they deem appropriate and the right to exclusively control any litigation or U.S. Patent and Trademark Office or other administrative proceeding arising out of any such infringement, challenge or claim or otherwise relating to any Mark, and Franchisee agrees to execute any and all instruments and documents, and to do such acts and things as may, in the opinion of Franchisor's counsel, be necessary or advisable to protect and maintain the interests of Franchisor and its Affiliates in any such litigation or U.S. Patent and Trademark Office or other proceeding.

H. Modifications to the Marks. If it becomes advisable or desirable at any time, in the judgment of Franchisor, for Franchisee to modify or discontinue use of any Mark, and/or use one or more additional or substitute Marks, including the primary Mark and/or color scheme under which the Franchised Business is operating, Franchisee agrees, at its expense, to do so.

I. Domain Names. Franchisor will register, in its sole discretion, any domain names, e-mail addresses, or websites that contain the Marks or any words or designations similar to the Marks. Franchisee shall not establish an e-mail address or a website using any domain name containing the Marks or any variation thereof without the prior written approval of Franchisor. Franchisor may provide Franchisee with an internet electronic mail (e-mail) address, internet website and website address (URL/domain name) for use in operating the Franchised Business. This website and website address shall be the only website and website address used by Franchisee in operating the Franchised Business. Franchisee agrees to enter into one or more license agreements in the form Franchisor requires, under which Franchisee will receive a license to use the designated e-mail address, website and website address.

5. TRAINING AND ASSISTANCE

A. Initial Training Program.

1. Required Attendance. Prior to the commencement of the Franchised Business by Franchisee, Franchisor shall furnish a training program for Franchisee for two people, who must attend the same Initial Training Program, of up to 10 days consisting of instruction in all areas of the System and the operation of an MM Business including office procedures; telephone usage; forms and functions; promotion and advertising; insurance and bonding; equipment and supplies; maintenance; cleaning procedures; the team concept; bidding and sales; service problems and solutions; financial accounting and reporting;

computer software systems; and field support (the “**Initial Training Program**”). Franchisee, or a manager approved by Franchisor, must attend training within 90 days of execution of this Agreement, but they may not attend training until Franchisee confirms that such trainees are covered by its workers’ compensation insurance. Franchisee cannot provide services until it has completed training. The Initial Training Program shall be held in Memphis, Tennessee, or at such other location as Franchisor may designate. Franchisee or Franchisee’s manager is required to complete the Initial Training Program to the reasonable satisfaction of Franchisor. Upon successful completion by Franchisee or Franchisee’s manager of the Initial Training Program, Franchisor will issue to Franchisee a certificate indicating the date of successful completion of the Initial Training Program.

2. **Initial Training Fees.** If Franchisee has purchased a new MM Business or an existing MM Business from another franchisee, the Initial Franchise Fee will include the cost for up to two of Franchisee’s representatives to attend the same Initial Training Program session. Franchisor reserves the right to charge a training fee of \$1,000 per trainee for the Initial Training Program for (i) each person in excess of two trainees, (ii) each person who attends a separate training session, (iii) each person who is repeating the course or replacing a person who did not pass, and (iv) each subsequent trainee who attends the course (the “**Initial Training Fee**”). The Initial Training Fee shall not be increased by more than 10% in any given calendar year (the “**Annual Cap**”), provided that if the Initial Training Fee is not increased, or is increased by less than the Annual Cap, in any calendar year, the unused portion of the permissible increase shall accumulate and may be applied in any subsequent year or years, in addition to the Annual Cap otherwise available for such year. For the avoidance of doubt, the aggregate of any accumulated unused increases and the Annual Cap for the applicable year shall represent the maximum permissible increase in the Initial Training Fee for that year.

B. **Meetings.** Franchisee, or a designated officer or manager of Franchisee, shall regularly attend Merry Maids meetings during the Term of this Agreement, offered each year, which may include the annual conference, regional meetings, and road shows conducted by Franchisor. Franchisor shall specify the time and location of any meetings, which may be held in-person or virtually, and may require Franchisee, its designated officer or manager, or its representatives to attend certain meetings. Franchisee or one designated officer or manager must attend the annual conference each year, provided that if Franchisee operates multiple MM Businesses, one representative may attend on behalf of all such businesses. Franchisee must pay the registration fees specified by Franchisor from time to time for each of Franchisee’s representatives that attend such meetings. The registration fee for such meetings, including the annual conference, shall not exceed \$1,500 per representative. If Franchisee fails to have a representative attend the required annual conference for two consecutive conferences and there is no valid business reason, as determined by Franchisor, in its sole discretion, then Franchisee must pay Franchisor for each absent representative up to 150% of the then-current conference registration fee. Franchisee is responsible for the travel and living expenses that its representatives may incur attending any such meetings.

C. **Additional Training.** Franchisor shall make available such other training programs to Franchisee, or its managers or other employees, as Franchisor deems appropriate, which may be held virtually or in person. Franchisor may require Franchisee, its managers, or its representatives to attend and successfully complete such programs. Franchisor may charge Franchisee a reasonable training fee for such additional training programs, which will not exceed \$500 per trainee per program for virtual training. If Franchisor provides any additional training at the Franchised Business, Franchisee must pay Franchisor a training fee of \$750 per trainer per day, plus the travel and living expenses of Franchisor’s representatives. If Franchisee’s representatives attend any training sessions at Franchisor’s locations, Franchisee must pay Franchisor a training fee of \$250 per trainee per day. Each of the additional training fees described in this Section shall not be increased by more the Annual Cap in any given calendar year, provided that if such fee is not increased, or is increased by less than the Annual Cap, in any calendar year, the unused portion of the permissible increase shall accumulate and may be applied in any subsequent year or years, in addition

to the Annual Cap otherwise available for such year. For the avoidance of doubt, the aggregate of any accumulated unused increases and the Annual Cap for the applicable year shall represent the maximum permissible increase in such training fee for that year.

D. Advisory Assistance. Franchisor shall provide advisory services as reasonably requested by Franchisee, which shall include consultation on promotional, business and operational problems and an analysis of Franchisee's marketing and financial data. Any such advisory services shall be entirely in the nature of guidance and assistance and adherence to any guidance given by Franchisor shall not be deemed to be a requirement for the ongoing ownership or operation of the Franchise.

E. Ongoing Guidance. Franchisor shall, from time to time when available, send to Franchisee promotional materials, newsletters and/or bulletins describing new marketing developments, equipment, products and techniques, if any.

F. Travel and Living Expenses. For all training programs, meetings, and conferences, Franchisee is responsible for all expenses incurred by it or its representatives for any training, including training fees (if applicable) and the travel and living expenses and wages of its representatives.

6. ADVERTISING AND MARKETING

Franchisee recognizes that advertising is a necessary and integral part of the Franchised Business and the value of advertising and the importance of the standardization of advertising programs to enhance the goodwill and public image of all Franchises, the Franchisee agrees:

A. Approval of Advertising. Franchisee shall not advertise or use the Marks in any advertisement or any other form of promotion without appropriate registration marks and in accordance with the Manual. Franchisee must submit to Franchisor or its designated agency, for Franchisor's prior approval, all sales promotion materials and advertising to be used by Franchisee, including flyers, direct mailings and newspaper, radio and television advertising and internet homepages and/or websites. Franchisor does not, by virtue of its approval of any proposed advertisement or promotional material, assume any responsibility for the contents of the advertisement. In the event Franchisee does not receive written disapproval of said advertising and/or promotional material from Franchisor or its designated agency within 15 days from the date such material is received by Franchisor, said materials shall be deemed approved. Franchisee's failure to conform to the provisions herein and a subsequent non-action by Franchisor with respect to any such non-conformity of Franchisee shall not be deemed as a waiver of any further or additional non-conformity. The submission of advertising to Franchisor for approval shall not alter Franchisee's right to determine the prices at which Franchisee sells its services.

B. Telephone System. Franchisee shall maintain a full-time telephone with a 24-hour answering service or voice mail message system or such other system as Franchisor may require.

C. No Franchisor Obligation. Franchisor is not obligated to furnish any advertising or signs for Franchisee.

D. Customer Solicitation. Franchisee shall solicit and market to the customers in its Territory. Solicitation and marketing directed to customers outside of its Territory is prohibited without Franchisor's permission.

E. Ad Fund. Franchisor has established an advertising fund for MM Businesses (the "**Ad Fund**"). Franchisee shall contribute the Ad Fund Contribution (as defined and described in Section 12.B).

(Ad Fund Contribution)) to the Ad Fund on a weekly basis. Franchisor shall have the right, in its sole discretion, to discontinue the Ad Fund.

1. Advertising Committee. The Ad Fund shall be maintained and administered by a committee elected by franchisees and made up exclusively of franchisees that are in compliance with their Franchise Agreement(s) (the “**Committee**”). The Committee shall develop all advertising programs with primary discretion over the creative concepts, materials and media used in such advertising programs and the placement and allocation of advertising subject to the final approval of Franchisor.

2. Use of the Ad Fund. The Ad Fund may, upon approval by the Committee, be used to meet may be used to meet any and all costs of maintaining, administering, directing, and preparing advertising (media and production), branding, marketing, public relations and/or promotional programs and materials, and any other activities that Franchisor believes would benefit the Marks, the System, MM Businesses, and the products and services offered by franchisees, including (a) the cost of preparing and conducting digital and social marketing activities, television, radio, magazine, direct mail, and newspaper advertising campaigns and other sales, marketing, sponsorships, promotional and public relations activities; (b) producing and maintaining marketing systems and tools; (c) employing advertising agencies and public relations firms; (d) paying employee salaries, salesperson commissions, benefits, and other related costs and expenses for Franchisor and its Affiliates’ employees that devote time to and render services related to the Ad Fund; (e) soliciting the granting of franchises to expand the System for MM Licenses; (f) the costs relating to any toll-free number maintained by Franchisor and used in advertising and marketing campaigns; (g) producing advertising and sales support materials for use by franchisees; (h) conducting programs that are meant to promote positive customer experiences, including programs to incentivize franchisees and/or their frontline personnel to achieve high customer satisfaction/referral rates; (i) providing certain phone services, such as purchasing call tracking lines and producing on-hold marketing messages; (j) providing promotional brochures and other marketing materials to franchisees; (k) developing and placing online display and retargeting advertising; (l) developing dashboards for interactive marketing, planning, customer service analysis and sales/marketing decision-making; (m) paying the expenses of the Ad Fund; (n) monitoring and/or managing social media relating to the brand; (o) conducting market research and surveys related to marketing and branding; (p) purchasing naming rights and sponsorships; (q) participating in trade shows and similar industry events; (r) paying reasonable travel, meeting, and other costs incurred by the Committee in connection with carrying out their duties related to the Ad Fund; (s) establishing and administering gift-card programs and customer loyalty programs; (t) developing websites for us and our franchisees; (u) promoting the sale of franchises; and (v) such other costs and expenses as Franchisor, in its sole discretion, deems appropriate and in the best interests of all or any franchisees. Certain benefits of the Ad Fund (e.g., paid search by zip code, paid social media efforts by zip code, and Ad Fund Contributions to local website development and maintenance) may be withheld from a franchisee who is not in Good Standing as defined herein. Franchisee acknowledges and agrees that the Ad Fund is intended to maximize general public recognition and acceptance of the Marks and MM Businesses and that Franchisor and the Committee undertake no obligation in administering the Ad Fund to make expenditures for Franchisee which are equivalent or proportionate to its contributions, or to ensure that any particular MM Business (including the Franchised Business) benefits directly or pro rata from the placement of advertising. Without limiting the generality of the foregoing, Franchisor is under no obligation to administer or distribute the Ad Fund according to any particular geographic area or territory, including exclusively within the United States.

3. Operation of the Ad Fund. All sums paid by franchisees to the Ad Fund shall be maintained in a Franchisor account and tracked on a separate profit and loss statement and shall not be used to defray any of Franchisor’s general operating expenses, except for such reasonable administrative costs and overhead, if any, as Franchisor may incur, with the express approval of the Committee, in activities reasonably related to the administration of the Ad Fund and advertising programs including conducting

research, preparing marketing, promotional and advertising materials, and collecting and accounting for assessments for the Ad Fund. The Ad Fund profit and loss statement will be made available for review by the Ad Fund Committee or its designee not less than quarterly. If all the advertising contributions in the Ad Fund are not spent in the year they are accrued, the remaining accounts will be carried over to the next year. If Franchisor and the Committee deem appropriate, Franchisor and its Affiliates may co-mingle, merge, and/or separate funds and the monies in, and administration of, such funds to create one or more Ad Funds for different geographic areas or programs and and/or to allocate a portion of the Ad Fund to advertising cooperatives administered by one or more groups of franchisees.

4. Review of the Ad Fund. A financial review of the operation of the Ad Fund shall be prepared annually by an independent certified public accountant selected by the Committee and shall be made available to Franchisee upon request. The cost of the financial review shall be charged to the Ad Fund. A full audit of the Ad Fund may be required every three years.

F. Local Marketing Obligation.

1. Marketing Plan. By the deadlines specified by Franchisor, Franchisor may require Franchisee to provide Franchisor with an annual marketing plan and budget (the “**Marketing Plan**”) and obtain Franchisor’s written approval of such Marketing Plan, which must be revised to incorporate any changes required by Franchisor. If the Franchised Business is a new MM Business, at least 60 days before the opening date for the Franchised Business, Franchisor may require Franchisee to obtain Franchisor’s written approval of a Marketing Plan for the period beginning 60 days before the opening date of the Franchised Business and ending 60 days after the opening date of the Franchised Business (the “**Initial Marketing Period**”). Franchisee must diligently implement all approved Marketing Plans.

2. Local Marketing Obligation. Franchisee agrees to spend at a minimum an amount that Franchisor specifies from time to time of weekly Gross Sales of the Franchised Business on Eligible Marketing (the “**Local Marketing Obligation**”). Currently, the Local Marketing Obligation is 0.7% of weekly Gross Sales, but the Local Marketing Obligation may be changed by Franchisor from time to time, provided that the Ad Fund Contribution and the Local Marketing Obligation will not collectively exceed 3% of monthly Gross Sales. From time to time, Franchisor may specify, in its sole discretion, in the Manual and otherwise in writing, the types, methods, and specifications of digital and other local advertising in the Territory that will qualify as “**Eligible Marketing**.” Franchisee is required to use Franchisor-approved vendors of local marketing. If Franchisee’s annual spend on Eligible Marketing exceeds the minimum required amount, Franchisee may not apply the excess spend as an offset against required contributions to the Ad Fund or future required amounts of the Local Marketing Obligation.

3. Initial Marketing Obligation. If this is the purchase of a new MM Business, in addition to the Local Marketing Obligation, Franchisee must spend at least \$6,000 on Eligible Marketing in the Initial Marketing Period (the “**Initial Marketing Obligation**”).

4. Compliance with Marketing Obligations. Upon Franchisor’s request or by the deadlines specified by Franchisor, Franchisee must provide, in a form and manner specified by Franchisor, an accounting of its weekly, monthly, and/or annual local advertising expenditures and any evidence necessary to demonstrate compliance with the Local Marketing Obligation, Initial Marketing Obligation, and the Marketing Plan. If Franchisee fails to provide an accurate accounting or fails to spend the minimum amount on its Initial Marketing Obligation or Local Marketing Obligation in any period, in addition to any other remedies available to Franchisor, Franchisee will be required to pay Franchisor the difference between the minimum required amount on its Initial Marketing Obligation or Local Marketing Obligation and what was actually spent by Franchisee in such period, plus late fees and interest due. The payment of this

difference will be added to the Ad Fund, but Franchisor shall not be obligated to spend these funds for marketing in the Territory.

G. Other Marketing and Promotional Programs. Franchisor or its designee may from time to time formulate, develop, produce, and conduct marketing and promotional programs in the form and types of media as Franchisor or its designee determines to be most effective. Franchisee agrees to participate in, at its sole cost and expense, all marketing and promotions as Franchisor or its designee determine, in its or their sole discretion, to be appropriate for the benefit of the System, including offering and honoring any coupons, loyalty cards, gift cards, discounts, and other promotions (including contests or sweepstakes) specified by Franchisor or its designee.

H. Digital Marketing. Franchisor or its Affiliates may, in their sole discretion, establish, operate, and/or participate in websites, social media accounts (such as Facebook, X, Instagram, Pinterest, etc.), applications, keyword or adword purchasing programs, accounts with websites featuring gift certificates or discounted coupons, mobile applications, podcasts, blogs, vlogs, video and photo-sharing sites (such as TikTok, YouTube, etc.), chat rooms, virtual worlds, review sites, or other means of digital advertising on the Internet or any electronic communications network that may be used to promote the Marks, the Franchised Businesses, and/or the entire network of System Businesses (collectively, “**Digital Marketing**”). Franchisor will have the sole right to control all aspects of any Digital Marketing, including those related to the Franchised Business and those used to satisfy the Local Marketing Obligation. Unless Franchisor consents otherwise in writing, Franchisee, its employees, and its agents may not, directly or indirectly, (a) conduct or be involved in any Digital Marketing that use the Marks or that relate to the Franchised Business or the network, (b) may not use the Marks, or any words or designations similar to the Marks, in any domain name, search engine keyword, social media account, or metatag, and (c) may not use a form of Digital Marketing to conduct commerce or directly or indirectly offer or sell any products or services in connection with the Franchised Business. If Franchisor permits Franchisee, its employees, or its agents to conduct any Digital Marketing, Franchisee, its employees, and its agents must comply with any Standards that Franchisor establishes periodically and must immediately modify or delete any Digital Marketing that determine, in Franchisor’s sole discretion, is not compliant with such Standards. If Franchisee, its employees, or its agents to conduct any Digital Marketing, Franchisor will have the right to retain full control over all websites, social media accounts, mobile applications, or other means of digital advertising that are used. Franchisor may withdraw its approval for any Digital Marketing or suspend or terminate Franchisee’s use of any Digital Marketing platforms at any time.

I. Compliance With Applicable Laws and Franchisor Advertising Policies Franchisee acknowledges that Franchisor has developed and will continue to develop advertising and marketing policies regarding the methods and manner of advertising in various media. Franchisee must comply fully with all advertising and marketing policies specified by Franchisor, which Franchisor may change from time to time in its sole discretion. Franchisor’s advertising and marketing policies may include, but are not limited to, requirements for Franchisee to use specified advertising and marketing methods and/or requirements to participate in marketing programs specified by Franchisor. Franchisee understands that existing and/or future policies may otherwise limit Franchisee’s ability to advertise in a particular manner. Franchisee may not market or advertise in violation of federal laws regulating advertising, such as the CAN-SPAM Act and the Telephone Consumer Protection Act, and state advertising laws applicable to the Franchised Business. Franchisee must not make any misrepresentations or material omissions in any of its advertisements.

J. Advertising the Availability of Franchises. If specified by Franchisor, Franchisee’s advertising must contain notices of: (a) Franchisor’s website domain name, social media, or other internet tools specified by Franchisor; (b) Franchisor’s toll-free telephone number; and/or (c) a statement regarding

the availability of franchises. Also, if specified by Franchisor, Franchisee must display signs or literature regarding the availability of franchises in open markets or markets for sale by other MM Businesses.

7. CONFIDENTIAL MANUAL

A. Compliance with Manual. For purposes of this Agreement, the Manual shall include all those manuals, documents, booklets, guides and related materials containing the Standards applicable to the operation of MM Businesses, as prescribed from time to time by Franchisor. In order to protect the reputation and goodwill associated with the Marks and to maintain the Standards, Franchisee shall conduct its Franchised Business in strict accordance with Franchisor's Manual. The Manual shall include but not be limited to Franchisor's Manual, Marketing Manual, basic operating system Manual, Identity Manual, software programs, and such other programs, materials and training aids designated as confidential and from time to time revised by Franchisor.

B. Protection of Manual. Franchisee shall at all times treat as confidential and require its employees and agents to treat as confidential and shall not at any time disclose, copy, duplicate, record or otherwise reproduce, in whole or in part, for whatever reason or otherwise make available to any unauthorized person or source, the contents of the Manual. The Franchisee shall divulge in strict accordance with those portions of the Franchisor's Manual which are designated as "mandatory" or "required" such confidential information only to the employees who must have access to it in order to operate the Franchised Business and who agree to keep such information confidential.

C. Modification to Manual. Franchisor shall have the right, but not the obligation, from time to time, to add to or modify the Manual, and Franchisee agrees to be bound by and to conduct the Franchised Business in accordance with such revisions to the Manual.

8. CONFIDENTIAL INFORMATION, DATA PROTECTION, AND IMPROVEMENTS

A. Confidential Information. "Confidential Information" means any information related to the System that Franchisor discloses to Franchisee and/or that Franchisor designates as or deems to be confidential, or that, by its nature, would reasonably be expected to be held in confidence or kept secret. Without limiting the definition of "Confidential Information," all of the following will be conclusively presumed to be Confidential Information whether or not Franchisor designates them as such: (i) the Manual; (ii) pricing information; (iii) materials describing the franchise network, MM Businesses, and the System; (iv) the sources (or prospective sources) of supply and all information related to or concerning the same, including the identity and pricing structures with suppliers; (v) the training materials; (vi) Franchisor's marketing plans and development strategies; (vii) Customer Information (as defined in Section 8.B. (Customer Information)); (viii) Standards issued by Franchisor; and (ix) all other information Franchisor or its Affiliates gives to Franchisee in confidence. "Confidential Information" does not include information, knowledge or know-how that is or becomes generally known in the cleaning industry (without violating an obligation to Franchisor or its Affiliates) or that Franchisee knew from previous business experience before Franchisor provided it to Franchisee (directly or indirectly) or before Franchisee began training or operating the Franchised Business.

1. Protection of Confidential Information. Franchisee will not, nor will it permit any person or entity to, (a) use any Confidential Information in any other business or for any purpose other than developing and operating the Franchised Business and/or (b) communicate or disclose any Confidential Information to any person or entity, except to Franchisee's employees and professional advisors to the extent necessary for them to perform their functions related to the operation of the Franchised Business. Franchisee may not disclose any Confidential Information to a person who is an owner, employee, director, or manager of a Competing Business. Franchisee acknowledges that its use of Confidential Information in

any other business or for any other purpose would constitute an unfair method of competition with Franchisor and its franchisees. Franchisee must exercise the highest degree of diligence in protecting the secrecy of Confidential Information and must take reasonable precautions to protect the Confidential Information from unauthorized use or disclosure, including implementing any systems, procedures, or training programs that Franchisor requires. Unless Franchisor specifies otherwise in writing, Franchisee must require anyone who may have access to the Confidential Information to execute non-disclosure agreements in a form satisfactory to Franchisor that identifies Franchisor and its Affiliates as third-party beneficiaries of such covenants with the independent right to enforce the agreement. Each Owner shall bind themselves to the confidentiality provisions in this Section 8.A. (Confidential Information) by signing the Franchisor's then-current form of Guaranty (if such Owner directly or indirectly holds a 10% or greater ownership interest in Franchisee's entity) or nondisclosure and noncompete agreement (if such Owner directly or indirectly holds less than a 10% ownership interest in Franchisee's entity). Franchisee will be liable to Franchisor or its Affiliates for any unauthorized use or disclosure of Confidential Information by any employee, Owner, or other person to whom it discloses Confidential Information.

2. Ownership of Confidential Information. Franchisor and its Affiliates own all right, title, and interest in and to the Confidential Information. Franchisee acknowledges and agrees that by entering into this Agreement, Franchisee will not acquire any interest in Franchisor's Confidential Information, other than the right to use the Confidential Information that Franchisor periodically designates in operating the Franchised Business during the Term and according to this Agreement's other terms and conditions. Franchisee must promptly inform Franchisor if it learns of any unauthorized use or disclosure of Confidential Information. Franchisor will not be obligated to take any action to protect Confidential Information but will respond in a manner that it deems appropriate.

3. Injunctive Relief. Franchisee acknowledges that any breach or threatened breach of this Section 8 (Confidential Information, Data Protection, and Improvements) will cause Franchisor irreparable injury for which no adequate remedy at law is available, and Franchisee consents to the issuance of an injunction prohibiting any conduct violating the terms of Section 8. Such injunctive relief will be in addition to any other remedies that Franchisor may have.

B. Customer Information. Franchisee agrees that all names, contact information, financial information and other personal information of or relating to the Franchised Business's customers and prospective customers ("**Customer Information**") is owned by Franchisor and part of the Confidential Information, whether collected by Franchisee, Franchisor, or another party. Franchisee must furnish Customer Information to Franchisor at any time Franchisor requests it. Franchisee may not sell, transfer, or use Customer Information for any purpose other than operating the Franchised Business in accordance with this Agreement. Franchisor and its Affiliates may use Customer Information in any manner or for any purpose. Franchisee must secure from its actual and prospective customers all consents and authorizations, and provide them all disclosures, that Applicable Laws require to transmit Customer Information to Franchisor and its Affiliates and to permit Franchisor and its Affiliates to use that Customer Information in the manner that this Agreement contemplates.

C. Privacy Requirements. Franchisee must comply with: (i) the Payment Card Industry Data Security Standards enacted by the applicable card associations (as they may be modified from time to time or as successor standards are adopted); (ii) the Fair and Accurate Credit Transactions Act; (iii) all other standards or Applicable Laws that relate to electronic payments, data privacy, personally identifiable information, and data protection; and (iv) Franchisor's then-current policies and procedures, as specified in the Manual or otherwise in writing, regarding the collection, storage, use, processing and transfer of personal or financial data, including any privacy, artificial intelligence, or data protection and breach response policies Franchisor may establish from time to time (collectively, "**Privacy Requirements**"). Franchisor may require Franchisee to (a) use vendors that Franchisor designates or approves to provide

security services that are consistent with the Privacy Requirements; (b) maintain specific security measures; (c) provide evidence of compliance with Privacy Requirements upon Franchisor's request; and/or (d) use vendors that Franchisor approves or designates to conduct periodic security audits to ensure that personally identifiable information and/or payment data is adequately protected and provide Franchisor with copies of any audits, scanning results, or related documentation relating to such compliance or audits. Franchisee shall not publish, disseminate, implement, revise, or rescind a data privacy policy without Franchisor's prior consent.

D. Data Breaches. If Franchisee suspects or knows of a security or data breach, Franchisee must, at Franchisee's expense, in accordance with the Privacy Requirements, Applicable Laws, and any Franchisor directives, (i) immediately give Franchisor notice of such security breach and cooperate with any inquiry initiated by Franchisor; (ii) promptly identify and remediate the source of any compromise or security breach; (iii) comply with all applicable data breach notification laws; (iv) provide all required notices of breach or compromise to impacted individuals; (v) procure credit history monitoring services for impacted individuals; (vi) pay any related damages or fines; and (vii) keep Franchisor apprised of all such efforts to resolve the issue and resulting damages. For the avoidance of doubt, regardless of any actions that Franchisor may take to investigate or attempt to mitigate damages to Franchisor or the Marks and related goodwill that may result from such breaches, unless otherwise specified by Franchisor, Franchisee assumes, at its expense, all responsibility for addressing and resolving any security or data breach relating to the Franchised Business or customers of the Franchised Business.

E. Ownership of Intellectual Property. Franchisee acknowledges and agrees that all writings and other original works of authorship, regardless of form, including proprietary Software programs, trademarks, copyrightable works, Internet Web pages or any other documents or information pertaining or relating to the Franchised Business, the core services offered, or the system of operation produced or authored by Franchisee during the term of this Agreement shall be deemed by the parties to be works made for hire and the property of the Franchisor. The Franchisor shall have the absolute right to obtain and hold, in its own name, rights of copyright, trademark and/or other similar protections which may be available in the documents or works. Franchisee hereby agrees to cooperate and execute all documents necessary to perfect such rights in the Franchisor.

F. Improvements. Franchisee hereby assigns to the Franchisor its entire right, title and interest in any invention, technique, process, device, discovery, improvement or know-how hereafter made or conceived by Franchisee, its agents or its employees during the term of this Agreement which in any way relates to the actual or anticipated present or future business of the Franchisor or as suggested by or results from any activities performed by the Franchisee during the Term of the Franchise. Franchisee shall disclose any such invention, technique, process, device, discovery, improvement or know-how promptly to the Franchisor. Franchisee shall, upon request, promptly execute all documents necessary to assign Franchisee's right, title and interest in and to any such invention technique, process, device, discovery, improvement or know-how to the Franchisor and cooperate and take all steps necessary to enable the Franchisor to secure patent, trademark, copyright or any other proprietary rights in the United States, Canada or foreign countries.

G. Third-Party Intellectual Property. Franchisee represents and warrants that it will not use the confidential information, trade secrets, or intellectual property of any third party, other than the Franchisor or its Affiliates, in the operation or development of the Franchised Business, unless (a) it has the right or license to use such confidential information, trade secrets, or intellectual property for such purpose and (b) Franchisor mandates or otherwise authorizes or permits such usage in writing.

9. ACCOUNTING AND RECORDS

A. Books and Records. During the term of this Agreement and for at least five years thereafter, Franchisee agrees to keep and preserve full complete and accurate books and records for the Franchised Business in accordance with generally accepted accounting principles and in the form and manner prescribed by the Franchisor.

B. Accounting Software. Franchisee must use the then-current accounting application software prescribed by Franchisor from time to time as described in the Manual. Franchisee must install and maintain a software connection to enable accurate and complete transmittal of accounting data from Franchisee to Franchisor at the times and in the manner specified by Franchisor in the Manual. Franchisee must update its master file records to comply with changes to the accounting practices prescribed by Franchisor. Franchisor is not responsible for any technical support for the software which will be provided by the software vendor.

C. Reporting from Application. Franchisee must electronically transmit to Franchisor all data stored on Franchisee's accounting application on a daily basis.

D. Financial Statements and Tax Returns. Franchisee shall, at its sole expense, submit to Franchisor within 90 days after the end of Franchisee's fiscal year for each fiscal year or portion thereof that this Agreement is in force, a complete financial statement for the preceding fiscal year, including both an income statement and a balance sheet. Each balance sheet and financial statement submitted to Franchisor shall be signed by an officer of Franchisee attesting that it is true and correct. If requested by Franchisor, Franchisee shall submit to Franchisor a copy of all federal, state, and other tax returns relating to the Franchised Business, including all federal and state individual income tax returns for each Owner, together with such other information in such form as Franchisor may require. Upon request from Franchisor, Franchisee, at its expense, shall submit to Franchisor, within 90 days after receipt of Franchisor's request, complete financial statements for the preceding calendar year, including both a profit and loss statement and a balance sheet certified by an independent public accountant. Unless otherwise agreed to by Franchisor, or as otherwise set forth in the Manual, the financial statements shall be prepared in accordance with generally accepted accounting principles.

E. Additional Information. Franchisee shall also submit to Franchisor, for review, survey, auditing or other purposes, such other files, forms, reports, records, information, data and the basic operating system database as Franchisor may reasonably request from time to time, including information regarding leverage ratios, capitalization levels and applicable requirements, and debt holding obligations and thresholds. Franchisee specifically acknowledges that Franchisor may request and Franchisee must provide the basic operating system database when previously open territory that is adjacent to the geographic area comprising Franchisee's Territory is sold for purposes that include determining whether any of Franchisee's customers are outside the Territory. Franchisee acknowledges and agrees that all such information set forth in this Section 9.E. is deemed to be the property of the Franchisor.

F. Audit Rights. Franchisor or its authorized agent or representative shall have the right at any time during business hours, and without prior notice to Franchisee, to audit or cause to be audited the sales reports, purchasing reports, advertising expenditures, accounting and bank records, tax returns and schedules, computer records, and other forms, and the information and supporting records which Franchisee is required to submit to Franchisor under this Agreement, including all inventory records and the books and records of the Franchised Business and of any entity which owns or operates the Franchised Business. With respect to any immediate family members and other persons or entities who provide any financial assistance to the Owners or to the Franchised Business, Franchisee also agrees to make available and to assist in obtaining for the audit such financial and other records of those individuals or entities that Franchisor deems

necessary to establish the extent of that financial assistance. Franchisee shall fully cooperate with representatives of Franchisor and/or independent accountants or auditors hired by Franchisor conducting any such audit. The parties agree to deliver the relevant documents and conduct the audit in a diligent and expeditious manner. In the event any such audit shall disclose an understatement of the Gross Sales of the Franchised Business, Franchisee shall pay to Franchisor, within 30 days after receipt of the audit report, the Operating Fees (as defined in Section 12.E.1. (Due Dates)) and other monies due on the amount of such understatement, plus interest (as specified in Section 12.F. (Late Fees and Interest)). Further, if the audit reveals an understatement of Gross Sales for any period or periods greater than 5%, Franchisee must (a) reimburse Franchisor for the cost of such audit, including the charges of any independent accountant, attorneys, and/or third-party vendor and the travel expenses, room and board and compensation of employees of Franchisor and its authorized agents or representatives, (b) pay the amount of the underpayment plus any late fees and interest, and (c) pay an additional fee equal to the lesser of \$5,000 or the amount of the underpayment. The foregoing remedies shall be in addition to and will not be a waiver of or prejudice any other remedies and rights of Franchisor hereunder or under Applicable Laws, including Franchisor's right to terminate this Agreement. If Franchisor makes the findings of its audit available to Franchisee, its findings should not be taken or construed as any approval or indication of Franchisee's compliance with any financial reporting requirements, Applicable Laws, or any local, state, or federal tax filings.

10. OPERATION OF THE FRANCHISED BUSINESS

In order to maintain the high quality and consistent standards associated with the Marks and the System, Franchisee must comply with the terms of this Section 10 (Operation of the Franchised Business).

A. Compliance with the System. Franchisee agrees promptly to comply, at Franchisor's sole expense, with all then-current Standards relating to every aspect of the System and the operations of the Franchised Business, including computer hardware and software; supplier programs and operating systems; signs, logos, designs and advertising/ marketing materials and forms; car branding and wrapping; and website designs and formats, as specified in this Agreement and in the Manual, as said Manual may, from time to time be modified by Franchisor. Franchisee must use and display the Marks only in such a manner as is contemplated within this Agreement or provided for within this Agreement, the Manual, including such updates and improvements as the Franchisor may impose from time to time.

B. Compliance with Applicable Laws. Franchisee must comply at all times, at its expense, with all federal, state and municipal laws, regulations, ordinances, orders, and rulings ("**Applicable Laws**"); obtain applicable permits or business licenses; and pay any and all taxes, assessments, fees, fines and penalties imposed on Franchisee. It is Franchisee's sole and absolute obligation to research all Applicable Laws governing the operation of the Franchised Business and to ensure that such operation does not violate any Applicable Laws. For example, there are various federal laws that could affect Franchisee's business and that Franchisee must comply with such as the American with Disabilities Act, the CAN-SPAM Act, the Telephone Consumer Protection Act (TCPA), the Telemarketing Sales Rule (TSR), other federal and state anti-solicitation laws regulating marketing phone calls, and federal and state laws that regulate data security and privacy (including the use, storage, transmission, and disposal of data regardless of media type), employment matters, and environmental matters. Franchisee must investigate these laws to understand its potential legal obligations. Franchisee must also comply with all applicable Payment Card Industry standards. Franchisee will, at its expense, be absolutely and exclusively responsible for determining the licenses and permits and certifications required by Applicable Laws for the Franchised Business and for obtaining and qualifying for all such licenses and permits and certifications.

C. Operations and Management.

1. Full Time and Best Efforts. Franchisee must devote, or designate a manager in accordance with Section 10.C.2. (Management of Franchised Business) that must devote, full time and best efforts to establish, develop, and operate the Franchised Business.

2. Management of Franchised Business. The Franchised Business must at all times be under the direct, on-premises supervision of a manager (who may be Franchisee) who (a) is known to Franchisor, (b) has completed the Initial Training Program, and (c) devotes full-time and attention during business hours to the management of the Franchised Business. Such manager may not have any interest as an owner, employee, director, officer, salesperson, representative, agent, or in any other capacity in any Competing Business. Franchisor reserves the right to approve the qualifications of the individual so designated by Franchisee and such approval shall not be unreasonably withheld. Franchisee must monitor and shall be responsible for any managers employed by Franchisee.

3. Franchisee's Employees. Franchisee agrees that all services licensed under this Agreement shall be performed solely by Franchisee and/or Franchisee's employees, including temporary employees. Franchisee and all employees of Franchisee, while engaged in performance of all the services provided pursuant to the Franchised Business, shall wear uniforms conforming in color and design to the specifications designated by Franchisor in the Manual or otherwise in writing. Franchisee and all employees of Franchisee shall at all times while on duty present a neat and clean appearance and render competent, sober, courteous and trustworthy service to the customers of the Franchised Business.

4. Staffing and Employment Decisions. Franchisor may provide advice, materials, policies, and training modules that address suggested or recommended staffing for the efficient operation of a Franchised Business, and for delivering services in accordance with Franchisor's Standards, including customer service standards and brand standards. Even though Franchisor may offer suggestions, advice, guidelines, or programs, Franchisee will have sole responsibility for all employment decisions and functions related to its Franchised Business, including hiring, firing, promoting, demoting, compensation, benefits, scheduling of employee work hours and shifts, work rules, record-keeping, supervision, and discipline of employees. Franchisee must ensure that its employees are qualified to perform their duties in accordance with Franchisor's Standards. Franchisor does not require Franchisee to implement any employment-related policies or procedures or security-related policies or procedures that Franchisor may make available to Franchisee in the Manual or otherwise.

5. Restriction on Use of Affiliates. Franchisee must not use Affiliates in connection with the operation of the Franchised Business (including the use of Affiliates to sell, lease, loan, or otherwise provide personal property or services, such as vehicles, to the Franchised Business) without Franchisor's prior written consent, which Franchisor may withhold in its sole discretion. As a condition to obtaining Franchisor's consent, Franchisor may require Franchisee's Affiliates to guarantee Franchisee's obligations to Franchisor, provide a business plan, and provide periodic reporting of financial and other information.

6. Place of Business and Hours of Operation. Franchisee shall operate the Franchised Business in the Territory continuously during the term from Monday through Friday from 8 A.M. to 5 P.M. local time, unless otherwise agreed to by Franchisor or as otherwise specified in the Manual. The Franchisee shall maintain a clean and safe place of business in compliance with all Applicable Laws, and with the Occupational Safety and Health Act standards.

7. Business Dealings. In all business dealings with the public and with Franchisor, Franchisee will be governed by the highest standards of honesty, integrity, fair dealing, and ethical conduct

and act at all times to support and grow the System. Franchisee must not engage in any activity or practice that results in or may reasonably be anticipated to result in damage to Franchisor's business reputation, or result in or reasonably be anticipated to result in any public criticism of the System or Marks.

8. Professional Conduct. Franchisee, its Affiliates, and each of its and their Owners, officers, directors, managers, employees, and representatives (collectively, "**Franchisee Representatives**") must conduct themselves in a professional, courteous, and respectful manner at all meetings, conferences, training sessions, conferences, webinars, and other gatherings sponsored, organized, or facilitated by Franchisor or any of its Affiliates (collectively, "**Events**") and in all interactions and communications with Franchisor, its Affiliates, customers, other franchisees, suppliers, landlords, other third parties, and the public (collectively, "**Third Parties**"). Without limiting the generality of the foregoing, Franchisee and its Owners must, and must cause the other Franchisee Representatives to, (a) treat all Third Parties with dignity and respect; (b) refrain from any conduct that is abusive, threatening, combative, inappropriate, harassing, discriminatory, disruptive to Events or business operations, or defamatory; (c) comply with all rules, policies, and codes of conduct established by Franchisor for any Events or interactions or communications with Third Parties; (d) refrain from engaging in any conduct that could reasonably be expected to harm the reputation or goodwill of Franchisor, the franchise system, or the Marks; (e) refrain from engaging in any conduct that could reasonably be expected to endanger the health or safety of Third Parties; and (f) refrain from excessive consumption of alcohol or the use of illegal substances at any Events. If a Franchisee Representative fails to adhere to this Section, such misconduct will be deemed to be "**Professional Misconduct.**" Franchisor may, in its sole discretion and in addition to any other remedies under this Agreement or at law or equity, (i) require the immediate removal of any offending Franchisee Representative from any Event; (ii) prohibit any offending Franchisee Representative from attending future Events; (iii) prohibit or restrict any offending Franchisee Representative from using any intranet, technology, or communications systems managed, controlled, or mandated by Franchisor; and/or (iv) require Franchisee to take, in Franchisor's discretion, reasonable steps to address such Professional Misconduct and prevent such Professional Misconduct from occurring again.

D. Products and Suppliers. Franchisor has the right to require that products, supplies, furniture, fixtures, equipment, software, and services (collectively, "**Goods**") that Franchisee purchases for resale or purchases or leases for use in the Franchised Business: (i) meet specifications that Franchisor establishes from time to time; (ii) be a specific brand, kind, or model; (iii) be purchased or leased only from suppliers approved by Franchisor; (iv) be purchased or leased only from a single source that Franchisor designates (which may include Franchisor or its Affiliates or a buying cooperative organized by Franchisor or its Affiliates); and/or (v) be purchased as part of a purchasing program, arrangement, or contract that Franchisor negotiates or specifies. To the extent that Franchisor establishes specifications, requires approval of suppliers, or designates approved suppliers for particular Goods, Franchisor will publish its requirements in the Manual or otherwise in writing.

1. Approval Process. If Franchisor establishes sourcing requirements or required specifications for a certain Good or category of Goods and Franchisee would like to deviate from such requirements by using a different supplier or a Good that does not meet such specifications, prior to using such non-conforming Goods or suppliers, Franchisee must submit to Franchisor a written request for approval and a representative sample sufficient for end-use evaluation, together with the manufacturer's product identification and specifications and other information as Franchisor reasonably requires to determine whether such Good and/or supplier or distributor meets its Standards. Franchisor may condition its approval of a supplier or distributor on requirements relating to product quality, prices, consistency, warranty, reliability, financial capability, labor relations, customer relations, frequency of delivery, concentration of purchases, standards of service (including prompt attention to complaints), any adverse economic impact on Franchisor, its Affiliates, or the franchise network, and/or other criteria. Franchisor shall notify Franchisee within a reasonable time (which typically ranges between 20 and 150 days,

depending on the type of Good) whether it approves such products, supplier and/or distributor. If Franchisee does not receive Franchisor's approval within 150 days after submitting all of the information that Franchisor requests, Franchisor's failure to respond will be deemed a disapproval of the request. Franchisor may charge a fee of up to \$500 per product to conduct such an inspection, plus any actual expenses Franchisor or its Affiliates incur related to such review. If Franchisor's or its Affiliates' representatives must travel to conduct such a review, Franchisee must pay an additional fee of \$500, plus such representatives' travel and living expenses. Franchisor reserves the right to periodically re-inspect the products and services of any approved or designated supplier or distributor and to revoke its approval of any supplier, distributor, product or service that does not continue to meet Franchisor's then-current criteria.

2. Revenue from Purchases. Franchisee acknowledges and agrees that Franchisor and its Affiliates (a) may derive revenue based on Franchisee's purchases and leases, including from charging Franchisee for products and services that Franchisor or its Affiliates provide and from promotional allowances, volume discounts, commissions, rebates, and other payments made to Franchisor or its Affiliates by manufacturers, suppliers, and/or distributors that Franchisor designates or approves and (b) are entitled to retain and use all such amounts without restriction for any purposes Franchisor or any of its Affiliates deem appropriate.

E. Products and Services Offered.

1. Required and Permitted Services. Franchisee must offer and provide all the services to its customers as required by Franchisor and refrain from offering and providing any services not specifically authorized by Franchisor.

2. Agreements and Warranties. Franchisee must offer services offered in accordance with the terms of a standard form of contract, in a form acceptable to Franchisor. Such contract will specify the services, warranties and standards of services offered to the customer.

3. Pricing. Subject to Applicable Laws, Franchisor may require Franchisee to charge certain prices for goods or services, certain minimum prices for goods or services, or certain maximum prices for goods or services, as set forth in the Manual or otherwise in writing from time to time. If Franchisor sets a suggested retail price for a good or service, Franchisor may prohibit Franchisee from advertising any other prices for such goods or services. Where no price or maximum or minimum price has been specified or established by Franchisor, Franchisee may sell such goods or services at any reasonable price it chooses. Advertised prices and specified maximum and minimum prices for goods or services may vary from region to region to the extent deemed necessary by Franchisor in order to reflect differences in costs and other factors applicable to such regions.

F. Customer Service.

1. Customer Inquiries and Complaints. Franchisee must promptly respond to any and all customer or third-party inquiries or complaints and achieve customer or third-party satisfaction of reasonable complaints by refunding monies, fixing or replacing damaged property, redoing services, providing service credits, or taking other actions that may be reasonably necessary or appropriate to resolve a complaint to the customer's satisfaction.

2. Franchisor Intervention. Franchisor may, but is not required to, immediately and directly respond to and settle customer or third-party complaints where, in its sole discretion, Franchisor determines intervention by the Franchisor is appropriate to protect the brand or where Franchisee has failed to promptly or adequately resolve such complaints. Franchisee hereby authorizes Franchisor to manage and settle all such customer or third-party complaints on the Franchisee's behalf and agrees to pay

Franchisor the Complaint Management Fee (as defined in Section 12.D.1. (Customer Management Fee)) for such assistance. Franchisee's repeated failure to promptly resolve material, substantiated customer or third-party complaints shall constitute a breach of this Agreement.

3. Social Monitoring Program. To protect the brand, Franchisor may participate in a social monitoring program and may require Franchisee to participate, at Franchisee's expense, in a social monitoring program. Customer complaints in social media outlets (Twitter, Facebook, consumer rating pages, discussion groups and similar public forums) must be responded to as quickly as possible, but in no event more than 48 hours after Franchisee is notified of the complaint.

4. Customer Relations Programs. Franchisor may participate in or establish a customer relations program and may require Franchisee to participate, at Franchisee's expense, in a customer relations program, including, by way of example, programs for auditing customer satisfaction and/or other quality control measures. Franchisee agrees to request that its customers participate in any surveys performed by or on behalf of Franchisor from time to time.

G. Inspection. Franchisee must allow Franchisor physical access for the purpose of observing Franchisee's business operations.

H. National Accounts Program.

1. National Accounts. Franchisor has the right to establish a "**National Accounts Program**" designed to address the needs of local, regional, or national customers or referral sources that require services at multiple locations ("**National Accounts**"). Franchisor or its Affiliates may enter into agreements with National Accounts for MM Businesses to provide services to the National Account and/or their employees, residents, or other affiliated individuals in accordance with negotiated rates and terms. Franchisee may not enter into agreements with, or market to, National Accounts, unless Franchisor agrees otherwise in writing.

2. Program Participation. In order to qualify for participation in the National Accounts Program, Franchisee must be in Good Standing and meet any other qualifications specified in the Manual or otherwise in writing. Franchisee may be required to enter into separate agreements specified by Franchisor, including agreements with Affiliates or various third parties, to participate in the National Accounts Program. Franchisor may, in its sole discretion, specify and modify the minimum requirements to participate in the National Accounts Program, as well as the terms and conditions of participation in the National Accounts Program and any agreements with National Accounts, and Franchisee must comply with such terms and conditions and enter into any new agreements as a condition of continuing to participate in the National Accounts Program. Franchisee understands that the Franchisor will establish the rules under which Franchisee will be compensated for participation in the National Accounts Program, and that the Franchisor may terminate or modify the National Accounts Program in its sole discretion. In addition to any other applicable fees, Franchisee must pay Franchisor a \$20 processing fee for each job that Franchisee completes under the National Accounts Program. Franchisor reserves the right to require that Franchisee provide services to a National Account or related party or to participate in the National Account Program.

3. National Account Referrals. If Franchisee does not participate in the National Accounts Program or does not accept a job related to a National Account, then notwithstanding any other provision of this Agreement, Franchisor may assign such work to itself, its Affiliates, another franchisee, or an independent contractor. The work performed by such party will be deemed not to violate the exclusive Territory rights of Franchisee. Franchisee acknowledges and agrees that Franchisee may not receive and Franchisee is not entitled to receive leads and/or jobs from National Accounts Programs offered by Franchisor from time to time, and that if Franchisee does receive such leads or jobs: (a) those leads or jobs may not be

distributed equally; (b) the model for distributing those leads will be designed in Franchisor's sole discretion and may be modified from time to time; (c) National Account customers may limit the number of participating franchisees in a market and direct work to specific franchisees; and (d) lead and/or job volume varies greatly across the United States, and that some geographic regions have few or no leads/jobs. Franchisee acknowledges and agrees that (x) Franchisor is not obligated to maintain or offer the National Accounts Program, (y) there is no assurance that Franchisee will be permitted to participate in the National Accounts Program, and (z) there is no assurance that Franchisee will receive any benefits from any National Accounts Program in which Franchisee participates.

I. Computer Hardware and Software.

1. Required Hardware and Software. Franchisee must, at its expense, acquire and use the computer systems, hardware, tablets, mobile devices, printers, software, apps, websites, network connections, and firewall services (collectively, "**System Components**") Franchisor specifies for the operation of the Franchised Business. In addition, Franchisor may develop or designate new or modified System Components in the future. Franchisor may require Franchisee to obtain, update, and use specified System Components including a license to use software developed by Franchisor or vendors. Franchisee may be required incur costs to purchase, lease, and/or license new or modified System Components and to obtain service and support for the System Components during the term of this Agreement. All System Components must be updated, maintained, and used in compliance with Franchisor's specifications. Franchisor may require Franchisee to electronically upload or transmit information on a periodic basis (including daily).

2. Software Platform. Franchisor hereby leases to Franchisee for the term of this Agreement the MM360 software, the basic operating system for MM Businesses (the "**Software**"). Franchisor may, from time to time and in its sole discretion, add or remove applications or programs from the Software or provide upgrades or other modifications to the Software as Franchisor may deem necessary or appropriate, all of which shall be deemed a part of the Software. It is understood and agreed that Franchisee acquires no proprietary interest in the Software. Franchisee agrees to use the Software in conjunction with the operation of the Franchised Business. Franchisee further agrees not to change or modify the Software in any manner. Franchisee recognizes that Franchisor is the only source of the Software to be used by Franchisee in the Franchised Business. The Software is to be used by all MM Businesses. Franchisee agrees to pay the Technology Fee (as defined in Section 12.C. (Technology Fee)) for the right to use the Software.

11. MODIFICATION OF THE SYSTEM

Franchisee acknowledges that the System must continue to evolve in order to reflect changing market conditions and to meet new and changing consumer demands. Therefore, variations and additions to the System may be required from time to time in order to preserve and enhance the public image of the System and to enhance the continuing operational efficiency of all franchisees. Accordingly, Franchisee agrees that Franchisor may, from time to time, upon notice, add to, subtract from or otherwise change the System, including the adoption and use of new or modified trademarks, products, services, equipment and new techniques and methodologies relating to the sale, operation, promotion and marketing of services. Franchisee agrees to promptly accept, implement, use and display in the operation of the Franchised Business all such additions, modifications and changes at its sole cost and expense.

12. ROYALTIES, FEES, AND PAYMENTS

A. Royalties. Beginning with the first week of service to customers, Franchisee shall pay to Franchisor a weekly royalty equal to 7% of Gross Sales of the Franchised Business (the "**Royalty**").

1. Franchisee is eligible for the following Royalty incentive (the “**Royalty Incentive**”) if it achieves certain Gross Sales levels:

a. The Royalty will be 7% of Gross Sales of the Franchised Business until such time as Gross Sales of the Franchised Business exceed \$400,000. If Gross Sales of the Franchised Business in a given calendar year exceed \$400,000, the Royalty Incentive will apply and will reduce the Royalty owed to 6% of Gross Sales of the Franchised Business exceeding \$400,000 but less than or equal to \$500,000 for the remainder of the calendar year. If Gross Sales of the Franchised Business in a given calendar year exceed \$500,000, an additional Royalty Incentive will apply and will reduce the Royalty owed to 5% of Gross Sales of the Franchised Business exceeding \$500,000 for the remainder of the calendar year. At the beginning of the next calendar year, the Royalty Incentive will reset and the Royalty will revert back to 7% of Gross Sales of the Franchised Business until such time as Gross Sales once again exceed \$400,000, at which point the Royalty Incentive thresholds described above will apply.

b. For purpose of calculating whether the Royalty Incentive applies, Gross Sales will (a) be based on the billings of only the single Franchised Business, which will not be combined with any billings achieved by other Franchised Businesses in which Franchisee, its owners, or its Affiliates have an interest, and (b) will exclude any revenue generated from the National Account Program. For the avoidance of doubt, Franchisee shall pay the applicable Royalty (as may be modified by the Royalty Incentive that is in effect) on Gross Sales generated from the National Account Program.

c. Franchisor may change or discontinue this Royalty Incentive at any time and in its sole discretion during the term of this Agreement, including by changing the Gross Sales thresholds and the amount of the applicable Royalty. If the Royalty Incentive is discontinued, the Royalty will then revert to 7% of Gross Sales of the Franchised Business for the duration of the term of this Agreement.

2. The Royalties are paid in consideration of the license to use the System and Marks. If Franchisee acquires an existing Franchised Business, the Gross Sales achieved by the transferee in the portion of the year preceding the acquisition shall count towards determining the applicable Royalty Incentive.

3. For purposes of this Agreement, “**Gross Sales**” shall mean all billings of the Franchised Business, whether or not collected, including, but not limited to, (a) cash sales and sales on account, (b) monies billed for maid cleaning services whether performed by Franchisee, its Affiliates, or subcontractors, (c) monies billed in connection with trade or barter agreements, or (d) monies billed for any other cleaning and/or maintenance of any structure, interior or exterior. “Gross Sales” excludes any sales taxes or use taxes.

B. Ad Fund Contribution. Franchisee shall contribute to the Ad Fund a percentage of weekly Gross Sales of the Franchised Business that Franchisor specifies from time to time (the “**Ad Fund Contribution**”). Currently, the Ad Fund Contribution is 1.3% of weekly Gross Sales, but the Ad Fund Contribution may be changed by Franchisor from time to time, provided that (i) the Ad Fund Contribution may not exceed 2% of monthly Gross Sales and (ii) the Ad Fund Contribution and the Local Marketing Obligation may not collectively exceed 3% of monthly Gross Sales. The contribution shall be paid to Franchisor weekly via electronic funds transfer in the same manner as Royalties.

C. Technology Fee. After the Opening Date, Franchisee must pay Franchisor a \$499 monthly fee for various technology-related products and services, including the costs to license the MM360 software

(or a successor platform) and other technologies that support the operation of Franchised Businesses (the “**Technology Fee**”). After consulting with Franchisee’s national franchise council, which shall serve in an advisory role only, Franchisor may increase the Technology Fee and change the related products and services from time to time, provided that the Technology Fee shall not be increased by more than 10% in any given calendar year (the “**Annual Tech Cap**”), except that (i) if the Technology Fee is not increased, or is increased by less than the Annual Tech Cap, in any calendar year, the unused portion of the permissible increase shall accumulate and may be applied in any subsequent year or years, in addition to the Annual Tech Cap otherwise available for such year and (ii) if a Software Change occurs, the Technology Fee may be increased to up to \$1,000 per month beginning in the year of such change. A “**Software Change**” occurs when Franchisor modifies MM360 and/or the Service Mobility Software by changing vendors, platforms, or subscription packages (i.e., changing to a higher subscription level). After any increase related to a Software Change, the Annual Tech Cap (including any accumulated rights to exceed the cap) shall apply in subsequent years. For the avoidance of doubt, the aggregate of any accumulated unused increases and the Annual Tech Cap for the applicable year shall represent the maximum permissible increase in the Technology Fee for that year, unless a Software Change occurs. Any changes to the Technology Fee must be announced to the franchise network at least 90 days before the modified fee takes effect. If (i) Franchisee or one of its Affiliates operate a Primary Office in a territory contiguous with the Territory and (ii) Franchisor permits Franchisee to operate a Market Hub Office instead of a Primary Office in the Territory, Franchisor may, in its sole discretion, waive the Technology Fee due under this Agreement, provided that the fee shall once again be collected if Franchisee subsequently opens a Primary Office in the Territory.

D. Other Fees.

1. Complaint Management Fee. If Franchisor, in its sole discretion, attempts to resolve any customer or third-party complaints or disputes relating to the Franchised Business in accordance with Section 10.F.2 (Franchisor Intervention) of this Agreement, Franchisee must pay Franchisor \$500 (which may be increased by Franchisor to up to \$750), plus any costs and expenses that Franchisor and/or its Affiliates incur resolving or attempting to resolve such complaint (the “**Complaint Management Fee**”).

2. Insurance Procurement Fee. If Franchisee fails to obtain required insurance and Franchisor, in its sole discretion, procures insurance coverage on Franchisee’s behalf, Franchisee must pay Franchisor up to 150% of any costs and expenses that Franchisor or its Affiliates incur procuring such insurance (the “**Insurance Procurement Fee**”).

3. Transfer Fee. If a Control Transfer (as defined in Section 14.A.2. (Defined Terms)) occurs, Franchisee must pay Franchisor a transfer fee (the “**Transfer Fee**”). The standard Transfer Fee for Control Transfers is 25% of the then-current Initial Franchise Fee if one MM Business is being transferred in the same transaction, 20% of each of the then-current Initial Franchise Fees if two MM Businesses are being transferred in the same transaction, 15% of each of the then-current Initial Franchise Fees if three MM Businesses are being transferred in the same transaction, and 10% of each of the then-current Initial Franchise Fees if four or more MM Businesses are being transferred in the same transaction (the “**Standard Transfer Fee**”). Instead of the Standard Transfer Fee, the Transfer Fee shall be equal to (i) 7.5% of the then-current Initial Franchise Fee, if the Transfer is to an Owner’s child who is at least 18 years of age; (ii) \$500, if the Transfer is to a spouse of an existing owner; (iii) \$500, if the Transfer is to an Entity formed by Franchisee and its Owners; (iv) 15% of the then-current Initial Franchise Fee, if the Transfer is due to the death of the controlling Owner (and the transfer is not to their spouse or adult child); (v) 85% of the Standard Transfer Fee if the Transfer is to an individual who Franchisee demonstrates has been a manager of the Franchised Business for at least 12 months preceding the Transfer and is current on all Franchisor-required training and certifications. In addition to the Transfer Fee,

Franchisee must pay Franchisor's and its Affiliates' costs and expenses incurred in connection with the Transfer, including attorneys' fees.

4. Change Fee. When (a) notifying Franchisor of a Non-Control Transfer (as defined in Section 14.A.2 (Defined Terms)), including adding, deleting, or changing an Owner's name; (b) changing Franchisee's entity name; (c) changing Franchisee's DBA (doing business as) name; (d) changing Franchisee's form of entity; or (e) making any mutually agreed modifications to this Agreement, Franchisee must pay to Franchisor the then-current change fee (currently, \$500 per change), as specified in the Manual from time to time (the "**Change Fee**"). The Change Fee may be increased from time to time, provided that it will not exceed \$750. For Non-Control Transfers, the Change Fee will be charged per person, per transfer, and per franchise agreement. If any changes are being made in conjunction with a Control Transfer, the Transfer Fee shall apply, instead of the Change Fee. If Franchisee is consolidating one or more Franchise Agreements into a single Franchise Agreement, Franchisee must pay a consolidation change fee equal to \$1,500 per Franchise Agreement that is involved in the consolidation, instead of the standard Change Fee. For example, if three Franchise Agreements are consolidated into one, the applicable fee will be \$4,500. Other than the Change Fee charged for Non-Control Transfers and consolidations, the Change Fee will not apply to changes made at the time Franchisee enters into a Renewal Franchise Agreement.

5. Lead Fee. If Franchisor refers a qualified lead to Franchisee or an existing Owner and such qualified lead purchases Franchisee's or such Owner's interests in this Agreement, Franchisee, or the Franchised Business within 18 months of Franchisor's referral of such lead, Franchisee shall pay Franchisor a lead fee equal to \$10,000, which shall be in addition to any applicable Transfer Fee and, if applicable, any fees that the Franchisee may owe to independent franchise brokers that they have engaged. A "**qualified lead**" is defined as someone who has passed Franchisor's screening process, national background check, a credit check, and a phone interview. Franchisor is not responsible for locating leads and does not represent that it will do so.

6. Renewal Fee. If Franchisee enters into a term subsequent to the initial term of this Agreement, Franchisee must pay Franchisor a renewal fee (the "**Renewal Fee**"), which will be determined based on the number of years that Franchisee has operated the Franchised Business from the effective date of Franchisee's first Franchise Agreement for the Franchised Business to the original expiration date of the expiring term (not including any temporary extensions or delays in completing the renewal process). The Renewal Fee will be (i) for five or fewer years of operation: 10% of the then-current Initial Franchise Fee; (ii) for 5.01 to 10 years of operation: 8% of the then-current Initial Franchise Fee; (iii) for 10.01 to 15 years of operation: 5% of the then-current Initial Franchise Fee; and (iv) for more than 15 years of operation: no renewal fee. For example, if Franchisee is developing a new Franchised Business, Franchisee will receive a five-year initial term and an option, if it qualifies, to enter into a five-year second term and a five-year third term (both referred to as renewal terms). Thus, the renewal fee to enter into the second term (the first renewal term) will be 10% of the then-current Initial Franchise Fee and the renewal fee to enter into the third term (the second renewal term) will be 8% of the then-current Initial Franchise Fee. Franchisor is not obligated to offer Franchisee a fourth or subsequent term, but, if Franchisor elects to do so, the renewal fee will apply for such subsequent terms, rather than the Initial Franchise Fee.

7. Tax Reimbursements. Franchisee must pay Franchisor, or its Affiliate or designee, promptly when due, all sales taxes, use taxes, personal property taxes, and other taxes imposed upon Franchisor or its Affiliates or collected from Franchisor or its Affiliates on account of goods and services Franchisor or its Affiliates furnish to Franchisee through sale, lease, or otherwise, or on account of Franchisor's collection of the initial license fee or other fees, Royalties, or other payments required under this Agreement or any Related Agreement.

8. Market Hub Fee. If Franchisee operates any Market Hub Offices in the Territory, Franchisee must pay a fee that is currently \$150 per month, but can be increased by Franchisor, in its sole discretion, up to \$200 per month (the “**Market Hub Fee**”) for each Market Hub Office in the Territory, which supports the systems, administration, communication tools, and infrastructure associated with approved Market Hub Offices, including associated email addresses, websites, management tools, and related operational support resources.

E. Reporting and Payments.

1. Due Dates. The Royalty, Ad Fund Contribution, and Technology Fees (the “**Operating Fees**”) are due to Franchisor and must be reported to Franchisor at the times and in the manner that Franchisor specifies from time to time in the Manual or otherwise. Currently, Franchisee must pay the Royalty and Ad Fund Contribution within 14 days of the end of the weekly reporting period, based on Gross Sales for such weekly reporting period, and must pay the Technology Fee on the first day of each month. The “**weekly report period**” shall be defined as each Sunday-Saturday period of seven days which occurs during the course of this Agreement. All other fees and payments due to Franchisor must be paid to Franchisor on the due date specified or within 10 days of Franchisee’s receipt of an invoice from Franchisor. Currently, Franchisee must close its weekly statement of Gross Sales for each weekly report period within 14 days after the end of each weekly reporting period.

2. Payment Method. Franchisee must make all payments to Franchisor by the method or methods that Franchisor specifies from time to time in the Manual, which may include payment via wire transfer or electronic debit from Franchisee’s bank account (the “**Account**”). Franchisee must furnish Franchisor and its bank with all authorizations necessary to effect payment by the specified methods and must take all steps necessary to ensure that such authorizations remain valid. Currently, Franchisee must make all payments due under this Agreement (including payments for products or services purchased from Franchisor or its Affiliates) by electronic debit from the Account, which Franchisor may initiate by autodraft. Franchisee must sign the electronic funds transfer authorization form that is attached as Exhibit C (and any subsequent form required by Franchisor from time to time) and deliver a copy of the authorization to Franchisor within five business days of its request. Franchisee must maintain sufficient funds in the Account to permit Franchisor to withdraw the Operating Fees and other amounts due from time to time. Franchisor’s use of electronic funds transfers as a method of collecting amounts due does not constitute a waiver of any of Franchisee’s obligations to provide Franchisor with sales reports as required in this Agreement, nor shall it be deemed a waiver of any of the rights and remedies available to Franchisor under this Agreement.

3. Automatic Debit. If Franchisee has not reported Gross Sales of the Franchised Business to Franchisor for any reporting period, Franchisor will be authorized to debit the Account in an amount equal to the greater of the non-reported payment (if Franchisor can reasonably estimate or determine the owed amount) or 120% of the average Operating Fees transferred from the Account in the previous 36 weekly reporting periods in which a report of the Gross Sales of the Franchised Business was provided to Franchisor (or, if there have not been 36 such weekly reporting periods, the number of reporting periods for which such report was received). If at any time Franchisor determines that Franchisee has under-reported the Gross Sales of the Franchised Business or underpaid Operating Fees due Franchisor under this Agreement, Franchisor will be authorized to immediately initiate a debit to the Account in the appropriate amount in accordance with the foregoing procedure, including interest as provided for in this Agreement. An overpayment will be credited to the Account through a credit effective as of the first reporting date after Franchisor and Franchisee determine that such credit is due.

F. Late Fees and Interest. If any payment is overdue, Franchisee must pay to Franchisor, on demand, interest, compounded daily, on all overdue payments from the date the payment was due until paid equal to the lesser of (i) 2% per month or (ii) the maximum rate of interest permitted by law. If any payment or sales report is overdue, Franchisee must also pay to Franchisor a late fee in the amount of (a) for the first four weeks after the due date, \$200 for each week that such report or payment is late and (b) thereafter, \$500 for each week that such report or payment is late. Franchisee acknowledges that this Section is not Franchisor's agreement to accept any payments after they are due and that any late payments are a default under this Agreement. The right to collect interest and late fees shall be in addition to any other remedies Franchisor may have. In addition, Franchisee agrees to pay any expense incurred by Franchisor, including costs, bank fees, and attorneys' fees, related to the collection of any fees or payments due under this Agreement.

G. Application of Payments. When Franchisor receives a payment from Franchisee, Franchisor has the right in its sole discretion to apply it as Franchisor sees fit to any past due indebtedness of Franchisee due to Franchisor or its Affiliates, whether for Operating Fees, purchases, interest, or for any other reason, regardless of how Franchisee may designate a particular payment to be applied. Franchisor may accept and cash any payment received from Franchisee without prejudice to its right to recover the balance due or pursue any other remedy provided herein or by law. In addition, Franchisor may offset any amount otherwise due to Franchisee, against any amount owed to Franchisor. Franchisor may retain any amounts received for Franchisee's account (and/or that of any Affiliate of Franchisee), whether rebates from suppliers, national account or program work payments, or otherwise, as payment against any amounts owed to Franchisor, including then-current Operating Fees which accrue to Franchisor from such national account or program work payments. Franchisor can exercise any of the foregoing rights in connection with amounts owed to or from Franchisor and/or any of its Affiliates.

H. No Right to Withhold Payments. The obligations of Franchisee to pay to Franchisor any fees or amounts described in this Agreement are not dependent on Franchisor's performance and are independent covenants by Franchisee. Franchisee shall make all such payments without offset or deduction.

13. INSURANCE

A. Required Insurance. Franchisee shall procure, before attending the Initial Training Program or before commencement of business in the case of a transfer of an existing Franchised Business (where Franchisor may permit Franchisee to begin operating prior to attending the Initial Training Program), and maintain in full force and effect during the entire term of this Agreement, at Franchisee's sole expense, an insurance policy or policies protecting Franchisee and Franchisor and their officers and employees against any loss, liability or expense whatsoever arising or occurring by reason of Franchisee's operation of the Franchised Business licensed hereunder. Franchisor, its parents, partners, affiliates, subsidiaries, successors and assigns and their respective officers, directors, employees, agents and partners shall be named as a certificate holder and as an additional insured on such policy or policies (except that Franchisor need not be named as an additional insured for Worker's Compensation and third-party crime bond). All insurance must be provided by an insurance company with an AM Best ranking of A-, with a size category of VII (or such equivalent standards if AM Best rankings are no longer available). The Franchisee's insurance must be written as primary and non-contributory to Franchisor insurance, and must, where not prohibited by Applicable Laws, waive rights of subrogation against Franchisor and its parents, partners, affiliates, subsidiaries, successors and assigns and their respective officers, directors, employees, agents and partners. All such insurance must stipulate that the Franchisor will receive copies of all notices of cancellation,

nonrenewal or coverage reduction or elimination at least 30 days prior to the effective date of such cancellation, nonrenewal or coverage change.

B. Minimum Coverage. Such policy or policies shall be written by an insurance company satisfactory to Franchisor in accordance with the Standards set forth in the Manual or otherwise in writing and shall include, at a minimum (except as additional coverage and higher policy limits may reasonably be specified for all Franchisees from time to time by Franchisor in the Manual or otherwise in writing) the following:

1. Comprehensive general liability insurance, including product liability coverage, with minimum limits of \$500,000 per person and \$1,000,000 per occurrence for bodily injury;
2. Business automobile liability coverage for any owned, hired and non-owned auto or any auto, with minimum limits of \$1,000,000 per person/\$1,000,000 per occurrence for bodily injury, and \$100,000 for property damage liability;
3. Worker's Compensation and employer's liability insurance with a \$500,000 minimum employee liability limit, as well as such other insurance as may be required by statute or rule of the state(s) in which the Franchised Business is located and operated;
4. Third party crime bond coverage in the minimum amount of \$25,000 to protect the Franchised Business in the event of employee theft from a customer; and
5. Employment Practices Liability Insurance (EPLI) coverage with minimum limit of \$250,000 or if obtained as a sublimit to the general liability insurance, then a minimum limit of \$100,000 will be permitted. Franchisor must be named as an additional insured as to sublimit if part of the general liability policy.

Further, Franchisor strongly recommends that Franchisee obtain care, custody and control insurance, including coverage for damage to property in its employees' control or property they are directly working on, with minimum limits of \$150,000 per occurrence, to adequately protect the operation of the Franchised Business. Franchisee acknowledges and agrees (a) the required insurance coverage and limits will not necessarily be adequate to protect Franchisee for all events, nor will it be deemed as a limitation on Franchisee's liability to Franchisor; (b) Franchisee may meet the required insurance coverages and limits with any combination of primary and umbrella/excess liability insurance; (c) Franchisee is solely responsible for any deductible or self-insured retention; and (d) if Franchisor receives any proceeds from any claim under Franchisee's policies, Franchisor may retain any such amount to offset any monies Franchisee owes to Franchisor or its Affiliates.

C. Additional Insurance Coverage. Franchisor reserves the right to require additional insurance coverage where, in Franchisor's sole discretion, such coverage is reasonably appropriate. Further, Franchisor reserves the right to require specific coverage endorsements which Franchisee will be required to obtain to be in compliance with the requirements of this Section. New requirements will be discussed with the franchisee advisory council (if any) prior to implementation. Franchisor will provide a transition period of six months for Franchisees to obtain the newly required insurance.

D. Non-traditional Coverage. Franchisor must not satisfy its insurance obligations through the use of self-insurance, retroactive insurance, high-deductible insurance, insurance through a captive insurance program, or other non-traditional insurance without Franchisor's prior written approval. If Franchisor, in its sole discretion, approves any non-traditional coverage, Franchisor may specify the broker or any providers that must be used and any other Standards for such coverage.

E. Evidence of Coverage. Upon obtaining the insurance required by this Agreement, and on each policy renewal date thereafter, Franchisee shall promptly submit evidence of satisfactory insurance and proof of payment therefore to Franchisor, together with, upon request, copies of all policies and policy amendments. The evidence of insurance shall include a statement by the insurer that the policy or policies will not be canceled or materially altered without at least 30 days prior written notice to Franchisor.

F. Failure to Maintain Insurance. If Franchisee at any time fails or refuses to maintain any insurance coverage required by the Franchisor, or fails to furnish satisfactory evidence thereof, the Franchisor, at its option and in addition to its other rights and remedies hereunder, may obtain such insurance coverage on behalf of the Franchisee, and Franchisee must pay the Insurance Procurement Fee to Franchisor on demand.

14. TRANSFERS

A. Transfer by Franchisee.

1. Franchisee's Owners. Franchisee represents and warrants that Exhibit A of this Agreement completely and accurately identifies all Owners and describes their ownership interests (whether direct or indirect) in Franchisee as of the Effective Date.

2. Defined Terms.

a. **"Transfer"** (whether or not such term is capitalized) means and includes a voluntary, involuntary, direct, or indirect assignment, sale, gift, pledge, mortgage, encumbrance, or other disposition of any interest in (i) this Agreement; (ii) Franchisee; (iii) the Franchised Business or substantially all of its assets; (iv) any of Franchisee's Owners (if such Owner is an Entity); or (v) any right to receive all or a portion of the Franchised Business', Franchisee's, or any Owner's profits or losses or any capital appreciation relating to the Franchised Business, Franchisee or any Owner. An assignment, sale, gift, or other disposition includes the following events: (u) transfer of ownership of capital stock, a partnership or membership interest, or another form of ownership interest; (v) merger or consolidation or issuance of additional securities or other forms of ownership interest; (w) any pledge, sale, or other transfer of a security or other interest convertible to an ownership interest; (x) transfer in a divorce, insolvency, or entity dissolution proceeding or otherwise by operation of law; (y) transfer by will, declaration of or transfer in trust, or under the laws of intestate succession; and (z) foreclosure upon or exercising any similar rights or remedies with respect to any security interest in this Agreement (to someone other than Franchisor), the Franchised Business or an ownership interest in Franchisee or one of its Owners, foreclosure upon the Franchised Business, or Franchisee's transfer, surrender, or loss of the Franchised Business, possession, control, or management.

b. **"Control Transfer"** means any Transfer of (i) this Agreement (or any interest in this Agreement), (ii) the Franchised Business or all or substantially all of its assets, (iii) a Controlling Ownership Interest in Franchisee, whether in one transaction or a series of related transactions (regardless of the time period over which these transactions take place), or (iv) a Controlling Ownership Interest in any Controlling Owner (if such Owner is an Entity), whether in one transaction or a series of related transactions (regardless of the time period over which these transactions take place).

c. **"Controlling Owner"** means an individual or Entity holding a direct or indirect Controlling Ownership Interest in Franchisee.

d. **"Controlling Ownership Interest"** in an Entity means, whether directly or indirectly, either (i) the record or beneficial ownership of, or right to control, 50% or more of the

investment capital, equity, rights to receive profits or losses, or other rights to participate in the results of the Entity, or (ii) the effective control of the power to direct or cause the direction of that Entity's management and policies, including a general partnership interest (with respect to an Entity that is a partnership) and a manager or managing member interest (with respect to an Entity that is a limited liability company), or the power to appoint or remove any such party. In the case of (i) or (ii), the determination of whether a "Controlling Ownership Interest" exists is made both immediately before and immediately after a proposed transfer.

e. **"Non-Control Transfer"** means any Transfer (as defined in this Agreement) of (a) a non-Controlling Ownership Interest in Franchisee, (b) a non-Controlling Ownership Interest in any Controlling Owner (if such Owner is an Entity), or (c) a Controlling Ownership Interest or non-Controlling Ownership Interest in any Non-Controlling Owner (if such Owner is an Entity).

f. **"Non-Controlling Owner"** means any Owner which is not a Controlling Owner.

3. Consent Required. Franchisee acknowledges that the rights and duties this Agreement creates are personal to Franchisee and its Controlling Owners and that Franchisor has granted Franchisee the rights under this Agreement in reliance upon Franchisor's perceptions of Franchisee's and its Controlling Owners' collective character, skill, aptitude, attitude, business ability, and financial capacity. Accordingly, unless otherwise specified in Section 14.A. (Transfer by Franchisee), prior to a Transfer, Franchisee must obtain Franchisor's prior written approval for the proposed Transfer and Franchisee, transferee, and any related parties must comply with the terms and conditions applicable to such Transfer in Section 14.A. A Transfer of the Franchised Business' ownership, possession, or control, or substantially all of its assets, may be made only with a Transfer of this Agreement. Any Transfer without complying with the terms and conditions applicable to such Transfer in Section 14.A. is a material breach of this Agreement, and such transaction will be deemed void *ab initio*. Franchisee may not offer the Franchised Business, the assets of the Franchised Business, or any interest in Franchisee through an auction, unless Franchisor consents in writing in advance. Franchisor reserves the right to conduct an audit of the Franchised Business as a pre-condition to consent to Transfer.

4. Non-Control Transfers. Subject to the other provisions of Section 14.A. (Transfer by Franchisee), Franchisee must obtain Franchisor's written consent to a proposed Non-Control Transfer prior to completing such Transfer. Franchisor will not unreasonably withhold its consent to a Non-Control Transfer, provided (i) neither the proposed transferee nor any of its direct and indirect owners (if the transferee is an Entity) own, operate, or are directly or indirectly involved in any Competing Business (as defined in Section 15.A.1.); (ii) such Transfer does not, whether in one transaction or a series of related transactions (regardless of the time period over which these transactions take place), result in the transfer or creation of a direct or indirect Controlling Ownership Interest in Franchisee; (iii) prior to the closing of such Non-Control Transfer, Franchisor receives written notice of such Non-Control Transfer from Franchisee, which notice shall fully and completely describe such Non-Control Transfer and the parties involved in such Non-Control Transfer, including such other information as Franchisor reasonably requests from time to time concerning any new Non-Controlling Owners; (iv) such Non-Controlling Owners have, in Franchisor's judgment, the necessary business experience and good moral character and business reputation necessary to participate in, or be associated with, the Franchised Business; (v) upon closing of the Transfer, Franchisee pays the Change Fee to Franchisor; (vi) Franchisee (and each of its Guarantors) is substantially complying with this Agreement; and (vii) Franchisee and each of its Owners, and the transferee and each owner of any equity ownership interest in the transferee, execute a General Release and any other documentation required by Franchisor to effectuate the Transfer.

5. Control Transfers. Franchisee must notify Franchisor in writing at least ten days in advance of Franchisee's listing the Franchised Business or a direct or indirect Controlling Ownership Interest in Franchisee for sale and promptly send Franchisor all information that Franchisor reasonably requests regarding any proposed sale. In connection with any proposed Control Transfer, Franchisee must submit to Franchisor, on behalf of the proposed transferee, a complete application for a new franchise agreement (the "**Change of Ownership Application**"), accompanied by payment of a non-refundable deposit equal to 25% of the applicable Transfer Fee (which will be credited towards the Transfer Fee if the Transfer is completed but will be retained by Franchisor if the Transfer is not completed for any reason). The same qualifications apply to all potential transferees including spouses, adult children, and existing managers of the Franchised Business. Franchisor will process the Change of Ownership Application according to this Section 14.A.5. and its then-current procedures for such transfers. Franchisor has 60 days from its receipt of the completed and signed Change of Ownership Application to consent or withhold its consent to the proposed Control Transfer. Subject to the other provisions of Section 14.A. (Transfer by Franchisee), Franchisee must obtain Franchisor's written consent to a proposed Control Transfer prior to completing such Transfer. If Franchisee (and each of its Guarantors) is substantially complying with this Agreement, then, subject to the other provisions of Section 14.A. (Transfer by Franchisee), Franchisor will not unreasonably withhold its approval of a Control Transfer if all of the following conditions are met before or concurrently with the effective date of the Control Transfer:

a. the transferee and each of its direct and indirect owners (if the transferee is an Entity) has, in Franchisor's judgment, the necessary business experience, good moral character and business reputation, aptitude, and ability to conduct the Franchised Business (as may be evidenced by prior related business experience or otherwise), the financial resources to operate the Franchised Business, and satisfies all eligibility requirements necessary to participate in the Franchised Business;

b. Franchisee has paid all amounts owed to Franchisor, its Affiliates, and third-party vendors, and has not violated any provision of this Agreement or Related Agreement, in each case during both the 60-day period before Franchisee requested Franchisor's consent to the transfer and the period between Franchisee's request and the effective date of the Transfer;

c. at the transferee's expense and upon such other terms and conditions as Franchisor may reasonably require, Franchisor may require the transferee (or if the transferee is an Entity, the transferee's officers or owners) to complete the Initial Training Program then in effect for new franchisees;

d. the transferee and its owners (if the Transfer is of this Agreement), or Franchisee and its Owners (if the Transfer is of a Controlling Ownership Interest in Franchisee or one of its Controlling Owners), at Franchisor's sole discretion, either (a) sign Franchisor's then-current form of franchise agreement and related documents (including guarantees and assumptions of obligations), any and all of the provisions of which may differ materially from any and all of those contained in this Agreement, including the Operating Fees, and the term of which franchise agreement will be, at Franchisor's option, a five-year term or the remaining unexpired portion of the term of Franchisee's existing franchise agreement or (b) assume Franchisee's existing franchise agreement for the remaining unexpired portion of the term and sign any related documents (including guarantees and assumptions of obligations);

e. Franchisee and its Owners and/or Guarantors sign a termination agreement in Franchisor's then-current form, and Franchisee and each of its Owners, and the transferee and each owner of any equity ownership interest in the transferee, shall have executed a General Release. In addition, each owner that directly or indirectly holds a 10% or greater ownership interest in transferee's Entity shall sign all documents Franchisor requests evidencing their agreement to remain liable or assume liability for all obligations to Franchisor and its Affiliates existing before the effective date of the Transfer and all owners

holding a less than 10% ownership interest in transferee's entity shall sign a nondisclosure and noncompete agreement in a form prescribed by Franchisor;

f. Franchisor has determined that Franchisee's or the transferee's (as applicable) overall financial status following the Transfer will not adversely affect the operation of the Franchised Business;

g. the transferee must prepare a business plan (containing the information and in the format specified by Franchisor) for the Franchised Business and must obtain Franchisor's written approval for such business plan, which Franchisor may provide or condition in its sole discretion;

h. Franchisee (if Franchisee will no longer operate the Franchised Business) and its transferring Owners agree that they will not directly or indirectly at any time or in any manner use any Mark, copyrighted materials, or Confidential Information, except as otherwise permitted under any then effective agreement with Franchisor or its Affiliates;

i. Franchisee must refurbish, update, and/or replace any signage, vehicle wraps, uniforms, equipment, vehicles, branded items, and offices used in the operation of the Franchised Business in accordance with the then-current Standards;

j. Franchisor may require Franchisee to open one or more additional offices (including specific types of offices) in the Territory in accordance with the then-current Standards within six months of the closing of the Transfer;

k. Franchisee and/or the transferee must comply with any other reasonable conditions specified by Franchisor;

l. neither the transferee nor its owners own, operate, or are directly or indirectly involved in any Competing Business; and

m. upon granting of approval for the transfer of the Franchised Business, Franchisee shall pay Franchisor the applicable Transfer Fee.

Franchisor may review all information regarding the Franchised Business that Franchisee gives the proposed transferee, correct any information that Franchisor believes is inaccurate, and give the proposed transferee copies of any reports that Franchisee has given Franchisor or Franchisor has made regarding the Franchised Business.

6. Permitted Control Transfers. Notwithstanding Section 14.A.5. (Control Transfers): (i) any Controlling Owner may, without Franchisor's prior written consent and without complying with the other terms and conditions of Section 14.A.5., Transfer its interest in Franchisee (or Franchisee's Controlling Owner) to any other entity in which such Controlling Owner owns (directly or indirectly) all of the ownership interests; and (ii) any Owner who is an individual may, without Franchisor's prior written consent and without complying with the other terms and conditions of Section 14.A. (Transfer by Franchisee), transfer his or her interest in Franchisee (or Franchisee's Owner) to a trust or other entity that he or she establishes for estate planning purposes, as long as (a) he or she is a trustee of, or otherwise controls the exercise of the rights in Franchisee (or Franchisee's Owner) held by, the trust or other entity, (b) continues to comply with and ensures the trust's or other entity's compliance with the applicable provisions of this Agreement (if such Owner is a Guarantor), (c) signs the then-current Guaranty in his or her individual capacity, and (d) notifies Franchisor in writing of the transfer at least ten days prior to its anticipated effective date. Dissolution of, or transfers from, any trust or other entity described in this

Section 14.A.6. are subject to all applicable terms and conditions of Sections 14.A.3. (Consent Required), 14.A.4. (Non-Control Transfers), and/or 14.A.5. (Control Transfers).

7. Transfer to Competitor Prohibited. Franchisee will not sell, assign, or transfer this Agreement, any interest in Franchisee, or the Franchised Business, or any assets or accounts of Franchisee or the Franchised Business, to any person or Entity that owns, operates, franchises, develops, consults with, manages, is involved in, is affiliated with, or controls any Competing Business. If Franchisor refuses to permit a transfer or assignment based upon this provision, Franchisee's only remedy will be to have an arbitrator determine whether Franchisor's determination that such transferee is involved with or related to a Competing Business was reasonable.

8. Transfer to an Entity. In the event the proposed Transfer is to an Entity, Franchisor's consent to such Transfer may, in its sole discretion and in addition to any other applicable conditions, be conditioned on the requirements set forth in Section 1.H. (Operation of Franchisee's Entity) of this Agreement.

9. Transfer of Ownership Interests Upon Death or Incompetency. Upon the death or mental incompetency of a person with a Controlling Ownership Interest in Franchisee or one of its Controlling Owners, that person's executor, administrator, or personal representative ("**Representative**") must, within six months after the date of death or mental incompetency, transfer the Owner's interest in Franchisee or the Controlling Owner to a third party, subject to Franchisor's approval and the conditions set forth in Section 14.A.5. (Control Transfers). In the case of a transfer by devise or inheritance, if the heirs or beneficiaries cannot meet the conditions of Section 14.A.5. within this six-month period, the Representative will have nine months from the date of death or mental incompetency to dispose of the interest, subject to Franchisor's approval and the conditions set forth in Section 14.A.5. Franchisor may terminate this Agreement if this required transfer fails to occur in compliance with this Agreement within the required time frame.

10. Non-Waiver of Claims. Franchisor's consent to a Transfer of any interest in the Franchised Business shall not constitute a waiver of any claims it may have against the transferring party, nor shall it be deemed a waiver of Franchisor's right to demand exact compliance with any of the terms of this Agreement by the transferee.

11. Security Interests. Franchisee may not assign, grant, or pledge any security interest in the Franchised Business, the assets used in the operation of the Franchised Business, or any direct or indirect legal and/or beneficial interest in Franchisee without Franchisor's prior written consent, which will not be unreasonably withheld. Franchisor's consent may be conditioned, in Franchisor's sole discretion, on the written agreement by the secured party that, in the event of a default by Franchisee under any agreement related to the security interest, Franchisor will have the right and option (but not the obligation) to purchase the rights of the secured party upon payment of all sums then due to the secured party. Any foreclosures or other exercise of the rights granted under that security interest are subject to all applicable terms and conditions of Section 14.A. (Transfer by Franchisee). Notwithstanding the foregoing, however, Franchisee may grant, without obtaining Franchisor's prior written approval, a security interest in the assets of the Franchised Business (not including this Agreement or any future receivables) to a lender for the sole purpose of financing Franchisee's acquisition, development, and/or operation of the Franchised Business.

12. Acknowledgment of Restrictions. Franchisee acknowledges and agrees that the restrictions imposed by Franchisor on transfers in Section 14.A. (Transfer by Franchisee) are reasonable and necessary to protect the goodwill associated with Franchisor's business operation and the Marks, as well as Franchisor's reputation and image and are for the protection of Franchisor and all franchisees that

own and operate System Businesses. Any attempted assignment or transfer made without complying with the requirements of Section 14.A. will be void.

13. Right of First Offer.

a. Offer Procedure. If Franchisee (or any of its Owners) at any time during the Term determines to sell or Transfer for consideration this Agreement, the Franchised Business or all or substantially all of its assets, or a Controlling Ownership Interest in Franchisee or its Controlling Owner (except to or among Franchisee's Owners as of the Effective Date or to an Owner's adult child, which Transfers are not subject to this Section 14.A.13), then Franchisee must first give Franchisor the opportunity to acquire those rights (the "**Offered Rights**") by delivering written notice to Franchisor. Franchisee's notice must contain the specific terms and conditions of the proposed sale or transfer, including the proposed consideration and the terms of any financing Franchisee or its Affiliate will provide for the proposed purchase price (the "**Offer Terms**"). The Offer Terms must relate exclusively to the Offered Rights and not to any other assets or rights. Franchisor will then have 45 days after receiving the Offer Terms to notify Franchisee whether Franchisor elects to acquire the Offered Rights on the Offer Terms, provided that (i) Franchisor may substitute cash, a cash equivalent, or marketable securities for any form of payment proposed in the Offer Terms (such as ownership interests in an entity) and may elect to pay the net present value of any payments to be made over time; and (ii) Franchisor must receive, and Franchisee and its Owners agree to make, all customary representations, warranties, and indemnities in Franchisor's purchase, including representations and warranties as to ownership and condition of and title to assets; liens and encumbrances on assets; validity of contracts and agreements; liabilities affecting the assets, contingent or otherwise; and indemnities for all actions, events, and conditions that existed or occurred in connection with the Franchised Business before the closing. Franchisor reserves the right to assign or delegate its right of first offer to purchase this Agreement, the Franchised Business, all or substantially all of Franchisee's assets, or any interest in Franchisee and to designate a substitute purchaser for such assets, in which case such party will have all of the rights of Franchisor specified in Section 13 (Right of First Offer).

b. If Right Exercised. If Franchisor (or its assignee or designee) exercises the right of first offer, the closing will take place at a location and on a date (within 30 days after Franchisor delivers its notice of exercise to Franchisee) that Franchisor (or its assignee or designee) chooses. Franchisor (or its assignee or designee) and Franchisee will sign documents, including deeds, affidavits, transfers and assignments, and any other documents necessary or appropriate for the sale or transfer of the Offered Rights. Franchisee must satisfy all liens, mortgages, and/or encumbrances on the Franchised Business. Franchisor (or its assignee or designee) and Franchisee will share equally any closing costs.

c. If Right is Not Exercised. If Franchisor notifies Franchisee in writing that Franchisor does not intend to exercise its right of first offer with respect to any Offer Terms, or fails to notify Franchisee of Franchisor's decision within the 45-day period described above, then Franchisee thereafter may offer the Offered Rights to any third party on terms no more favorable to that party than the Offer Terms. However, Franchisee or its Owners may sell or transfer the Offered Rights only if Franchisor otherwise approves the transfer in accordance with, and Franchisee (and its Owners) and the transferee comply with the conditions in, Section 14.A. (Transfer by Franchisee) of this Agreement. This means that, even if Franchisor does not exercise Franchisor's right of first offer, if the proposed transfer otherwise would not be allowed under Section 14.A., Franchisee (or its Owners) may not move forward with the Transfer.

d. Reactivation of Right. If Franchisee later elects to offer the Offered Rights on terms which are more favorable to the buyer than the Offer Terms, or, if Franchisee elects to change the Offered Rights, then Franchisee must first offer those new terms to Franchisor according to the procedures described above. In addition, if Franchisee does not sell or transfer the Offered Rights in compliance with

this Section 14.A.13, and the conditions in Section 14.A., within 12 months after Franchisor first receives notice of the Offered Rights, then the rights under this Section 14.A.13, shall once again apply with respect to those Offer Terms, and Franchisee may not sell or transfer for consideration the Offered Rights without first giving Franchisor the opportunity to acquire those rights according to this Section 14.A.13.

B. Transfer by Franchisor. Franchisor shall have the right to transfer or assign any person or Entity without the approval or consent of Franchisee (i) this Agreement, (ii) all or any part of its rights or obligations under this Agreement, or (iii) any direct or indirect ownership interests in Franchisor or its Affiliates. Franchisee agrees to execute any forms as Franchisor may reasonably request to acknowledge or effectuate any such assignment by Franchisor.

15. COVENANTS NOT TO COMPETE

A. In-Term Noncompete. During the Term of this Agreement, Franchisee, its Owners, and any Owners' spouses who are in any way involved in the operation of the Franchised Business (the "**Covenanting Parties**") shall not, either directly or indirectly, for itself, himself/herself, or through, on behalf of, or in conjunction with any person, persons, partnership, corporation or other entity:

1. Own, manage, engage in, be employed by, advise, make loans to, lease or sublease space to, or have any other interest in (a) any business that offers, performs, or engages in residential or light commercial cleaning services or any other services licensed by Franchisor within the System or (b) manages, franchises, or licenses any of the businesses described in (a) ("**Competing Business**") anywhere (including inside and outside the Territory); provided, however, that this provision shall not apply to any ownership of Franchisee or an Owner of less than 1% of the outstanding equity securities of any publicly held corporation or of less than 5% of an investment fund which owns an interest in a Competing Business;

2. Divert or attempt to divert any business or customer of the Franchised Business to any Competing Business, by direct or indirect inducement or otherwise; or

3. Perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Marks and the System.

4. Use any vendor relationship established through Franchisee's association with Franchisor for any purpose other than to purchase products or equipment for use in the Franchised Business.

B. Post-Term Noncompete. For a period of one year after the earlier to occur of the expiration or termination of this Agreement, regardless of the cause of termination, the Covenanting Parties will be subject to the same restrictions as in Section 15.A. (In-Term Noncompete) of this Agreement, except the restrictions in Sections 15.A.1. and 15.A.2 shall be geographically limited to any Competing Business that is operated within the Territory and a 25-mile radius from the borders of such Territory. Notwithstanding any other provision of this Agreement, the running of the non-compete period will be tolled for the period that any Covenanting Party fails to comply with the non-compete obligations in this Section 15.B., provided that Franchisor commences legal action to enforce this provision within the one-year non-compete period. For the avoidance of doubt, if Franchisee owns multiple licenses for the operation of MM Businesses, the post-termination/post-expiration covenant not to compete of one terminated/expired Franchise Agreement does not apply to the operation of any other MM Business pursuant to a valid franchise agreement that is in Good Standing with Franchisor.

C. Enforcement of Noncompetes. The Covenanting Parties acknowledge and agree that (i) the time, territory, and scope of the covenants provided in this Section 15 (Covenants Not to Compete)

are reasonable and necessary for the protection of Franchisor's legitimate business interests; (ii) Franchisee has received sufficient and valid consideration in exchange for those covenants; (iii) enforcement of the same would not impose undue hardship; and (iv) the period of protection provided by these covenants will not be reduced by any period of time during which the Covenanting Parties are in violation of the provisions of those covenants or any period of time required for enforcement of those covenants. To the extent that this Section 15 is judicially determined to be unenforceable by virtue of its scope or in terms of area or length of time but may be made enforceable by reductions of any or all thereof, the same will be enforced to the fullest extent permissible. Each Covenanting Party agrees that the existence of any claim it may have against Franchisor, whether arising from this Agreement, will not constitute a defense to Franchisor's enforcement of the covenants contained in this Section 15. Franchisee acknowledges that any breach or threatened breach of this Section 15 will cause Franchisor irreparable injury for which no adequate remedy at law is available, and Franchisee consents to the issuance of an injunction prohibiting any conduct violating the terms of this Section 15. Such injunctive relief will be in addition to any other remedies that Franchisor may have.

D. Binding Other Covenanting Parties. Each Covenanting Party other than Franchisee shall bind themselves to the noncompete provisions in this Section 15 by signing, as applicable, the Franchisor's then-current form of Guaranty (if such Owner directly or indirectly holds a 10% or greater ownership interest in Franchisee's entity) or a noncompete agreement prescribed by Franchisor.

16. INDEPENDENT CONTRACTOR AND INDEMNIFICATION

A. Independent Contractor. This Agreement does not render Franchisee an agent, legal representative, joint venturer, partner, employee, or servant of Franchisor for any purpose whatsoever; and it is understood between the parties hereto that Franchisee shall be an independent contractor. This Agreement does not create a fiduciary relationship between the parties. Franchisee is not authorized to make any contract, agreement, warranty or representation on behalf of Franchisor or to create any obligation, express or implied, on behalf of Franchisor. Nothing in this Agreement is intended to create a joint employer relationship between the parties, it being expressly understood that any personnel policies or procedures, forms, guidance or other employment related materials or information offered by Franchisor is provided solely for Franchisee's convenience. Franchisee's use of such information is completely optional and should not be construed as any intent or right to control Franchisee's operations, personnel decisions or relationship with its employees. Franchisee is expressly advised to consult its own independent counsel for labor and employment advice.

B. Notification of Public. During the Term, Franchisee shall hold itself out to the public as an independent contractor operating the Franchised Business pursuant to a license from Franchisor. Franchisee agrees to take such affirmative action as may be necessary to do so, as Franchisor may specify in the Manual or otherwise in writing.

C. Indemnification.

1. Indemnification Obligation. From and after the Effective Date, Franchisee and Owners, jointly and severally, shall indemnify, defend, and hold harmless Franchisor and its Affiliates and their respective officers, directors, stockholders, members, managers, partners, employees, agents, attorneys, contractors, legal predecessors, legal successors, and assigns of each of the forgoing entities/individuals (in their corporate and individual capacities) (collectively, all such individuals and entities are referred to herein as the "**Franchisor Indemnitees**") to the fullest extent permitted by Applicable Laws, from any and all Losses and Expenses (defined below) incurred in connection with any litigation or other form of adjudicatory procedure, claim, demand, investigation, formal or informal inquiry (regardless of whether it is reduced to judgment), or any settlement thereof which arises directly

or indirectly from, or as a result of, a claim of a third party in connection with the selection, development, ownership, operation, or closing of the Franchised Business including any customer complaint or the failure of Franchisee to perform any covenant or agreement under this Agreement or any activities of Franchisee on or after the Effective Date, or any claims by any employee of Franchisee arising out of or relating to his or her employment with Franchisee (collectively “**Event**”), and regardless of whether it resulted from any strict or vicarious liability imposed by law on Franchisor Indemnitees, provided, however, that this indemnity will not apply to any liability arising from a breach of this Agreement by any Franchisor Indemnitees or the gross negligence or willful acts of any Franchisor Indemnitees (except to the extent that joint liability is involved, in which event the indemnification provided herein will extend to any finding of comparative or contributory negligence attributable to Franchisee). “**Losses and Expenses**” means losses, liabilities, claims, penalties, damages (compensatory, exemplary, and punitive), fines, payments, attorneys’ fees, experts’ fees, court costs, costs associated with investigating and defending against claims, settlement amounts, judgments, assessments, compromises, compensation for damages to Franchisor’s reputation and goodwill, and all other costs associated with any of the foregoing losses and expenses

2. Indemnification Procedure. Promptly after the receipt by any Franchisor Indemnatee of notice of the commencement of any action against such Franchisor Indemnatee by a third party (such action, a “**Third-Party Claim**”), Franchisor Indemnatee will, if a claim with respect thereto is to be made for indemnification pursuant to this Section 16.C. (Indemnification), give a claim notice to Franchisee with respect to such Third-Party Claim. No delay or failure on the part of Franchisor Indemnatee in so notifying Franchisee will limit any liability or obligation for indemnification pursuant to this Section 16.C., except to the extent of any material prejudice to Franchisee with respect to such claim caused by or arising out of such delay or failure. Franchisor will have the right to assume control of the defense of such Third-Party Claim, and Franchisee and its Owners will be responsible for the costs incurred in connection with the defense of such Third-Party Claim, with counsel of Franchisee and its insurer’s choice. Franchisee’s counsel must be reasonably acceptable to Franchisor. Franchisee and its Owners will furnish Franchisor with such information as it may have with respect to such Third-Party Claim (including copies of any summons, complaint, or other pleading which may have been served on such party and any written claim, demand, invoice, billing, or other document evidencing or asserting the same) and will otherwise cooperate with and assist Franchisor in the defense of such Third-Party Claim. The fees and expenses of counsel incurred by Franchisor will be considered Losses and Expenses for purposes of this Agreement. Franchisor may, as it deems necessary and appropriate, take such actions to take remedial or corrective action with respect thereof as may be, in Franchisor’s reasonable discretion, necessary for the protection of Franchisor Indemnitees or other MM Businesses generally. Franchisor will not agree to any settlement of, or the entry of any judgment arising from, any Third-Party Claim without the prior written consent of Franchisee and its Owners, which will not be unreasonably withheld, conditioned, or delayed. Any settlement or compromise of any Third-Party Claim must include a written release from liability of such claim for all Franchisor Indemnitees.

D. Not Liable for Franchisee. Under no circumstances shall Franchisor be liable for any act, omission, debt, or any other obligation of Franchisee.

E. Not a Joint Employer. Franchisee employees, personnel or Representatives shall be informed that they are not entitled to the provision of any employee benefits provided by Franchisor to Franchisor’s employees and that such Representative is an employee solely of Franchisee and not of Franchisor. Franchisee shall ensure that all Franchisee’s Representatives (as defined below) who perform work under this Agreement shall execute an Acknowledgment Agreement. For purposes of this Agreement, the term “**Representatives**” shall mean consultants, directors, employees, personnel, agents, advisers, subcontractors, franchisees, and other types of authorized third parties, representatives and advisers of Franchisee as applicable.

17. FORCE MAJUERE

Neither Franchisor nor Franchisee will be liable for loss or damage to the other, or be in breach of, this Agreement if Franchisor's or Franchisee's failure to perform their respective obligations results from: (i) compliance with the orders, requests, regulations, or recommendations of any federal, state, or municipal government; (ii) acts of God; (iii) strikes or lock-outs; (iv) fires, embargoes, insurrection, war, acts of terrorism or similar events, or riots; (v) epidemic, pandemic, or mass casualty event; or (vi) any other similar event or cause beyond the reasonable control of either party or their Affiliates (a "Force Majeure Event"). Any delay resulting from a Force Majeure Event will extend performance or excuse performance, in whole or in part, as may be reasonable, except that a Force Majeure Event will not excuse payments of amounts owed at the time of the Force Majeure Event or payment of Operating Fees or other amounts due Franchisor.

18. DEFAULT, TERMINATION, AND POST-TERMINATION

A. Termination with No Opportunity to Cure. Franchisor shall have the right to terminate this Agreement effective immediately and without other cause or further notice upon delivery of notice of termination to Franchisee, if:

1. Franchisee or a Guarantor (a) becomes insolvent by reason of Franchisee's or such Guarantor's inability to pay its debts as they become due; (b) makes an assignment for the benefit of creditors or an admission of Franchisee's or a Guarantor's inability to pay its obligations as they become due; (c) files a voluntary petition in bankruptcy or any pleading seeking any reorganization, liquidation, dissolution or composition or other settlement with creditors under any Applicable Laws, or admits or fails to contest the material allegations of any such pleading; (d) is adjudicated as bankrupt or insolvent or a receiver or other custodian is appointed for a substantial part of the assets of Franchisee, a Guarantor, or the Franchised Business; or (e) has a final judgment against it that remains unsatisfied or of record for 90 days or longer (unless supersedeas bond is filed). In addition, if (i) execution is levied against any substantial part of the assets of Franchisee, a Guarantor, or the Franchised Business; (ii) a suit to foreclose any lien or mortgage is instituted against the Franchised Business and not dismissed within 90 days; (iii) the real or personal property of the Franchised Business is sold after levy of judgment thereupon by any sheriff, marshal, or constable; or (iv) the claims of creditors of Franchisee, a Guarantor, or the Franchised Business are abated or subject to a moratorium under any Applicable Laws;

2. a Franchisee Party fails, for a period of 10 days after notification of noncompliance, to comply with any Applicable Laws;

3. Franchisee or its Owners makes an unauthorized assignment or transfer of or encumbers this Agreement;

4. a Franchisee Party is declared incompetent under a judicial verdict or by civil or criminal court system;

5. a Franchisee Party is convicted of or plead nolo contendere to a felony, a crime involving moral turpitude or consumer fraud, or any other crime or offense that Franchisor believes is likely to have an adverse effect on the franchise system, the Marks and any associated goodwill, Franchisor's business, or the operation of the Franchised Business (an "**Adverse Effect**");

6. a Franchisee Party has engaged in or engages in activities that, in Franchisor's reasonable opinion, are likely to have an Adverse Effect;

7. Franchisee or any Franchisee Representatives (a) engage in Professional Misconduct three or more times during the Term or (b) engage in any single instance of Professional Misconduct that, in Franchisor's reasonable opinion, is likely to have an Adverse Effect;

8. Franchisee has misrepresented the accounting of Gross Sales receipts, which Franchisee is required to make to Franchisor;

9. Franchisee has failed to meet the Minimum Sales Requirement three or more Periods during any nine consecutive Periods at any point during the term (for the avoidance of doubt, each failure to meet the Minimum Sales Requirement in a single Period shall be considered a separate default);

10. a Franchisee Party has committed a material breach of Section 8 (Confidential Information, Data Protection, and Improvements) or Section 15 (Covenants Not to Compete);

11. Franchisee or its Owners has materially breached any other provision of this Agreement which by its nature cannot be cured;

12. Franchisee or its Owners misuse or make any unauthorized use of the Marks, and Franchisee fails to correct the breach within 24 hours of receipt of written notice from Franchisor of the specific breach;

13. Franchisee abandons the Franchised Business by (a) closing the Franchised Business for a period of 10 consecutive business days without Franchisor's prior written consent or (b) having a repeated pattern of closures of the Franchised Business for periods of more than three consecutive business days that Franchisor, in its sole discretion, determine adversely impacts the Franchised Business. The Franchised Business shall not be deemed abandoned if the closure is due to acts of God or other matters beyond Franchisee's control (other than Franchisee's inability to procure revenue or projects), provided that (i) Franchisee gives notice of any such closure to Franchisor within 10 days after the initial occurrence of the event resulting in the closure, (ii) Franchisor acknowledges in writing that the closure is due to one of the foregoing causes, and (iii) Franchisee resumes operating the Franchised Business in an approved location within 60 days or such longer period as Franchisor may permit after the initial occurrence of the event which resulted in the closure;

14. a Franchisee Party defaults under any Related Agreement, provided that the default would permit the other party to terminate such agreement, regardless of whether such other party terminates such agreement;

15. Franchisee makes an unauthorized grant of a security interest in Franchisee, the Franchised Business, or this Agreement (including any sale, grant or pledge of future receivables) without complying with all applicable provisions of this Agreement; or

16. Franchisee receives four or more written notices of default from Franchisor, concerning a material breach of this Agreement or during the term, irrespective of whether the breaches were corrected within the prescribed cure period after receipt of any such notice of default.

B. Termination After Opportunity to Cure. In addition to its right to terminate this Agreement as provided in Section 18.A. (Termination with No Opportunity to Cure), Franchisor shall have the right to terminate this Agreement upon written notice to Franchisee in the event a Franchisee Party fails to comply with any provision of this Agreement or any Related Agreement, any Standard, including any procedures or requirements set forth in the Manual or any standard relating to image or customer service or treatment, and does not correct such failure within (i) 10 days if such failure relates to the use of any Mark, the

submission of any required reports or financial information, or the payment of any money to Franchisor, its Affiliates or to any other party under this Agreement or any other Related Agreement or (ii) within 30 days after written notice of such failure to comply (which shall describe the action that Franchisee must take) is delivered to Franchisee.

C. Other Remedies.

1. Permitted Remedies. Nothing in Sections 18.A. (Termination with No Opportunity to Cure) or 18.B. (Termination After Opportunity to Cure), preclude Franchisor from seeking other remedies or damages under Applicable Laws, this Agreement, or any Related Agreement. Upon the occurrence of any of the events that give rise to Franchisor's right to terminate this Agreement under Sections 18.A. or 18.B., Franchisor may, at its sole option and upon delivery of written notice to Franchisee, elect to take any or all of the following actions without terminating this Agreement:

- a. temporarily or permanently suspend Franchisee's protected rights in the Territory, in which event the restrictions on Franchisor and its Affiliates under Section 1.C. (Protected Rights in the Territory) will not apply in the Territory;
- b. temporarily remove information concerning the Franchised Business from Franchisor's website and/or stop Franchisee's or its Franchised Business' participation in any other programs or benefits offered on or through Franchisor's Website;
- c. suspend Franchisee's right to participate in one or more programs or benefits that the Ad Fund provides;
- d. refuse to provide any operational support that this Agreement requires or that Franchisor has elected to provide or suspend any other services that Franchisor or its Affiliates provide to Franchisee under this Agreement or any Related Agreement;
- e. require the temporary closure of the Franchised Business until any defaults are cured and any underlying causes for such defaults are adequately addressed to the satisfaction of Franchisor;
- f. suspend or terminate any temporary or permanent fee reductions to which Franchisor might have agreed (whether as a policy, in an amendment to this Agreement, or otherwise);
- g. suspend access to any system or suspend functionality of any subset of such system, including Merry Maids 360 Software, or similar operating system;
- h. suspend sale of Merry Maids products and equipment; and/or
- i. undertake or perform on Franchisee's behalf any obligation or duty that Franchisee is required to, but fails to, perform under this Agreement. Franchisee must reimburse Franchisor upon demand for up to 120% of the actual costs and expenses that Franchisor and its Affiliates incur in performing any such obligation or duty.

2. Exercise of Other Remedies. Franchisor's exercise of its rights under Section 18.C.1. (Permitted Remedies) will not (i) be a defense for Franchisee to Franchisor's enforcement of any other

provision of this Agreement or waive or release Franchisee from any of its other obligations under this Agreement, (ii) constitute an actual or constructive termination of this Agreement, or (iii) be Franchisor's sole or exclusive remedy for Franchisee's default. Franchisee must continue to pay all fees and otherwise comply with all of its obligations under this Agreement following Franchisor's exercise of any of these rights. If Franchisor exercises any of its rights under Section 18.C.1., Franchisor may thereafter terminate this Agreement without providing Franchisee any additional corrective or cure period, unless the default giving rise to Franchisor's right to terminate this Agreement has been cured to Franchisor's reasonable satisfaction.

D. Post-termination Obligations. Upon the date that this Agreement expires or is terminated for any reason (the "**Termination Date**"), this Agreement and all rights granted to Franchisee under this Agreement shall immediately terminate, and the following terms and conditions will apply:

1. Cease Operations and Association. Immediately on the Termination Date, Franchisee shall cease (a) operating the Franchised Business; (b) performing any services or using, by advertising or in any manner whatsoever, any format, methods, procedures and techniques associated with the System; (c) holding itself out to the public as a present or former franchisee of Franchisor or in any way associated with Franchisor or the franchise system; (d) using the Marks or the word "Merry Maids" or any marks, names, or logos that are confusingly similar to, or are colorable imitations of, the Marks; and (e) using any trade dress, or colorable imitation of the trade dress, or designation of origin or description or representation which falsely suggests or represents an association or connection with Franchisor so as to constitute unfair competition. Within five days of the Termination Date, Franchisee must cancel and/or discontinue all advertising placed or ordered for the Franchised Business.

2. De-identification. Within 30 days of the Termination Date, Franchisee must remove all signs, wraps, and any other articles which display the Marks and the trade dress associated with the Marks, including the removal of all distinctive colors, designs, and decals from all locations where Franchisee conducted the Franchised Business and all vehicles and equipment used in the operation of the Franchised Business.

3. Cancellation of Assumed Name Registration. Within 10 days of the Termination Date, Franchisee shall take such action as shall be necessary to cancel any assumed name or equivalent registration which contains the word "ServiceMaster" or any other Marks, and Franchisee shall furnish Franchisor with evidence satisfactory to Franchisor of compliance with this obligation.

4. Transfer of Identifiers and Accounts. Within 10 days of the Termination Date (or such later date specified by Franchisor in writing), Franchisee and its Owners must, in accordance with Franchisor's directions, cancel or transfer to Franchisor or its designee (or cause an Affiliate or third party to cancel or transfer to Franchisor or its designee) all authorized and unauthorized domain names, social media accounts, websites (including accounts used to access websites, including vlogs, blogs, wikis, forums, content sharing communities, and other sites), email accounts, telephone numbers, post office boxes, and classified and other directory listings relating to, or used in connection with, the Franchised Business or the Marks (collectively, "**Identifiers**") and provide Franchisor with all information necessary to allow Franchisor or its designee to access Franchisee's accounts for such Identifiers, including usernames, passwords, and security codes. Franchisee acknowledges that Franchisor or its Affiliates have the sole rights to, and interest in, all Identifiers. If Franchisee fails to comply with this Section, Franchisee hereby authorizes Franchisor, and irrevocably appoints Franchisor, as Franchisee's attorney-in-fact to direct the telephone company, postal service, registrar, Internet Service Provider, social media company, listing agencies, or other providers to transfer such Identifiers to Franchisor or its designee. The telephone company, the postal service, registrars, Internet Service Providers social media companies, listing agencies, and other providers may accept such direction by Franchisor pursuant to this Agreement as conclusive

evidence of Franchisor's exclusive rights in such Identifiers and its authority to direct their transfer. Any amounts owing by Franchisee related to such Identifiers shall be paid immediately by Franchisee.

5. Assignment of Customer Agreements. Within 10 days of the Termination Date, Franchisee must provide Franchisor with copies of all customer agreements that are in effect as of the date of termination or expiration. Upon Franchisor's direction, Franchisee must (a) assign certain or all such customer agreements to Franchisor or its designee or (b) terminate certain or all customer agreements. Franchisee will remain solely responsible to customers or third parties for any liabilities related to acts or omissions that occurred prior to the date of assignment or termination. Franchisee will not be entitled to any consideration for the assignment of such agreements to Franchisor or its designee or the termination of such agreements.

6. Return or Destruction of Materials. Within 10 days of the Termination Date, Franchisee must return to Franchisor: (i) all hard copies and electronic copies (capable of being returned) of the Confidential Information, including the Manuals, and of materials bearing the Marks; and (ii) all other manuals, records, files, instructions, correspondence, and other materials relating to the operation of the Franchised Business ("**Other Materials**") in the possession of Franchisee, its Owners, or related parties. If Franchisee or its Owners have on their computer systems, e-mail accounts, or other digital storage systems or services copies of the Confidential Information, any proprietary software, and/or Other Materials, they must immediately erase these copies. Franchisee must provide Franchisor with a certification attesting to the fact that all copies of the Confidential Information, proprietary software, and Other Materials in Franchisee's control or the control of its officers, directors, Owners, employees, agents, and representatives have been returned or destroyed in accordance with this Section.

7. Payment of Obligations. Within seven days after the Termination Date (or within seven days of the date when the amounts due can be determined), Franchisee must pay all Operating Fees and all amounts of any kind owed to Franchisor and/or any Affiliate. Franchisor's remedies will include (but are not limited to) the right to collect the present value of these amounts, as well as to accelerate the balances of any promissory notes owed and to receive any other unpaid amounts owed to Franchisor or any of its Affiliates. Franchisee is obligated to fulfill all financing obligations it, its Owners, or its Affiliates incur related to the Franchised Business. Franchisee must permit Franchisor to make final inspection of Franchisee's financial records, books, tax returns, and other accounting records for three years after the Termination Date.

8. Liquidated Damages.

a. Calculation of Liquidated Damages. Franchisor and Franchisee agree that it would be commercially unreasonable and damaging to the integrity of the System if a Franchisee could default and then avoid the financial consequences of its contractual commitment to meet payment obligations for the Term of this Agreement. If Franchisor terminates this Agreement based upon Franchisee's default (or if Franchisee purports to terminate this Agreement), then, within seven days after the Termination Date, Franchisee shall pay to Franchisor a lump sum (as liquidated damages for the loss of the benefit of the bargain that Franchisor is entitled to receive and not as a penalty) calculated as follows: (x) the average monthly Royalties and Ad Fund Contributions that Franchisee owed to Franchisor under this Agreement for the 12-month period preceding the date on which Franchisee ceased operating the Franchised Business (disregarding any fee waivers or reductions granted to Franchisee); multiplied by (y) the lesser of (i) 24 months or (ii) the number of months remaining in the then-current term of this Agreement. If Franchisee has not operated the Franchised Business for at least 12 months, then (x) will equal the average monthly Royalties and Ad Fund Contributions that Franchisee owed to Franchisor during the period that Franchisee operated the Franchised Business. The "average monthly Royalties and Ad Fund Contributions that Franchisee owed to Franchisor" shall not be discounted or adjusted due to any deferred

or reduced Royalties and Ad Fund Contributions set forth in a policy, other writing, or an addendum to this Agreement, unless Section 18.D.8. (Liquidated Damages) is specifically amended in a signed addendum.

b. Interpretation of Liquidated Damages. Franchisee agrees, and Franchisee directs any party construing this Agreement to conclusively presume, that the damages stated in Section 18.D.8.a. (Calculation of Liquidated Damages): (i) are true liquidated damages; (ii) are intended to compensate Franchisor for the harm Franchisor will suffer; (iii) are not a penalty; (iv) are a reasonable estimate of Franchisor's probable loss resulting from Franchisee's defaults, viewed as of the termination date; and (v) will be in addition to all other rights Franchisor has to obtain legal or equitable relief or remedies. If any valid law or regulation governing this Agreement limits Franchisee's obligation to pay, and/or Franchisor's right to receive, the liquidated damages for which Franchisee is obligated under Section 18.D.8.a., then Franchisee shall be liable to Franchisor for any and all damages Franchisor incurs, now or in the future, as a result of Franchisee's breach of this Agreement.

9. Option to Purchase.

a. Exercise of Option. Franchisor shall have the right (but not the duty) to purchase from Franchisee (a) all equipment, fixtures, signs, vehicles, products, supplies, and materials used in the operation of the Franchised Business, (b) any advertising material, inventory, or other items bearing the Marks, and (c) any real estate owned by a Franchisee Related Party and used in the operation of the Franchised Business (collectively, the "**Purchased Assets**") at fair market value, and Franchisor may exercise such right by providing written notice to Franchisee ("**Option Notice**") of its intent to do so within 60 days after the Termination Date. If a Franchisee Related Party owns any real estate used in the operation of the Franchised Business, Franchisor may elect to include a fee simple interest in such site as part of the Purchased Assets or, at its option, lease such site from the Franchisee Related Party for an initial five-year term with two renewal terms of five years each (at Franchisor's option) on commercially reasonable terms, which shall include the right to sublease the site to another party. If a Franchisee Related Party leases a site used in the operation of the Franchised Business from an unaffiliated lessor, Franchisee shall (at Franchisor's option) cause the Franchisee Related Party to coordinate with the landlord to assign such lease to Franchisor (or its designee) or to enter into a sublease for the remainder of the lease term on the same terms (including renewal options) as the lease. Franchisee and its Owners agree to cause its Affiliates or any entity controlled by such Owners to comply with these requirements. In the 60-day period after termination, non-renewal, or expiration, Franchisee must provide Franchisor with any documents, financial statements, pictures, and other information that Franchisor reasonably requires, and allow Franchisor to inspect the Franchised Business and its assets, so that Franchisor can determine whether to exercise its option. Franchisor has the unrestricted right to exclude any assets or leases Franchisor specifies relating to the Franchised Business from the Purchased Assets and not acquire them. Franchisor may, upon written notice to Franchisee, assign or delegate its option hereunder to a third party or Affiliate, in which case such party shall have all of the rights of Franchisor specified in Section 18.D.9 (Option to Purchase).

b. Purchase Price. The parties shall have 15 days after the date of the Option Notice to agree upon such fair market value, and, if they cannot agree, an independent third-party appraiser experienced in valuing businesses of this kind shall be appointed by mutual agreement of Franchisor and Franchisee. If the parties cannot agree on an appraiser within 20 days of the Option Notice, Franchisor shall appoint an independent appraiser of its choosing who shall then determine the fair market value within 30 days after the date such appraiser's appointment, and Franchisee will reimburse Franchisor for half of the cost of such appraisal. If Franchisee disagrees with such appraiser's determination of fair market value, within 15 days of its receipt of such appraisal, it may appoint, at Franchisee's sole expense, an appraiser experienced in valuing businesses of this kind, and the two appraisers together shall appoint a third such appraiser, whose services shall be paid for by Franchisee, each of which shall determine the fair market

value. In such event, for purposes of Section 18.D.9 (Option to Purchase), “**fair market value**” shall be the average of the two such closest appraisals and that determination shall be final and binding on the parties.

c. Closing. Franchisor is entitled to all customary representations, warranties, and indemnities related to the Purchased Assets, including representations and warranties as to ownership and condition of, and title to, assets, liens and encumbrances on assets, validity of contracts and agreements, and liabilities affecting the assets, contingent or otherwise, and indemnities for all actions, events and conditions that existed or occurred in connection with the Franchised Business prior to the closing of Franchisor’s purchase. At the closing, Franchisee agrees to deliver instruments transferring to Franchisor: (i) good and merchantable title to the Purchased Assets free and clear of all liens and encumbrances (other than liens and security interests acceptable to Franchisor), with all sales and transfer taxes paid by Franchisee; (ii) any premises where Franchisee operated the Franchised Business, in Franchisor’s discretion, which if executed, then such premises shall be free and clear of all liens and encumbrances (other than liens and security interests acceptable to Franchisor); and (iii) all of the Franchised Business’ licenses and permits which may be assigned or transferred. If Franchisee cannot deliver clear title to all of the Purchased Assets purchased hereunder, or if there are other unresolved issues, the sale will be closed through an escrow. If Franchisor elects to exercise any option to purchase herein provided, it shall have the right to off-set all liquidated and undisputed amounts due Franchisor or any of its Affiliates from Franchisee under this Agreement or any Related Agreement against any such payment. Franchisee and its Owners further agree, subject to Applicable Laws, to sign General Releases.

10. Compliance with Covenants and Surviving Obligations. Franchisee Parties shall comply with the covenants contained in Section 8.A. (Confidential Information) and Section 15 (Covenants Not to Compete) and any other provisions of this Agreement with obligations that by their terms, nature, or intent survive the termination, expiration, or transfer of this Agreement. Such Franchisee Parties’ obligations will survive termination, expiration, or transfer of this Agreement.

11. Certification. Within 30 days of the Termination Date or, for any individual obligation, within three days of Franchisor’s request, Franchisee must provide Franchisor with a written certification attesting to the fact that Franchisee has complied with all obligations within this Section 18.D., along with photographic evidence that all business locations, vehicles, and equipment has been properly de-identified.

12. Self-help. If Franchisee, or any Franchisee Party, fails to timely comply with any obligation in this Section 18.D., Franchisor or its agent may, and are authorized by this Agreement to, enter any locations where Franchisee conducted the Franchised Business or where vehicles or equipment used in the operation of the Franchised Business are stored and take any actions Franchisor deems necessary to cause Franchisee to comply with this Section 18.D., including painting over or removing signage and trade dress and removing or destroying Confidential Information and Other Materials. Franchisee must pay Franchisor upon demand any costs that Franchisor or its agent incurs related to this Section 18.D.12. Franchisee waives and releases Franchisor and its agents from any and all claims for damages resulting from the actions described in this Section 18.D.12.

19. NOTICES

All notices to be given under and in accordance with the terms of this Agreement shall be in writing and shall be (i) delivered personally; or (ii) mailed, postage prepaid, by a reputable courier, delivery confirmation requested, to the other party at the address given on the first page of this Agreement or such other address given in accordance with the terms hereof.

20. WAIVERS AND CUMULATIVE RIGHTS AND REMEDIES

A. No waiver of any breach of any of the covenants, agreements or provisions herein contained shall be construed as a waiver of any subsequent breach of the same or any other covenant or provision.

B. All rights and remedies herein conferred upon or reserved to the parties shall be cumulative and concurrent and shall be in addition to every other right or remedy given to the parties herein or at law or in equity or by statute and are not intended to be exclusive of any other right or remedy. The termination or expiration of this Agreement shall not deprive either of the parties of any of its rights or remedies against the other to enforce at law or in equity any of the rights or remedies of the parties hereunder.

21. ENTIRE AGREEMENT AND MODIFICATIONS

A. Entire Agreement. This Agreement, the attached Exhibits hereto, and the documents referred to herein, shall be construed together and constitute the entire, full and complete agreement between Franchisor and Franchisee concerning the subject matter hereof, and supersedes all prior agreements, not disclaiming the representations made to Franchisee in the Franchise Disclosure Document (the “FDD”) that Franchisor furnished to Franchisee. No other representations have induced Franchisee to execute this Agreement, and there are no representations, inducements, promises, or agreements, oral or otherwise, between the parties not embodied herein, which are of any force or effect with reference to this Agreement or otherwise. No amendment, change or variance from this Agreement shall be binding on either party unless executed in writing. The parties to this Merry Maids Franchise Agreement hereby agree that the paragraphs included under “Background” above are incorporated and made a part of this Agreement.

B. Modifications. This Agreement may be modified only if Franchisor and Franchisee agree in writing to the modification, subject, however, to the Franchisee and each Owner and/or Affiliate of Franchisee executing a General Release and subject to the right of Franchisor to modify its Manual and procedures unilaterally under any conditions and to any extent which Franchisor, in its sole discretion, deems necessary. Franchisee and Franchisor have agreed on the release provisions of this Agreement considering that: (i) the releases to be provided in the future will be effective as of future dates only, (ii) the release requirement is triggered by a discretionary choice made by Franchisee to receive various future benefits (e.g. a transfer, assignment franchise, etc.), and (iii) Franchisee providing a release to Franchisor is a practical business approach if Franchisee and/or Franchisor propose to change, extend, expand or otherwise modify Franchisee/Franchisor relationship at a future date and encourages thoughtful communication of potential issues between Franchisee and Franchisor. Franchisee and Franchisor agree that setting mutual expectations for the receipt of such future releases and assenting to grant them now is more productive than being surprised by such requirements at a later point in Franchisee’s/Franchisor’s relationship.

22. SEVERABILITY AND CONSTRUCTION AND INTERPRETATION

A. Severability. Each section, part, term and/or provision of this Agreement shall be considered severable, and if, for any reason, any section, part, term and/or provision herein is determined to be invalid and contrary to, or in conflict with, any existing or future law or regulation, such shall not impair the operation of or affect the remaining portions, sections, parts, terms and/or provisions of this Agreement, and the latter will continue to be given full force and effect and bind the parties hereto; and said invalid sections, parts, terms and/or provisions shall be deemed not to be a part of this Agreement; provided, however, that if Franchisor determines that said finding of illegality adversely affects the basic consideration of this Agreement, Franchisor may at its option, terminate this Agreement.

B. No Third-Party Beneficiaries. Anything to the contrary herein notwithstanding, nothing in this Agreement is intended, nor shall be deemed, to confer upon any person or Entity other than Franchisor or Franchisee and such of their respective successors and assigns as may be contemplated by this Agreement, any rights or remedies under or by reason of this Agreement.

C. Unenforceable Provisions. Franchisee expressly agrees to be bound by any promise or covenant imposing the maximum duty permitted by law which is subsumed within the terms of any provision hereof, as though it were separately articulated in and made a part of this Agreement, that may result from striking from any of the provisions hereof any portion or portions which a court may hold to be unreasonable and unenforceable in a final decision to which Franchisor is a party, or from reducing the scope of any promise or covenant to the extent required to comply with such a court order.

D. Construction and Interpretation. All references in this Agreement in the singular shall be construed to include the plural where applicable, and all covenants, agreements, and obligations assumed by Franchisee pursuant to this Agreement shall be deemed to be joint and several covenants, agreements, and obligations of the several persons named herein as Franchisee. If Franchisee is an Entity, all covenants, agreements, and obligations in this Agreement will apply to the Owners in Franchisee. All captions in the Agreement are intended solely for the convenience of the parties and shall not be deemed to affect the meaning or construction of any provision of this Agreement. The words “**include**,” “**including**,” and words of similar import shall be interpreted to mean “including, but not limited to” and the terms following such words shall be interpreted as examples of, and not an exhaustive list of, the appropriate subject matter.

E. Franchisor’s Sole Discretion and Business Judgment. Franchisor has the right to operate, develop, and change the System in any manner that is not specifically prohibited by this Agreement. Whenever Franchisor has reserved in this Agreement, or is deemed to have, a right to take or to withhold an action, or to grant or decline to grant Franchisee a right to take or omit an action, Franchisor may make such decision or exercise its right and/or discretion on the basis of Franchisor’s judgment of what is in Franchisor’s best interests, including Franchisor’s judgment of what is in the best interests of the franchise network, at the time Franchisor’s decision is made or its right or discretion is exercised, without regard to whether: (i) other reasonable alternative decisions or actions, or even arguably preferable alternative decisions or actions, could have been made by Franchisor; (ii) Franchisor’s decision or the action taken promotes Franchisor’s financial or other individual interest; (iii) Franchisor’s decision or the action it takes applies differently to Franchisee and one or more other franchisees or Franchisor’s company-owned or Affiliate-owned operations; or (iv) Franchisor’s decision or the exercise of its right or discretion is adverse to Franchisee’s interests. In the absence of an applicable statute, Franchisor will have no liability to Franchisee for any such decision or action. Franchisor and Franchisee intend that the exercise of Franchisor’s right or discretion will not be subject to limitation or review. If Applicable Laws imply a covenant of good faith and fair dealing in this Agreement, Franchisor and Franchisee agree that such covenant shall not imply any rights or obligations that are inconsistent with a fair construction of the terms of this Agreement and that this Agreement grants Franchisor the right to make decisions, take actions, and/or refrain from taking actions that are not inconsistent with Franchisee’s rights and obligations under this Agreement.

F. Survival. Each provision of this Agreement that expressly or by reasonable implication is to be performed, in whole or in part, after the expiration, termination, or Transfer of this Agreement will survive such expiration, termination, or Transfer, including Sections 4 (Proprietary Marks), 8 (Confidential Information, Data Protection, and Improvements), 15 (Covenants Not to Compete), 16 (Independent Contractor and Indemnification), 18.D. (Post-Termination Obligations), 24 (Dispute Resolution), and 25 (Governing Law).

23. SUCCESSORS

This Agreement shall inure to the benefit of and be binding upon the heirs, successors, personal representatives and assigns of the parties. Notwithstanding the foregoing, Franchisee shall have no right to transfer or assign this Agreement except in accordance with the terms of Section 14.A. (Transfer by Franchisee).

24. DISPUTE RESOLUTION.

A. Alternative Dispute Resolution Procedure. Except as otherwise provided in Section 24.B. (Exceptions to Alternative Dispute Resolution), any claim, dispute, suit, action, controversy, or proceeding of any type whatsoever between (i) Franchisee, its Affiliates, or its Owners, and/or Franchisee's, its Affiliates', or its Owners' officers, directors, and employees (the "**Franchisee Related Parties**") and (ii) Franchisor, its Affiliates, and/or its or its Affiliates' officers, directors, owners, and employees (the "**Franchisor Related Parties**") relating to (a) this Agreement, (b) the relationship of any of the Franchisor Related Parties with any of the Franchisee Related Parties, or (c) the Franchised Business, including disputes related to compliance with franchise, labor, or employment laws (collectively, (a) through (c), the "**Covered Disputes**") must be resolved in accordance with the alternative dispute resolution procedures described in this Section 24.A. The Franchisee Related Parties and any Franchisor Related Parties shall all be considered third-party beneficiaries of this Agreement and shall be included in the term "parties" or "party" in this Section 24 (Dispute Resolution).

1. Informal Negotiation. To initiate the dispute resolution process, the party alleging a Covered Dispute must provide the other party with written notice setting forth the factual and legal basis for the alleged Covered Dispute in detail and requesting a meeting (the "**Dispute Notice**"). Each Covered Dispute must be discussed in a face-to-face meeting or, upon agreement of the parties, in a video or telephone conference call held within 30 days after such Dispute Notice is provided to the other party. Unless otherwise agreed by the parties, the party initiating the process must wait at least 30 days after the Dispute Notice has been delivered to the other party before submitting the dispute to mediation.

2. Mediation. If the Covered Dispute is not resolved informally as provided in Section 24.A.1. (Informal Negotiation), the party alleging the Covered Dispute must submit the Covered Dispute for non-binding mediation. All parties must attend and participate in the mediation with a representative having authority to resolve the Covered Dispute. The mediation shall be governed by the rules of the American Arbitration Association (the "**AAA**") before one mediator selected by the parties, and if the parties cannot agree upon the mediator, then a mediator selected by the AAA. It is the intent of the parties that mediation shall be held not later than 30 days after a written request for mediation shall have been served on the other parties, unless the parties agree otherwise. The mediation shall be held in the metropolitan area of Franchisor's then-current principal place of business (currently, Atlanta, Georgia) and shall not last more than one day, unless the parties agree otherwise. The parties will split equally the cost of any mediation. Any party may be represented by counsel and may, with permission of the mediator, bring persons appropriate to the proceeding.

3. Arbitration. If the parties do not resolve the Covered Dispute after the conclusion of the mediation, such Covered Dispute must be subject to and resolved exclusively by binding arbitration. **This means that all Covered Disputes that either party would otherwise have the legal right to sue for in court shall be subject to final and binding arbitration under the arbitration provisions set forth in this Section 24.A.3. and not decided by a court or a jury.** If there are any ambiguities in the terms or conditions of this Section 24 (Dispute Resolution), it is the parties' intent that all ambiguities be resolved in favor of arbitration. For the purposes of this Section 24.A.3., Covered Disputes will not include disputes

that an applicable federal statute provides cannot be arbitrated or cannot be subject to a pre-dispute agreement to arbitrate.

a. Arbitration Procedure. Either party may commence arbitration by sending written demand for arbitration to the other party and filing the same with the AAA. The arbitration proceeding shall be presided over and decided by a single arbitrator if neither party seeks relief exceeding \$500,000 in total, inclusive of any claims for attorneys' fees, costs, and other expenses of the proceeding (excluding arbitrators' fees). Alternatively, if either party seeks relief exceeding \$500,000 in total, inclusive of any claims for attorneys' fees, costs, and other expenses of the proceeding (excluding arbitrators' fees), the arbitration proceeding shall be presided over and decided by a panel of three arbitrators. In either event, the arbitrator(s) shall be selected under the procedures of the AAA then in effect at the time of filing the arbitration demand, with the single arbitrator or at least one of the panel arbitrators, as the case may be, who have primarily practiced franchise law for at least five years. The arbitration proceeding shall be conducted by one arbitrator and, except as otherwise provided in this Section 24 (Dispute Resolution), shall be conducted in accordance with the then-current Commercial Arbitration Rules of the AAA. All arbitration proceedings will be held at the offices of the AAA or other suitable offices that Franchisor selects in the metropolitan area in which its principal place of business is then located (currently, Atlanta, Georgia). The arbitrator shall have no authority to select a different hearing locale. All matters relating to arbitration will be governed by the Federal Arbitration Act (9 U.S.C. §§ 1 et seq.).

b. Scope. The arbitrator (and not a court) shall decide all issues with respect to any Covered Dispute, including issues regarding the non-availability of class arbitration, timeliness, arbitration procedures, statute of limitations, and all other issues regarding the application, interpretation, enforceability, coverage, and implementation of Section 24.A.3. (Arbitration), including whether the parties have entered into this Agreement. In accordance with Section 24.E. (Mutual Waiver of Class or Collective Actions), the arbitrator shall have no authority to consider or resolve any claim or issue in a Covered Dispute on any basis other than on an individual basis and may not consolidate or join one or more Covered Disputes pertaining to Franchisee or another Franchisee Related Party with any other dispute(s).

c. Relief. The arbitrator shall have the power and authority in a Covered Dispute to award any remedy or relief available under Applicable Laws, including actual damages (with interest on unpaid amounts from the date due), specific performance, injunctive relief, and attorneys' fees and costs (in accordance with Section 24.J. (Enforcement Expenses)), except the arbitrator may not (a) declare any Mark generic or otherwise invalid or (b) award any indirect, special, consequential, exemplary, or punitive damages against either party, except as expressly provided in Section 24.D. (Mutual Limitation of Liability and Waiver of Punitive Damages). If the arbitration is presided by a single arbitrator, notwithstanding anything to the contrary in this Agreement, the arbitrator may not grant any party monetary relief exceeding \$500,000 in total, inclusive of any claims for attorneys' fees, costs, and other expenses of the proceeding (excluding arbitrators' fees).

d. Binding Decision. The arbitrator or arbitration panel shall issue a reasoned award. The decision and award of the arbitrator will be final, conclusive, and binding on all parties regarding any claims, counterclaims, issues, or accountings presented or pled to the arbitrator, and judgment on the award, including any partial, temporary or interim award, may be entered in any court of competent jurisdiction (and such proceeding shall not itself be deemed a Covered Dispute).

e. Confidentiality. All evidence, testimony, records, documents and information disclosed in any arbitration hearing between the parties will be secret and confidential in all respects. Neither party will disclose any evidence, testimony, records, documents or information from any arbitration hearing to any other person or Entity except the party's attorney or as required or expressly permitted by Applicable Laws.

B. Exceptions to Alternative Dispute Resolution.

1. Excepted Disputes. Unless Franchisor consents in writing otherwise, the following disputes, including Covered Disputes will not be subject to or resolved through the informal negotiation, non-binding mediation, and binding arbitration procedures specified in Section 24.A. (Alternative Dispute Resolution Procedure) and will instead be resolved through litigation: (a) disputes relating to Franchisee's use of the Marks (including Lanham Act or common law claims); (b) disputes that otherwise relate to the ownership or validity of any of Franchisor's intellectual property or the enforcement of Franchisor's intellectual property rights; (c) disputes that involve protection of Franchisor's confidential information; (d) disputes related to the enforcement of Section 15 (Covenants Not to Compete); and (e) disputes related to the payment of sums that any of the Franchisee Related Parties owes to any of the Franchisor Related Parties (collectively, "**Excepted Disputes**"). The parties acknowledge and agree that any dispute or challenge as to whether a claim qualifies as an Excepted Dispute shall be determined by a court and not in arbitration.

2. Injunctive Relief. Notwithstanding the parties' agreement to resolve Covered Disputes through the informal negotiation, non-binding mediation, and binding arbitration procedures specified in Section 24.A. (Alternative Dispute Resolution Procedure), either party will have the right to seek temporary restraining orders and temporary or preliminary injunctive relief from a court of competent jurisdiction to obtain interim relief when deemed necessary by such court to preserve the status quo or prevent irreparable injury pending resolution of the actual Covered Dispute that would otherwise be subject to arbitration; provided, however, that such party must contemporaneously submit the Covered Dispute for informal negotiation, non-binding mediation, and binding arbitration on the merits as provided in Section 24.A.3. (Arbitration). In addition to any other relief available at law or equity, Franchisor will have the right to obtain restraining orders or temporary or permanent injunctions to, among other things: (a) enforce the provisions of this Agreement related to the use or protection of the Marks, Franchisor's confidential information, other components of the System, or other intellectual property of any of the Franchisor Related Parties; (b) enforce the non-compete covenants in Section 15 (Covenants Not to Compete); (c) enforce the obligations of any Franchisee Related Party on termination or expiration of this Agreement; and (d) prohibit any act or omission by any Franchisee Related Party that is a violation of Applicable Laws or that threatens to harm the Marks, the System, or the business of other franchisees or the Franchisor Related Parties. Franchisee agrees that the Franchisor Related Parties will not be required to prove actual damages or post a bond in excess of \$1,000 or other security in seeking or obtaining injunctive relief (both preliminary and permanent) and/or specific performance with respect to this Agreement.

3. Forum for Litigation. Any litigation related to an Excepted Dispute or for injunctive relief pursuant to Section 24.B.2. (Injunctive Relief) must be filed exclusively in the state court or United States District Court for the district in which Franchisor has its principal place of business at the time of filing (currently, Atlanta, Georgia) (the "**Exclusive Forum**"). The parties waive all objections or challenges to personal jurisdiction and venue in the Exclusive Forum, including forum *non conveniens* and transfer under 28 U.S.C. § 1404. Notwithstanding the foregoing, Franchisor may enforce this Agreement in the courts of the state or states in which Franchisee is domiciled or the Franchised Business is operated.

4. Related Claims. If Franchisor files any litigation seeking injunctive relief or asserting any claims related to any Excepted Disputes, Franchisor may assert and resolve all related claims, including claims related to Covered Disputes, in the same litigation action, notwithstanding Section 24.A. (Alternative Dispute Resolution Procedure).

C. MUTUAL WAIVER OF JURY TRIAL. THE PARTIES EACH KNOWINGLY, VOLUNTARILY, AND IRREVOCABLY WAIVE ANY RIGHT TO A TRIAL BY A JURY IN ANY

COVERED DISPUTE AND ANY RIGHT TO HAVE A COVERED DISPUTE BE DECIDED BY A COURT OR A JURY.

D. MUTUAL LIMITATION OF LIABILITY AND WAIVER OF PUNITIVE DAMAGES. EXCEPT FOR (A) CLAIMS RELATED TO THE FRANCHISEE RELATED PARTIES' OBLIGATION TO INDEMNIFY FRANCHISOR AND THE FRANCHISOR INDEMNITIES FOR THIRD-PARTY CLAIMS UNDER SECTION 16.C. (INDEMNIFICATION), (B) CLAIMS RELATED TO ANY OF THE FRANCHISEE RELATED PARTIES' INFRINGEMENT OF ANY OF THE FRANCHISOR RELATED PARTIES' INTELLECTUAL PROPERTY, AND (C) CLAIMS RELATED TO ANY FRANCHISEE RELATED PARTIES' BREACH OF ITS OBLIGATIONS UNDER SECTION 8 (CONFIDENTIAL INFORMATION, DATA PROTECTION, AND IMPROVEMENTS), NEITHER PARTY WILL BE ENTITLED TO RECOVER SPECIAL, CONSEQUENTIAL, EXEMPLARY, OR PUNITIVE DAMAGES FOR ANY CLAIM ARISING UNDER OR RELATED TO THIS AGREEMENT OR PARTIES' BUSINESS RELATIONSHIP.

E. MUTUAL WAIVER OF CLASS OR COLLECTIVE ACTIONS. FRANCHISOR AND FRANCHISEE EACH WAIVE ANY RIGHT TO BRING ANY CLAIMS ON A CLASS-WIDE OR GROUP, REPRESENTATIVE, CONSOLIDATED, JOINT, OR COLLECTIVE BASIS. EACH PARTY MUST BRING ANY CLAIMS AGAINST THE OTHER PARTY ON AN INDIVIDUAL BASIS AND MAY NOT JOIN ANY CLAIM IT MAY HAVE WITH CLAIMS OF ANY OTHER PERSON OR ENTITY OR OTHERWISE PARTICIPATE IN A CLASS OR COLLECTIVE ACTION AGAINST THE OTHER PARTY.

F. ONE-YEAR LIMITATION ON CLAIMS. ANY AND ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR COVERED DISPUTES WILL BE BARRED UNLESS AN ARBITRATION OR JUDICIAL PROCEEDING IS COMMENCED IN THE PROPER FORUM WITHIN ONE YEAR FROM THE DATE ON WHICH THE VIOLATION, ACT, OMISSION, OR CONDUCT GIVING RISE TO THE CLAIM OCCURS, REGARDLESS OF WHEN THE PARTY ASSERTING THE CLAIM KNEW OR SHOULD HAVE KNOWN OF THE FACTS GIVING RISE TO THE CLAIM, except for claims (which may be brought by any Franchisor Related Party against any Franchisee Related Party at any time): (i) relating to third-party claims or suits brought against any Franchisor Related Party as a result of the operation of the Franchised Business; (ii) relating to the enforcement of any intellectual property rights of any Franchisor Related Party; (iii) relating to Franchisee's non-payment or underpayment of amounts owed to a Franchisor Related Party; (iv) concerning the obligations of any Franchisee Related Party under Section 8 (Confidential Information, Data Protection, and Improvements) or Section 15 (Covenants Not to Compete); (v) related to the non-compliance of any Franchisee Related Parties with any post-termination obligations under this Agreement; and (vi) regarding an assignment of this Agreement or any ownership interest therein.

G. No Collateral Estoppel. No arbitration finding, conclusion or award may be used to collaterally estop or otherwise preclude either party from raising any like or similar claim, issue, or defense against third parties, including other franchisees, in any subsequent arbitration, litigation, court hearing, or other proceeding.

H. Remedies Not Exclusive. Except as provided for in Section 24.E. (Mutual Waiver of Class or Collective Actions), no right or remedy that the parties have under this Agreement is exclusive of any other right or remedy under this Agreement or under Applicable Laws. Each and every such remedy will be in addition to, and not in limitation of or substitution for, every other remedy available at law or in equity or by statute or otherwise.

I. No Recourse. Franchisee acknowledges and agrees that, except as provided under an express statutory liability for such conduct, (a) Franchisor's Affiliates and (b) Franchisor's and its Affiliates' respective former and current owners, stockholders, members, managers, predecessors, successors, assigns, agents, directors, officers, employees, representatives, attorneys, parent companies, divisions, subsidiaries, benefits administrators, investors, affiliates, funds, vendors, and service providers will not be liable for (i) any of Franchisor's obligations or liabilities relating to or arising from this Agreement, (ii) any claim against Franchisor based on, in respect of, or by reason of, the relationship between Franchisee and Franchisor, or (iii) any claim against Franchisor based on any of Franchisor's alleged unlawful act or omission. For the avoidance of doubt, this provision constitutes an express waiver of any claims based on a theory of vicarious liability to the fullest extent allowed under Applicable Laws, unless such vicarious claims are authorized by an express written guarantee of performance or a statutory obligation.

J. Enforcement Expenses.

1. Payable by Franchisee. Franchisee agrees to reimburse Franchisor (or the relevant Franchisor Related Party) for all costs and expenses Franchisor and any Franchisor Related Party reasonably incurs (including accountants', attorneys', investigators', and expert witness fees, cost of investigation and proof of facts, court costs, arbitration fees, other litigation expenses, and travel and living expenses) (i) to enforce the terms of this Agreement, any Related Agreement, or any obligation owed to a Franchisor Related Party by a Franchisee Related Party against Franchisee and/or any Franchisee Related Party (whether or not Franchisor or the Franchisor Related Party initiates a legal proceeding, including arbitration, unless Franchisor or the Franchisor Related Party initiates and fails to substantially prevail in such court or formal legal proceeding, including arbitration); and (ii) in the defense of any claim Franchisee and/or any Franchisee Related Party asserts against Franchisor or any Franchisor Related Party on which Franchisor or the Franchisor Related Party substantially prevails in court or other formal legal proceedings, including arbitration.

2. Payable by Franchisor. Franchisor agrees to reimburse Franchisee for all expenses Franchisee reasonably incurs (including accountants', attorneys', investigators', and expert witness fees, cost of investigation and proof of facts, court costs, arbitration costs, other litigation expenses, and travel and living expenses): (i) to enforce the terms of this Agreement or any obligation owed to Franchisee by Franchisor (whether or not Franchisee initiates a legal proceeding, including arbitration, unless Franchisee initiates and fails to substantially prevail in such court or formal legal proceeding, including arbitration); and (ii) in the defense of any claim Franchisor asserts against Franchisee on which Franchisee substantially prevails in court or other formal legal proceedings, including arbitration.

25. GOVERNING LAW

Except to the extent governed by the United States Trademark Act (the Lanham Act) or the Federal Arbitration Act, this Agreement and all disputes directly or indirectly related to or arising from this Agreement or the parties' business relationship shall be governed, interpreted, and construed under the laws of the State of Georgia, which laws shall prevail in the event of any conflict of law, without regard to the application of any Georgia conflict-of-law rules.

26. VALIDITY OF ELECTRONIC SIGNATURES

The parties hereto expressly agree that the use of electronic signatures for the execution of this Agreement shall be sufficient to create valid, binding and enforceable obligations on the parties, as set forth herein.

27. REPRESENTATIONS BY FRANCHISEE

A. Truth of Information. The information (including without limitation all personal and financial information) that Franchisee and its Owners have furnished or will furnish to Franchisor relating to the subject of this Agreement is true and correct in all material respects and includes all material facts necessary to make such information not misleading in light of the circumstances when made.

B. Due Authority. This Agreement has been duly authorized and executed by Franchisee or on its behalf and constitutes Franchisee's valid and binding obligation, enforceable in accordance with its terms, subject to applicable bankruptcy, moratorium, insolvency, receivership, and other similar laws affecting the rights of creditors generally. Franchisee represents that its execution of this Agreement will not constitute a breach of any other agreement with any other party. Franchisee represents that no property or interests of Franchisee, its Affiliates, and/or its Owners are subject to being blocked under, and Franchisee, its Affiliates, and its Owners otherwise are not in violation of, Executive Order 13224 issued by the President of the United States, the USA PATRIOT Act, or any other federal, state, or local law, ordinance, regulation, policy, list or other requirement of any governmental authority addressing or in any way relating to terrorist acts or acts of war.

C. Significant Dates. Franchisee hereby certifies that the following information and dates are true and correct and the undersigned understands that Franchisor is relying on these statements in consideration of entering into this Agreement.

		Insert Applicable Response
a.	The date on which Franchisee received a Franchise Disclosure Document with all exhibits (Must be same date as date entered on Item 23 Receipt Page):	
b.	The date of Franchisee's first personal meeting with a representative of Franchisor to discuss the possible purchase of this Agreement. (Does not apply to renewal of existing License):	
c.	Name of Franchisor's representatives involved in the sales process:	
d.	The date Franchisee received a completed copy (except for signatures) of this Agreement:	
e.	The date on which Franchisee signed this Agreement:	
f.	The date on which Franchisee delivered any deposit, down payment, purchase price, or other payment in the form of cash, check, or other consideration to Franchisor:	

D. Representations by Franchisee in Certain States. The following representations must be completed by, and will only apply to, all franchisees and Franchised Businesses, except those that are subject to the state franchise disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin:

- (1) No oral, written, or visual claim or representation which contradicted the Franchise Disclosure Document was made to the Franchisee except:

(if none, Franchisee shall write “none”)

- (2) No oral, written, or visual claim or representation which contradicted the Franchise Disclosure Document was relied upon by Franchisee in signing the Agreement except:

(if none, Franchisee shall write “none”)

- (3) No oral, written, or visual claim or representation which stated or suggested any sales, income or profit levels was made to Franchisee except Item 19 of this Disclosure and:

(if none, Franchisee shall write “none”)

- (4) No oral, written, or visual claim or representation which stated or suggested any sales, income or profit levels except those made in Item 19 of this Disclosure were relied upon by Franchisee in signing the Agreement except:

(if none, Franchisee shall write “none”)

E. Franchisee Acknowledgements in Certain States. The following acknowledgements apply to all franchisees and Franchised Businesses, except those that are subject to the state franchise disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin:

1. Review and Consultation with Advisors. Franchisee hereby acknowledges having personally received and reviewed this Agreement and the FDD and has had enough time to consult with a lawyer, accountant, or other professional advisor of Franchisee’s choosing.

2. No Financial Performance Representations or Contrary Representations. Franchisee acknowledges that no employee, agent, or representative of Franchisor, or of any of its Affiliates, has made any oral, written or visual representation or projections of actual or potential sales, earnings, or net or gross profits. Franchisee also acknowledges no employee, agent, or representative of Franchisor, or of any of its Affiliates, has made any statements that are contrary to, or different from, the information in the FDD, including but not limited to any statements about advertising, marketing, media support, media penetration, training, locations, support services and assistance, or the costs to establish or operate an MM Business, except for any statements written by Franchisee in Section 27.B. (Representations by Franchisee in Certain States); and

3. Acknowledgement of Risks. Franchisee accepts and understands the risks of owning a business and specifically the risks of owning a franchised MM Business and agrees to bear such risks. Franchisee understands that the success of its MM Business will depend primarily on Franchisee’s own efforts and abilities and those of its employees, and that Franchisee will have to work hard and use its best efforts to operate its MM Business. Franchisee acknowledges and agrees that the Franchised Business may be impacted by many risks, including those outside the Franchisee’s or Franchisor’s control such as

economic, political or social disruption, including COVID-19. In addition, Franchisee acknowledges and agrees that the COVID-19 outbreak and any preventative or protective actions that federal, state, and local governments may take in response to this pandemic may result in a period of business disruption, reduced customer demand, and reduced operations for the Franchised Business, and that the extent to which the COVID-19 outbreak impacts the Franchised Business will depend on future developments which are highly uncertain and which the Franchisor cannot predict.

F. No Waiver or Disclaimer of Reliance in Certain States. The following provision applies only to franchisees and Franchised Businesses that are subject to the state franchise disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin:

No statement, questionnaire, or acknowledgement signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by Franchisor, any franchise seller, or any other person acting on behalf of Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

IN WITNESS THEREOF, the parties hereto have caused this instrument to be executed the day and year first written above.

FRANCHISOR

MERRY MAIDS SPE LLC

By: _____
Name: _____
Title: _____
Date: _____

FRANCHISEE

By: _____
Name: _____
Title: _____
Date: _____

EXHIBIT A TO THE FRANCHISE AGREEMENT

FRANCHISEE-SPECIFIC INFORMATION

- A. Territory. Attached is a map depicting the Territory in which Franchisee is authorized to operate the Franchised Business which shall constitute a part of this Exhibit A. Inserted below is a written description of the Territory:

- B. Owners of Franchisee. Set forth below is a list of all Owners of Franchisee and their respective holdings.

OWNER NAME	OWNER TITLE	PERCENTAGE OWNERSHIP INTEREST

- C. Minimum Sales Requirement.

[For New Franchised Businesses:]

In each Period, Franchisee must achieve the following minimum Average Weekly Gross Sales levels, which is the applicable Minimum Sales Requirement:

Periods (Years Beginning on Opening Date)	Minimum Average Weekly Gross Sales of the Franchised Business
Periods Beginning in Year 1, Months 0-6	\$250
Periods Beginning in Year 1, Months 7-12	\$1,750
Periods Beginning in Year 2	\$2,500
Periods Beginning in Year 3	\$3,250
Periods Beginning in Year 4	\$4,000
Periods Beginning in Year 5	\$4,750

[For Renewing or Transferred Businesses:]

The Minimum Sales Requirement will be determined based on the Average Weekly Gross Sales of the Franchised Business in the 12 full calendar months immediately preceding the date of the expiration of the then-current Term or the date of the Transfer (the “**Base Average Weekly Sales**”) and a percentage growth rate that we specify (the “**Growth Rate**”). For the first year of this Agreement, the Minimum Sales Requirement will be the Base Average Weekly Sales multiplied by the Growth Rate. In each subsequent year of this Agreement, the Minimum Sales Requirement will be (a) the prior year’s Minimum Sales Requirement multiplied by (b) the Growth Rate. We may specify a Growth Rate of between 102% and 110% if the Base Average Weekly Sales is less

than \$4,750, between 102% and 105% if the Base Average Weekly Sales is between \$4,750 and \$9,999, and between 100% and 102% if the Base Average Weekly Sales is over \$10,000.

The Base Average Weekly Sales is \$_____ and the specified Growth Rate is ____%. Accordingly, in each Period, Franchisee must achieve the following minimum Average Weekly Gross Sales levels, which is the applicable Minimum Sales Requirement:

Periods (Years Beginning on Effective Date)	Minimum Average Weekly Gross Sales of the Franchised Business
Periods Beginning in Year 1	
Periods Beginning in Year 2	
Periods Beginning in Year 3	
Periods Beginning in Year 4	
Periods Beginning in Year 5	

FRANCHISOR

MERRY MAIDS SPE LLC

By: _____
 Name: _____
 Title: _____
 Date: _____

FRANCHISEE

 By: _____
 Name: _____
 Title: _____
 Date: _____

EXHIBIT B TO THE FRANCHISE AGREEMENT

PERSONAL GUARANTY AND AGREEMENT TO BE BOUND PERSONALLY BY THE TERMS AND CONDITIONS OF THE FRANCHISE AGREEMENT

In consideration of the execution of the Franchise Agreement by Franchisor, and for other good and valuable consideration, the undersigned (including each owner holding directly or indirectly a 10% or greater ownership interest in Franchisee's entity) (collectively and individually, the "**Guarantor**"), jointly and severally, do hereby become surety and guaranty, and agree to be personally bound for the prompt and full payment of all amounts and the performance of the covenants, terms and conditions of the Franchise Agreement and any Related Agreement (as defined in Section 3.B.4. (Good Standing) of the Franchise Agreement), to be paid, kept and performed by Franchisee as though the undersigned and each of them executed an agreement containing the identical terms and conditions of the Franchise Agreement (the "**Guaranty Agreement**").

In addition to the other Franchise Agreement provisions, each Guarantor agrees to be personally bound to the confidentiality provision in Section 8.A. (Confidential Information) of the Franchise Agreement and the noncompete covenants in Section 15 (Covenants Not to Compete) of the Franchise Agreement.

In addition, if Franchisee fails to comply with or defaults on any other terms and conditions of the Franchise Agreement or any Related Agreement, then the Guarantor, and any successors or assigns to this Guaranty Agreement, do hereby, individually, jointly and severally, promise and agree to comply with the terms and conditions of the Franchise Agreement for and on behalf of Franchisee. Guarantor hereby waives acceptance of this Guaranty Agreement by Franchisor and waives presentment, demand for payment, protest, notice of dishonor, and any other notice or demand of any kind and the necessity of Franchisor instituting legal proceedings against the Franchisee. Furthermore, Guarantor consents that Franchisor will have the right, without notice, to deal in any way at any time with Franchisee or any other guarantor, or to grant any such party any extensions of time for payment of any indebtedness, or to sell, release, surrender, exchange, substitute, settle, compromise, waive, subordinate, or modify, with or without consideration and on such terms and conditions as may be acceptable to Franchisor, any and all collateral, security, guaranties, obligations, indebtedness, liabilities, notes, instruments, or other evidence of indebtedness concerning which payment is guaranteed hereby, or grant any other indulgences or forbearances whatever, without in any way affecting of the Guarantor's liabilities under this Guaranty Agreement.

Guarantor agrees that any indebtedness by Franchisee to Guarantor, for any reason, currently existing, or which might arise after this Guaranty Agreement, will at all times be inferior and subordinate to any indebtedness owed by Franchisee to Franchisor. Guarantor agrees that as long as Franchisee owes any monies to Franchisor (other than payments that are not past due) Franchisee will not pay and Guarantor will not accept payment of any part of any indebtedness owed by Franchisee to Guarantor, either directly or indirectly, without the consent of Franchisor.

Guarantor agrees that the liability of Guarantor is independent of any other guaranties at any time in effect with respect to all or any part of Franchisee's indebtedness to Franchisor, and that the liability created hereby may be enforced regardless of the existence of any other guaranties. Guarantor agrees that the liability of Guarantor is independent of any other guaranties at any time in effect with respect to all or any part of Franchisee's indebtedness to Franchisor, and that the liability created hereby may be enforced regardless of the existence of any other guaranties.

Except as precluded by applicable law, each of the undersigned hereby submits to personal jurisdiction exclusively in the state and federal courts of the State of Georgia with respect to any litigation, action or proceeding pertaining to this Personal Guaranty or the Franchise Agreement and agrees that all such proceedings will and must be venued in the State of Georgia. Each of the undersigned consents and agrees that they are subject to and will abide by the dispute resolution provisions contained in the Franchise Agreement. Additionally, Guarantor agrees to pay Franchisor all costs and expenses, including reasonable attorneys' fees, incurred in enforcing this Guaranty Agreement.

GUARANTOR AND FRANCHISOR ACKNOWLEDGE THAT THE RIGHT TO TRIAL BY JURY IS A CONSTITUTIONAL ONE, BUT THAT IT MAY BE WAIVED. EACH PARTY, AFTER CONSULTING (OR HAVING HAD THE OPPORTUNITY TO CONSULT) WITH COUNSEL OF THEIR CHOICE, KNOWINGLY AND VOLUNTARILY, AND FOR THEIR MUTUAL BENEFIT, WAIVES ANY RIGHT TO TRIAL BY JURY IN THE EVENT OF LITIGATION REGARDING THE PERFORMANCE OR ENFORCEMENT OF, OR IN ANY WAY RELATED TO, THIS GUARANTY AGREEMENT OR THE INDEBTEDNESS COVERED BY THIS GUARANTY AGREEMENT.

GUARANTORS

By: _____
Name: _____
Address: _____
City/State/Zip: _____

By: _____
Name: _____
Address: _____
City/State/Zip: _____

By: _____
Name: _____
Address: _____
City/State/Zip: _____

By: _____
Name: _____
Address: _____
City/State/Zip: _____

EXHIBIT C TO THE FRANCHISE AGREEMENT

ELECTRONIC FUNDS TRANSFER AUTHORIZATION FORM

This authorizes Merry Maids SPE LLC (“**Franchisor**”) and any of its affiliates (collectively, with Franchisor, the “**Authorized Parties**”) to use the banking information provided below in accordance with the terms of the Franchise Agreement.

Franchisee: _____

Name of bank: _____

Address of bank: _____

Name of account holder: _____

Name as it appears on account: _____

Address of account holder: _____

Account Number: _____

Routing Number: _____

Type of Account: Checking OR Savings

Franchisee hereby authorizes the Authorized Parties to debit the checking/savings account identified above in order to pay all fees, charges, and any other amounts owed pursuant to the terms of the Franchise Agreement entered into between Franchisee and Franchisor and any other agreement between Franchisee and the Authorized Parties (including ongoing operating fees, the cost of any products or services purchased from the Authorized Parties, and any other amounts owing to the Authorized Parties under the Franchise Agreement or any other agreement with the Authorized Parties, including interest and late fees); and, if necessary, to initiate adjustments for any transactions debited in error. These debits are related to the operation of a franchised business and the amount of each debit will vary from month to month. This authorization will remain in full force and effect until Franchisor has received written notification from Franchisee of its termination in such time and in such manner as to afford Franchisor a reasonable opportunity to act on it. Termination of this authorization may result in the termination of the Franchise Agreement, unless an alternate means of payment acceptable to Franchisor is provided.

By: _____

Name: _____

Title: _____

Date: _____

OFFICE USE ONLY

Account Code: _____

Store Name / Location: _____

Date: _____ User: _____

EXHIBIT D TO THE FRANCHISE AGREEMENT

GENERAL RELEASE

THIS GENERAL RELEASE (“Release”) is executed on _____ (the “Effective Date”) by:

- (i) _____, a [state] [individual or type of entity] with a principal address at _____ (“Franchisee”);
- (ii) _____, a [state] [individual or type of entity] with a principal address at _____ [and _____, a [state] [individual or type of entity] with a principal address at _____] (“Owners”); and, if applicable,
- (iii) _____, a [state] [individual or type of entity] with a principal address at _____ (“Transferee”).

RECITALS

- A. Merry Maids SPE LLC (“Franchisor”) and Franchisee are parties to the following Franchise Agreements (collectively, the “Franchise Agreements”):

Franchise Agreement Number(s)	Date of Agreement

- B. Franchisee, Owners, and (if applicable) Transferee (which collectively shall be the “Franchise Parties”) are executing this Release as a condition of (check one):

- ____(i) Franchisor consenting to a transfer of any interest in the Franchise Agreement or Franchisee’s business or entity;
- ____(ii) Franchisor agreeing to enter into a successor Franchise Agreement with Franchisee;
- ____(iii) Franchisor agreeing to amend the Franchise Agreement or waive any of its rights under the Franchise Agreement; or
- ____(iv) Franchisor agreeing to grant an additional license, through the execution of a new Franchise Agreement, to Franchisee or an affiliate of Franchisee.

If this Release is executed under the conditions set forth in (ii), (iii), or (iv) above, all references in this Release to “Transferee” should be ignored. Franchisee acknowledges and agrees that Franchisor consenting to a transfer, agreeing to enter in an additional or successor Franchise Agreement, or agreeing to amend or waive rights under the Franchise Agreement, as applicable, constitutes consideration (“Consideration”) for this Release.

AGREEMENT

In consideration of the foregoing and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, it is hereby agreed as follows:

1. **Release by Franchisee, Transferee, and Owners.** Franchisee and Transferee (on behalf of themselves and their parents, subsidiaries, and affiliates and their respective past and present officers, directors, shareholders, managers, members, agents, and employees, in their corporate and individual capacities), and Owners (on behalf of themselves and their respective heirs, representatives, successors and assigns) (collectively, the **"Releasors"**) freely and without any influence, unconditionally and irrevocably forever release and discharge (i) Franchisor, (ii) Franchisor's past and present officers, directors, shareholders, managers, members, agents, and employees, in their corporate and individual capacities, and (iii) Franchisor's past and present parents, subsidiaries, predecessors, and affiliates and their respective past and present officers, directors, shareholders, managers, members, agents, and employees, in their corporate and individual capacities (collectively, the **"Released Parties"**), from any and all charges, complaints, claims, debts, demands, liabilities, obligations, promises, agreements, controversies, damages, actions, suits, rights, judgments, costs, losses, debts and expenses of whatever kind or nature, and causes of action of whatever kind or nature (based upon any legal or equitable theory, whether contractual, common law, statutory, federal, state, local, or otherwise), whether known or unknown, vested or contingent, or suspected or unsuspected (collectively, **"Claims"**), which any Releasor ever owned or held, now owns or holds, or may in the future own or hold arising out of, or relating to, any act, omission, or event occurring on or before the date of this Release, including, without limitation, Claims arising out of, or relating to, (a) violations of federal, state, and local laws, rules, and ordinances, unless specifically prohibited by such laws, (b) the Franchise Agreement and any other agreements between any Releasor and Franchisor or Franchisor's parents, subsidiaries, or affiliates, (c) the business relationship between any of the Releasors and any of the Released Parties, (d) the offer, sale, or execution of the Franchise Agreement, (e) Franchisor's performance of its obligations under the Franchise Agreement including, but not limited to, any actions for breach of contract, fraud or misrepresentation, violation of any franchise laws or regulations, violation of any state or federal antitrust or securities laws or regulations, or violation of common law, or (f) any purchase of product, fees, or other items purchased or paid for by Franchisee from any of the Released Parties.

2. **Risk of Changed Facts.** Franchisee Parties (on behalf of all Releasors) (a) understand that the facts in respect of which the release in Section 1 is given may turn out to be different from the facts now known or believed by them to be true and (b) hereby accept and assume the risk of the facts turning out to be different and agree that the release in Section 1 shall nevertheless be effective in all respects and not subject to termination or rescission by virtue of any such difference in facts.

3. **Covenant Not to Sue.** Franchisee Parties (on behalf of all Releasors) covenant not to initiate, prosecute, encourage, assist, or (except as required by law) participate in any civil, criminal, or administrative proceeding or investigation in any court, agency, or other forum, either affirmatively or by way of cross-claim, defense, or counterclaim, against any person or entity released under Section 1 with respect to any Claim released under Section 1. For the avoidance of doubt, nothing in this section shall prohibit any Releasor from (i) responding truthfully to lawful subpoenas, court orders, or government investigations, (ii) providing truthful testimony when compelled by legal process, or (iii) making disclosures required by law.

4. **No Prior Assignment and Competency.** Franchisee Parties (on behalf of all Releasors) represent and warrant that: (a) the Releasors are the sole owners of all Claims and rights released in Section 1 and that the Releasors have not assigned or transferred, or purported to assign or transfer, to any person or entity, any Claim released under Section 1; (b) each Releasor has full and complete power and authority to execute this Release, and that the execution of this Release shall not violate the terms of any contract or agreement between them or any court order; and (c) this Release has been voluntarily and knowingly executed after each of them has had the opportunity to consult with counsel of their own choice.

5. **No Liability.** Franchisee Parties (on behalf of all Releasors) jointly and severally, agree that no past, present, or future director, officer, employee, incorporator, member, partner, shareholder, affiliate, controlling party, vendor, service provider, agent, or attorney of Franchisor, or entity under common control, ownership, or management with Franchisor, will have any liability for (a) any of Franchisor's obligations or liabilities relating to or arising from the Franchise Agreement, (b) any claim against Franchisor based on, in respect of, or by reason of, the relationship between Franchisee and Franchisor, or (c) any claim against Franchisor based on any alleged unlawful act or omission.

6. **Complete Defense.** Franchisee Parties (on behalf of all Releasors): (a) acknowledge that the release in Section 1 shall be a complete defense to any Claim released under Section 1; and (b) consent to the entry of a temporary or permanent injunction to prevent or end the assertion of any such Claim.

7. **Waiver of Statutory Preservation Provisions.** Franchisee Parties (on behalf of all Releasors) each expressly waives any rights or benefits conferred by the provisions of Section 1542 of the California Civil Code, to the extent such provision would be applicable, which provides as follows:

A general release does not extend to claims that the creditor or releasing party does not know or suspect to exist in his or her favor at the time of executing the release and that, if known by him or her, would have materially affected his or her settlement with the debtor or released party.

This waiver extends to any other statute or common law principle of similar effect in any applicable jurisdiction, including without limitation, California and or any other jurisdiction in which the Releasors reside. Franchisee Parties (on behalf of all Releasors) acknowledge and represent that they have each consulted with legal counsel before executing this release and that they understand its meaning, including the effect of Section 1542 of the California Civil Code, and expressly consent that this release shall be given full force and effect according to each and all of its express terms and provisions, including, without limitation, those relating to the release of unknown and unsuspected claims, demands, and causes of action.

8. **Claims Under Washington Franchise Investment Protection Act.** This Release shall not apply to any Claims arising under the Washington Franchise Protection Act, RCW 19.100, and the rules adopted thereunder.

9. **Sufficient Consideration.** Franchisee Parties (on behalf of all Releasors) hereby acknowledge and agree that to the extent any Claims exist and a court of competent jurisdiction determines that this Release is unenforceable with respect to one or more of such Claims, then Franchisee Parties (on behalf of all Releasors) acknowledge and agree that the Consideration is full and sufficient satisfaction and settlement of any such Claims.

10. **Successors and Assigns.** This Release will inure to the benefit of and bind the successors, assigns, heirs, and personal representatives of the Released Parties and each Releasor.

11. **Counterparts.** This Release may be executed in two or more counterparts (including by scanned copy), each of which shall be deemed an original, and all of which shall constitute one and the same instrument.

12. **Dispute Resolution Provisions and Governing Law.** All of the dispute avoidance and resolution provisions of the Franchise Agreement, including, without limitation, Section 24 entitled "Dispute Resolution" and Section 25 entitled "Governing Law", shall apply to any dispute between and/or involving the Franchisor, Franchisee, Transferee, and Owners (and/or any of them), whether related to this Release, the Franchise Agreement, or any related transactions.

13. **Review of this Release.** The execution of this Release is free and voluntary. Franchisee, Transferee, and Owners have each, as applicable, been represented by counsel, or have had the opportunity to be represented by counsel, regarding all aspects of this Release, including the enforceability of this Release, and intend to be bound by the Release as a bona fide settlement of all Claims released hereunder. Therefore, Franchisee, Transferee, and Owners each, as applicable, agree that none of the provisions of this Release or any of the documents referenced thereby will be construed more strictly against one of them than against the other. Without limitation to the foregoing, Franchisee, Transferee, and Owners each, as applicable, hereby acknowledge and agree to the following:

- a. They have had ample opportunity to read and consider this Release, and have read and considered this Release, and further acknowledge that they have had the opportunity to review this Release with their legal counsel, including advice relating to the binding nature and the enforceability of this Release and are fully aware of all of their rights, obligations and alternatives;
- b. Each of them understands the meaning of the provisions of this Release and the consequences of signing it;
- c. Each of them is signing this Release voluntarily, without coercion, and without reliance on any representation, expressed or implied, by or on behalf of anyone; and
- d. The purpose of this Release is the making of a full and final compromise, adjustment, settlement, and release of all Claims.

IN WITNESS WHEREOF, Franchisee, Transferee, and Owners have executed this Release as of the date shown above.

FRANCHISEE:

By: _____

Print Name: _____

Title: _____

Date: _____

TRANSFeree:

By: _____

Print Name: _____

Title: _____

Date: _____

OWNER:

Print Name: _____

Date: _____

OWNER:

Print Name: _____

Date: _____

OWNER:

Print Name: _____

Date: _____

Exhibit B to the FDD

FINANCIAL STATEMENTS AND GUARANTY

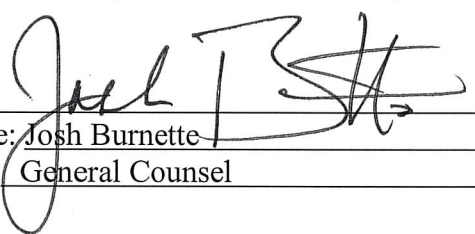
GUARANTEE OF PERFORMANCE

For value received, ServiceMaster Systems LLC, a Delaware limited liability company (the "Guarantor"), located at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328, absolutely and unconditionally guarantees to assume the duties and obligations of Merry Maids SPE LLC, located at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (the "Franchisor"), under its franchise registration in each state where the franchise is registered, and under its Franchise Agreement identified in its 2026 Franchise Disclosure Document, as it may be amended, and as that Franchise Agreement may be entered into with franchisees and amended, modified or extended from time to time. This Guarantee continues until all such obligations of the Franchisor under its franchise registrations and the Franchise Agreement are satisfied or until the liability of Franchisor to its franchisees under the Franchise Agreement has been completely discharged, whichever first occurs. The Guarantor is not discharged from liability if a claim by a franchisee against the Franchisor remains outstanding. Notice of acceptance is waived. The Guarantor does not waive receipt of notice of default on the part of the Franchisor. This guarantee is binding on the Guarantor and its successors and assigns.

The Guarantor signs this guarantee at Atlanta, Georgia on this 21st day of May 2026.

Guarantor:

SERVICEMASTER SYSTEMS LLC

By: 

Name: Josh Burnette

Title: General Counsel

**FINANCIAL STATEMENTS
FOR
SERVICEMASTER SYSTEMS, LLC
AND SUBSIDIARIES**

ServiceMaster Systems, LLC and Subsidiaries

(An indirect, wholly owned subsidiary of RW Purchaser, LLC)

Consolidated Financial Statements

December 31, 2025 and 2024 and for the three years ended
December 31, 2025

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)

Index

December 31, 2025 and 2024 and for the three years ended December 31, 2025

	Page(s)
Report of Independent Auditors	1–2
Consolidated Financial Statements	
Statements of Operations and Comprehensive Income	3
Statements of Financial Position	4
Statements of Member's Equity.....	5
Statements of Cash Flows.....	6
Notes to Financial Statements	7–16



Report of Independent Auditors

To the Board of Managers of RW Parent, LLC and Management of ServiceMaster Systems, LLC

Opinion

We have audited the accompanying consolidated financial statements of ServiceMaster Systems, LLC and its subsidiaries (the "Company"), which comprise the consolidated statements of financial position as of December 31, 2025 and 2024 and the related consolidated statements of operations and comprehensive income, of member's equity and of cash flows for the three years then ended December 31, 2025, including the related notes (collectively referred to as the "consolidated financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2025 and 2024, and the results of its operations and its cash flows for the three years then ended December 31, 2025 in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date the consolidated financial statements are available to be issued.



Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

PricewaterhouseCoopers LLP

Atlanta, Georgia
April 29, 2026

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Consolidated Statements of Operations and Comprehensive Income
Years Ended December 31, 2025, 2024 and 2023

<i>(in millions)</i>	2025	2024	2023
Revenue	\$ 351.1	\$ 325.2	\$ 344.7
Cost of services rendered	95.4	89.5	107.2
Selling and administrative expenses	63.8	97.5	84.8
Depreciation and amortization expenses	23.5	22.8	23.0
Operating expenses	182.7	209.8	215.0
Operating income	168.4	115.4	129.7
Other expense	2.1	2.0	2.0
Net income and comprehensive income	\$ 166.3	\$ 113.4	\$ 127.7

The accompanying notes are an integral part of these consolidated financial statements.

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Consolidated Statements of Financial Position
December 31, 2025 and 2024

<i>(in millions)</i>	2025	2024
Assets		
Accounts receivable, net	\$ 53.0	\$ 56.4
Inventories	0.8	0.8
Prepaid expenses and other assets	1.7	3.0
Total current assets	55.5	60.2
Property and equipment, net	7.9	11.1
Right-of-use asset, net	-	1.6
Intangible assets, net	1,591.3	1,612.0
Other assets	0.7	0.7
Total assets	\$ 1,655.4	\$ 1,685.6
Liabilities and Member's Equity		
Accounts payable	\$ 7.0	\$ 7.1
Accrued payroll and other employee benefits	0.1	8.6
Accrued advertising	8.9	3.3
Deferred revenue	1.5	1.7
Current portion of operating lease liability	-	0.4
Current portion of finance lease liability	-	-
Other current liabilities	6.7	11.6
Total current liabilities	24.2	32.7
Long-term operating lease liability	-	1.3
Long-term portion of finance lease liability	0.1	-
Other long-term liabilities	5.6	5.9
Total liabilities	29.9	39.9
Member's equity	1,625.5	1,645.7
Total liabilities and member's equity	\$ 1,655.4	\$ 1,685.6

The accompanying notes are an integral part of these consolidated financial statements.

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Consolidated Statements of Member's Equity
Years Ended December 31, 2025, 2024 and 2023

<i>(in millions)</i>	Member's Equity
Balances at December 31, 2022	\$ 1,715.1
Distribution to Member	(177.9)
Net income and comprehensive income	<u>127.7</u>
Balances at December 31, 2023	1,664.9
Distribution to Member	(132.6)
Net income and comprehensive income	<u>113.4</u>
Balances at December 31, 2024	1,645.7
Distribution to Member	(186.5)
Net income and comprehensive income	<u>166.3</u>
Balances at December 31, 2025	<u>\$ 1,625.5</u>

The accompanying notes are an integral part of these consolidated financial statements.

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Consolidated Statements of Cash Flows
Years Ended December 31, 2025, 2024 and 2023

<i>(in millions)</i>	2025	2024	2023
Cash flows from operating activities			
Net income	\$ 166.3	\$ 113.4	\$ 127.7
Adjustments to reconcile net income to net cash provided by operating activities			
Depreciation and amortization expense	24.5	23.9	23.0
Amortization of operating right of use assets	0.4	0.4	0.3
Gain on disposal of fixed assets	(0.1)	(0.3)	-
Bad debt expense	3.3	0.9	(0.1)
Other, net	-	-	1.6
Changes in operating assets and liabilities			
Accounts receivable	0.1	(4.0)	8.1
Prepaid expenses and other assets	1.3	(0.2)	(1.1)
Accounts payable	(0.2)	(1.4)	(6.2)
Deferred revenue	(0.5)	1.1	1.5
Operating right of use assets and lease liabilities, net	(0.4)	(0.4)	(0.2)
Accrued and other current liabilities	(7.8)	3.9	(1.6)
Net cash provided by operating activities	186.9	137.3	153.0
Cash flows from investing activities			
Cash received from property and equipment disposal	0.3	0.8	-
Cash paid to acquire property and equipment	(2.5)	(4.0)	(8.8)
Cash paid to acquire intangible assets	-	(1.2)	-
Net cash used in investing activities	(2.2)	(4.4)	(8.8)
Cash flows from financing activities			
Payments on finance leases	-	(0.3)	-
Borrowings on finance leases	0.1	-	0.3
Distribution to Member	(184.8)	(132.6)	(144.5)
Net cash used in financing activities	(184.7)	(132.9)	(144.2)
Net increase in cash and cash equivalents	-	-	-
Cash and cash equivalents			
Beginning of year	-	-	-
End of year	\$ -	\$ -	\$ -
Noncash investing and financing activities			
Noncash distribution to member in connection with asset transfers	\$ 1.7	\$ -	\$ 33.4

The accompanying notes are an integral part of these consolidated financial statements.

ServiceMaster Systems, LLC and Subsidiaries

(An indirect, wholly owned subsidiary of RW Purchaser, LLC)

Notes to Consolidated Financial Statements

December 31, 2025, 2024 and 2023

1. Description of Business

Servicemaster Systems LLC

The Company is a single-member limited liability company subsidiary of ServiceMaster Funding LLC (the “Issuer”, “Member”, or together with ServiceMaster of Canada Limited, the “Co-Issuers”), and an indirect wholly owned subsidiary of RW Purchaser. Through its subsidiaries, the Company franchises and provides restoration, cleaning, moving, junk removal and storage solution services to both residential and commercial customers through the following brands: ServiceMaster Restore, ServiceMaster Recovery Management (“SRM”), ServiceMaster Clean, Merry Maids, and Two Men and a Truck (“TMTI”) and Two Men and a Junk Truck (“TMJT”) (collectively, the “ServiceMaster Brands”).

References to “we,” “us,” “our” and “Company” in the accompanying consolidated financial statements (the “financial statements”) are to the Company’s business unless the context otherwise requires.

2. Significant Accounting Policies

The significant accounting policies described below, together with the other notes that follow, are an integral part of the financial statements.

Principles of Consolidation

The Financial Statements include the accounts of Servicemaster Systems LLC and all of our consolidated subsidiaries.

Basis of Preparation

The historical results of our operations, financial position and cash flows have been prepared in accordance with accounting principles generally accepted in the United States of America (“US GAAP”). All significant intercompany transactions and balances have been eliminated in consolidation.

Use of Estimates

The preparation of the financial statements requires management to make certain estimates and assumptions required under US GAAP that may differ from actual results. The more significant areas requiring the use of management estimates relate to the valuation of tangible and intangible assets.

Accounts Receivable and Notes Receivable

Accounts receivable consist primarily of national account revenue, royalties and franchise fees due from franchisees. Notes receivable consist primarily of licenses and equipment sold to franchisees. Accounts receivable are carried at their net realizable value. The Company accounts for credit losses using the Current Expected Credit Loss (CECL) model detailed in the Financial Accounting Standards Board (“FASB”) Accounting Standards Update (“ASU”) No. 2016-13, Financial Instruments – Credit Losses (Topic 326).

The Company’s expected loss allowance methodology for accounts receivable is developed using historical collection experience, current and future economic and market conditions and a review of the current status of customers’ trade accounts receivable. Due to the short-term nature of such receivables, the estimate of accounts receivable that may not be collected is based on aging of the accounts receivable balances and consideration of customers’ financial and macroeconomic conditions. Balances are written off when determined to be uncollectible. The exposure to

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

concentrations of credit risk is limited due to the diverse product offerings and geographic areas covered by our operations.

Estimates are used to determine the allowance. It is based on an assessment of anticipated payment and all other historical, current and future information that is reasonably available.

<i>(in millions)</i>	December 31,	
	2025	2024
Receivables	\$ 58.6	\$ 58.8
Allowance for credit losses	(5.6)	(2.4)
Accounts receivable, net	\$ 53.0	\$ 56.4

Inventories

Inventories are recorded at the lower of cost (primarily on a weighted-average cost basis) or net realizable value. Our inventories primarily consist of finished goods to be used on the customers' premises or sold to franchisees.

Property and Equipment and Intangible Assets

Property and equipment consist of the following:

<i>(in millions)</i>	December 31,		Estimated Useful Lives (years)
	2025	2024	
Leasehold improvements	\$ 0.1	\$ 1.2	1 – 39
Technology and communications	8.5	7.4	2 – 10
Machinery and equipment	12.2	11.8	5 – 10
Office equipment, furniture and fixtures	0.2	0.2	3 – 17
Accumulated depreciation	(13.1)	(9.5)	
Property and equipment, net	\$ 7.9	\$ 11.1	

Depreciation expense of property and equipment was \$2.8 million, \$2.1 million and \$2.3 million for the years ended December 31, 2025, 2024 and 2023, respectively. Additionally, the depreciation expense of rental equipment was \$1.0 million, \$1.1 million and \$0 for the years ended December 31, 2025, 2024 and 2023, respectively, the majority of which relates to rental equipment from SRM. This expense was recorded under cost of services rendered in the consolidated statements of operations and comprehensive income.

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Property and equipment, leasehold improvements and intangible assets with finite lives are depreciated and amortized on a straight-line basis over their estimated useful lives. Property and equipment lives are based on our previous experience for similar assets, potential market obsolescence and other industry and business data. Amortization of leasehold improvements is provided for on a straight-line method over the estimated benefit period of the related assets or the lease term, if shorter. As required by accounting standards for the impairment or disposal of long-lived assets, property and equipment and finite-lived intangible assets are tested for recoverability whenever events or changes in circumstances indicate their carrying amounts may not be recoverable. If the carrying value is no longer recoverable based upon the undiscounted future cash flows of the asset, an impairment loss could be recognized equal to the difference between the carrying amount and the fair value of the asset. Changes in the estimated useful lives or in the asset values could cause us to adjust the book value or future expense accordingly. There were no triggering events identified for the years ended December 31, 2025, 2024 and 2023.

Indefinite-lived intangible assets, primarily trade names, are assessed annually for impairment during the fourth quarter or earlier upon the occurrence of certain events or substantive changes in circumstances. The Company performed an annual impairment analysis as of October 1, 2025, 2024 and 2023, which did not result in any intangible assets impairments to continuing operations. See Note 4, Intangible Assets, for our intangible assets balances.

Member's Equity

Our equity on the consolidated statements of financial position represents the Issuer's net investment in us and is presented as Member's Equity.

Fair Value Measurement

Fair value is defined as the exchange price that would be received for an asset or an exit price paid to transfer a liability in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. Valuation techniques used to measure fair value must maximize the use of observable inputs and minimize the use of unobservable inputs. The fair value hierarchy defines a three-level valuation hierarchy for disclosure of fair value measurements as follows:

Level 1 — Valuations based on quoted prices in active markets for identical assets or liabilities that an entity has the ability to access;

Level 2 — Valuations based on quoted prices for similar assets or liabilities, quoted prices for identical assets or liabilities in markets that are not active, or other inputs that are observable or can be corroborated by observable data for substantially the full term of the assets or liabilities; and

Level 3 — Valuations based on inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The categorization of a financial instrument within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement. The carrying value of cash equivalents, accounts receivable, and accounts payable approximate fair value due to their short-term nature. The fair value of the Company's debt approximates the outstanding principal balance, net of unamortized debt discounts, premiums, and debt issuance costs. The carrying value of the Company's debt approximates fair value due to the variable rate terms of the debt.

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Leases

We determine if an arrangement is a lease at inception. We recognize a right-of-use ("ROU") asset and lease liability for all leases with terms of 12 months or more. ROU assets represent our right to use an underlying asset for the lease term, and lease liabilities represent our obligation to make lease payments arising from the lease.

ROU assets and lease liabilities are recognized at commencement date based on the present value of lease payments over the lease term. Our lease terms may include options to extend or terminate the lease when it is reasonably certain that we will exercise that option. As most of our leases do not provide an implicit rate, we use our incremental borrowing rate based on the information available at commencement date in determining the present value of lease payments. We use the implicit rate when readily determinable. Lease expense for operating lease payments is recognized on a straight-line basis over the lease term.

Revenue

Royalty Fees

The Company has franchise agreements in the ServiceMaster Restore, ServiceMaster Clean, Merry Maids, TMTI and TMJT businesses. Royalty fee revenue consists principally of sales-based royalties received as part of the consideration for the franchise right and is calculated as a percentage of system wide sales. Royalty fees are recognized at the agreed-upon contractual rates over time as the customer-level revenue is generated by the franchisees. Revenue is recognized for an estimate of the unreported royalty fees, which are reported and remitted to us in arrears.

Commercial Cleaning and Other National Accounts

National account revenues are recognized at the agreed-upon contractual amounts over time as services are completed based on contractual arrangements to provide services at the customers' locations. The Company engages either a franchisee or third-party business to perform the services. Under these agreements, the Company is directly responsible for providing the services and receive payment directly from the customer. A receivable is recorded related to this revenue as the Company has an unconditional right to invoice and receive payment. Payments are typically received shortly after services have been rendered.

Sales of Products

Revenues are generated from selling products to franchisees. Revenues from product sales are generally recognized once control of the products transfers to the customer. A receivable is recorded related to these sales as the Company has an unconditional right to invoice and receive payment. Payments are typically received shortly after a customer is invoiced.

Franchise Fees

Initial franchise fees result from the sale of a franchise license, which includes the use of the name, trademarks and proprietary methods. The franchise license is considered symbolic intellectual property and revenue related to the sale of this right is recognized at the agreed-upon contractual amount over the term of the initial franchise agreement.

Referral Fees

We have contractual arrangements with several national insurance companies to maintain a call center which receives and provides nonrecurring recovery and restoration referrals from the insurers to qualifying franchisees. We receive and recognize referral fees from franchisees at the agreed-upon contractual amount as revenue in the month the referral is issued.

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

National Advertising Fund

Franchisees contribute a percentage of customer-level revenue into a national advertising fund managed by us. In cases where we have ultimate control of the marketing and advertising, we recognize both revenue and expense for the amount earned.

Advertising

Advertising costs are expensed when the advertising occurs and are included in selling and administrative expenses. Advertising costs were \$16.7 million, \$21.8 million and \$19.8 million for the years ended December 31, 2025, 2024 and 2023, respectively. Advertising costs include national advertising fund expenses of \$13.0 million, \$20.3 million and \$19.0 million for the years ended December 31, 2025, 2024 and 2023, respectively.

Income Taxes

The Company is a single-member limited liability corporation which has elected not to be taxed as a corporation, and consequently is not subject to U.S. federal or state income taxes. As such, for income tax purposes, the Company's earnings flow through directly to the Member.

Comprehensive Income

Comprehensive income represents net income for the period plus the results of certain other changes in Member's equity. The Company's comprehensive income is equal to its net income.

Newly Issued Accounting Standards

We have reviewed all recently issued, but not yet effective, accounting pronouncements and do not expect the future adoption of any such pronouncements will have a material impact on our financial condition or the results of our operations.

3. Revenue

The following table presents our revenues, disaggregated by revenue source. We disaggregate revenue from contracts with customers into major customer acquisition channels. We determined that disaggregating revenue into these categories achieves the disclosure objective to depict how the nature, amount, timing, and uncertainty of revenue and cash flows are affected by economic factors.

<i>(in millions)</i>	December 31,		
	2025	2024	2023
Major service line			
Royalty fees	\$ 181.8	\$ 175.5	\$ 186.8
National accounts and self performed	103.5	94.5	106.7
National advertising fund	19.4	20.0	19.0
Sales of products	0.8	3.0	2.6
Other	45.6	32.2	29.6
Total	\$ 351.1	\$ 325.2	\$ 344.7

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Costs to Obtain a Contract with a Customer

The Company capitalizes the incremental costs of obtaining a contract with a customer, primarily commissions, and recognizes the expense on a straight-line basis, as adjusted to match the timing of revenue recognition, over the expected customer relationship period. The capitalizable cost to obtain a contract were \$0.3 million and \$0.2 million for the years ended December 31, 2025 and 2024, respectively. The capitalizable cost to obtain a contract were immaterial for the year ended December 31, 2023.

Contract Balances

We record a receivable related to revenue recognized on services once we have an unconditional right to invoice and receive payment in the future related to the services provided. All accounts receivables are recorded within accounts receivable, less allowances, on the consolidated statements of financial position.

Deferred revenue from initial franchise fees represents a contract liability and is recognized when cash payments are received in advance of the performance of services, including when the amounts are refundable. Amounts are recognized as revenue in proportion to the costs expected to be incurred in performing services under our contracts.

Revenue is recognized net of any taxes collected from customers, which are subsequently remitted to taxing authorities.

4. Intangible Assets

The table below summarizes the intangible asset balances:

<i>(in millions)</i>	December 31, 2025		
	Gross	Accumulated Amortization	Net
Trade names ⁽¹⁾	\$ 1,459.0	\$ -	\$ 1,459.0
Customer related ⁽²⁾	179.4	(72.6)	106.8
Other ⁽²⁾	52.6	(27.1)	25.5
Total	\$ 1,691.0	\$ (99.7)	\$ 1,591.3

<i>(in millions)</i>	December 31, 2024		
	Gross	Accumulated Amortization	Net
Trade names ⁽¹⁾	\$ 1,459.0	\$ -	\$ 1,459.0
Customer related ⁽²⁾⁽³⁾	179.4	(57.3)	122.1
Other ⁽²⁾	52.6	(21.7)	30.9
Total	\$ 1,691.0	\$ (79.0)	\$ 1,612.0

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

- (1) Trade names are indefinite lived.
- (2) These intangible assets are being amortized over the expected period of benefit, with a weighted average life of approximately 7.0 years and 8.0 years for the years ended December 31, 2025 and 2024, respectively. In addition, customer related includes franchise agreements.
- (3) In July 2024, the Company entered into an agreement to acquire assets related to Master Franchise Agreement Two Men And A Truck (Canada) for \$1.2 million, which were capitalized into customer related intangible assets.

Amortization expense of \$20.7 million, \$20.7 million and \$20.7 million was recorded for the years ended December 31, 2025, 2024 and 2023, respectively.

For the existing intangible assets, we anticipate amortization expense for the next five years as follows:

<i>(in millions)</i>	2026	2027	2028	2029	2030
Amortization expense \$	20.0	\$ 18.9	\$ 18.9	\$ 18.5	\$ 18.0

5. Long-term Debt, net

Outstanding debt at ServiceMaster SPE Holdco, LLC for which the Company is a guarantor consists of the following at December 31, 2025 and 2024:

<i>(in millions)</i>	December 31,	
	2025	2024
Series 2020 Class A-2-I Notes, due January 2051	\$ 213.4	\$ 214.5
Series 2020 Class A-2-II Notes, due January 2051	384.3	386.4
Series 2021 Class A-2-I Notes, due July 2051	142.0	142.7
Series 2021 Class A-2-II Notes, due July 2051	236.6	237.9
Debt issuance costs, net	(11.1)	(14.0)
Total long-term debt, including current portion	965.2	967.5
Amounts payable within one year	(10.3)	(10.3)
Long-term debt, net	\$ 954.9	\$ 957.2

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Future Minimum Principal Payments <i>(in millions)</i>	Amount
2026	\$ 10.3
2027	10.3
2028	10.3
2029	10.3
2030	10.3
Thereafter	924.8
Total future minimum payments	\$ 976.3

2020 Securitized Notes

On December 9, 2020 (the "2020 Securitization Date"), a series of agreements (collectively, the "2020 Indenture") were effectuated and gave rise to a revised legal entity structure of the Company's subsidiaries as well as the issuance of approximately \$750,000,000 of Notes by the Company's direct parent, ServiceMaster Funding LLC (the "Issuer") and ServiceMaster of Canada Limited ("Canada Limited" and, collectively, the "Co-Issuers"). Pursuant to the agreement the Co-Issuers issued \$250,000,000 of Series 2020-1 2.841% Fixed Rate Senior Secured Notes, Series 2020 Class A-2-I (the "Class A-2-I Notes"), \$450,000,000 of Series 2020-1, 3.337% Fixed Rate Senior Secured Notes, Series 2020 Class A-2-II (the "Class A-2-II Notes"), and \$50,000,000 of variable funding notes, Series 2020 Class A-1 (the "Series 2020-1 Class A-1 Notes" and, collectively with the Series 2020 Class A-2-I Notes and the Series 2020 Class A-2-II Notes, the "2020 Notes"). Interest will accrue on the Series 2020-1 Class A-1 Notes at a variable rate depending on the outstanding amount drawn by the Co-Issuers from time to time thereunder. There were no borrowings of Series 2020-1 Class A-1 Notes in 2025. The legal final maturity date of the Notes is in January 2051.

Unless earlier prepaid to the extent permitted, the 2020 Indenture provides for an anticipated repayment date of January 2028 for the Class A-2-I Notes and an anticipated repayment date of January 2031 for the Series 2020 Class A-2-II Notes (as applicable, the "Anticipated Repayment Date"). The lending commitment under the Series 2020-1 Class A-1 Notes will expire in January 2026, subject to two automatic annual renewals at the election of the Co-Issuers if certain conditions are met. On September 26, 2025, the Company elected to renew the lending commitment under the Series 2020-1 Class A-1, extending the expiration date to January 2027.

The 2020 Notes have been guaranteed by indirect or direct wholly owned subsidiaries of the Company, ServiceMaster SPE Holdco LLC ("Holdco") and RW Canada Intermediate Ltd., as well as all of the subsidiaries of the Issuer (collectively, the "Guarantors"). The 2020 Notes are subject to a series of covenants and restrictions customary for transactions of this type, including (i) debt service coverage ratios and senior leverage ratios, (ii) maintenance of specified reserve accounts to be used to make required payments in respect of the 2020 Notes, and (iii) provisions relating to optional and mandatory prepayments, including certain make-whole payments. The 2020 Notes are also subject to customary rapid amortization events provided for in the Indenture and customary events of default.

The 2020 Indenture also provides for quarterly principal amortization in respect of the Series 2020 Class A-2-I Notes and the Series 2020 Class A-2-II Notes equal to 0.25% of their original principal

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

amount through their respective Anticipated Repayment Date, subject to a fall-away provision if the senior leverage ratio is less than a specified threshold on any quarterly test date.

Series 2020 Class A-1 Notes

The Series 2020 Class A-1 Notes are comprised of three subclasses 1) The Series 2020-1 Class A-1 Advance Notes, 2) the Series 2020-1 Class A-1 Swingline Note and 3) the Series 2020-1 Class A-1 L/C Note, with a maximum aggregate principal amount of \$50,000,000. The initial renewal date will be the quarterly payment date occurring in January 2026; however, the Company has the option to extend maturity up to two times, each for a 12-month period. The Company must meet certain criteria in order to extend the maturity, and an additional extension fee must be paid. On September 26, 2025, the Company elected to renew the lending commitment under the Series 2020-1 Class A-1, extending the expiration date to January 2027. The interest rate for the series 2020-1 Class A-1 Advance Notes is on any day, a rate per annum equal to the sum of (a) 1.50% plus (b) the greatest of (i) the Series 2020-1 Prime Rate in effect on such day, (ii) the Federal Funds Rate in effect on such day plus 0.50% and (iii) Term SOFR for a one-month tenor in effect on such day plus 1.00%. There were no borrowings of Series 2020-1 Class A-1 Notes in 2025.

2021 Senior Notes

On July 30, 2021, in conjunction with the acquisition of Two Men and a Truck/International, Inc., the Co-Issuers entered into an agreement (the "2021 Indenture") for a senior note facility in an aggregate principal amount of \$400,000,000 with Citibank. The Issuer issued \$150,000,000 of Series 2021-1 2.865% Fixed Rate Senior Secured Notes, Series 2021 Class A-2-I, \$250,000,000 of Series 2021-1, 3.113% Fixed Rate Senior Secured Notes, Series 2021 Class A-2-II (the "2021 Notes"). The legal final maturity date of the Notes is in July 2051. The 2021 Indenture provides for an anticipated repayment date of July 2028 for the Series 2021 Class A-2-I Notes and an anticipated repayment date of July 2031 for the Series 2021 Class A-2-II Notes (as applicable, the "Anticipated Repayment Date").

The 2021 Notes are secured by substantially all of the assets of the Issuer and the Guarantors. The 2021 Notes are subject to a series of covenants and restrictions customary for transactions of this type, including (i) debt service coverage ratios and senior leverage ratios, (ii) maintenance of specified reserve accounts to be used to make required payments in respect of the 2021 Notes, and (iii) provisions relating to optional and mandatory prepayments, including certain make-whole payments. The 2021 Notes are also subject to customary rapid amortization events provided for in the Indenture and customary events of default. The 2021 Indenture also provides for quarterly principal amortization in respect of the Series 2021 Class A-2-I Notes and the Series 2021 Class A-2-II Notes equal to 0.25% of their original principal amount through their respective Anticipated Repayment Date, subject to a fall-away provision if the senior leverage ratio is less than a specified threshold on any quarterly test date.

6. Commitments and Contingencies

We lease certain property, equipment and warehouses under various operating lease arrangements. Most of the property leases provide that we pay taxes, insurance, and maintenance applicable to the leased premises. As leases for existing locations expire, we expect to renew the leases or substitute another location and lease. In July 2025, the Company transferred its existing operating lease to ServiceMaster OpCo Holdings, LLC. Accordingly, the Company no longer had any operating lease arrangements as of December 31, 2025.

ServiceMaster Systems, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

In the ordinary course of conducting business activities, we are and may in the future become involved in various litigation and claims incidental to our business. The outcome of these matters cannot be predicted with certainty and some of these matters may be resolved unfavorably to the Company. Based on currently available information, the Company is subject to certain claims for damages that are performed during the course of business. The Company does not believe that the outcome of these legal matters will have a material adverse effect on its consolidated financial position, results of operations or cash flow.

7. Related-Party Transactions

Management Fee

The Company entered into a management agreement with Opco (the "Management Agreement") where Opco is to provide, among other things, the managing of respective rights, powers, duties and obligations in connection with the Pre-Contribution Agreements, the franchise assets, the securitization IP, and all other securitization assets. In exchange for the services described above, the Company will pay an annual management fee equal to a base amount of \$7.8 million plus a variable fee of \$11,500 for every integer multiple of \$100,000 of aggregate U.S. retained collections, receivable on a weekly basis. The base management fee will be subject to successive 2% annual increases following each anniversary of the closing date. Such fees are included in selling and administrative expenses in the consolidated statements of operations and comprehensive income. For the years ended December 31, 2025, 2024 and 2023 the Management fee was \$35.1 million, \$35.8 million and \$31.8 million, respectively.

License Fee

The Company entered into a license fee agreement with ServiceMaster of Canada Limited ("Canada Limited") and ServiceMaster Limited (UK) ("UK Limited"). Under the license agreement, Canada Limited and UK Limited are permitted to use intellectual property and tradenames in the performance of operational activities. For the years ended December 31, 2025, 2024 and 2023 the license fee for Canada Limited was \$6.4 million, \$5.7 million and \$5.7 million; the license fee for UK Limited was \$0.9 million, \$0.8 million and \$0.7 million, respectively. The Company entered into a license fee agreement with Aftermath Services, LLC in 2025. The license fee for Aftermath was \$0.5 million for the year ended December 31, 2025. The license fee agreement was terminated in December 2025 and was not renewed beyond that date.

8. Subsequent Events

The Company evaluated subsequent events from December 31, 2025 through April 29, 2026 the date the financial statements were available to be issued. There were no matters identified affecting the Company's financial position or requiring further disclosure.

THE FOLLOWING FINANCIAL STATEMENTS HAVE BEEN PREPARED WITHOUT AN AUDIT. PROSPECTIVE FRANCHISEES SHOULD BE ADVISED THAT NO CERTIFIED PUBLIC ACCOUNTANT HAS AUDITED THESE FIGURES OR EXPRESSED HIS/HER OPINION WITH REGARD TO THEIR CONTENT OR FORM.

ServiceMaster Systems, LLC and Subsidiaries

(An indirect, wholly owned subsidiary of RW Purchaser, LLC)

(Unaudited) Condensed Consolidated Financial Information

For the three months ended March 31, 2026 and 2025

ServiceMaster Systems, LLC and Subsidiaries

Index

March 31, 2026 and 2025

Page(s)

(Unaudited) Condensed Consolidated Financial Statements

(Unaudited) Statements of Operations and Comprehensive Income

[1](#)

(Unaudited) Statements of Financial Position

[2](#)

ServiceMaster Systems, LLC and Subsidiaries
(Unaudited) Condensed Consolidated Statements of Operations and Comprehensive Income

<i>(in millions)</i>	Three Months Ended March 31,	
	2026	2025
Revenue	\$ 79.0	\$ 84.2
Cost of services rendered	21.0	23.0
Selling and administrative expenses	14.4	15.7
Depreciation and amortization expenses	5.8	5.8
Operating expenses	41.2	44.5
Operating income	37.8	39.7
Other expense	0.6	0.5
Net income and comprehensive income	\$ 37.2	\$ 39.2

ServiceMaster Systems, LLC and Subsidiaries
(Unaudited) Condensed Consolidated Statements of Financial Position

<i>(in millions)</i>	As at March 31, 2026	As at December 31, 2025
Assets		
Accounts receivable, net	\$ 49.4	\$ 53.0
Inventories	0.8	0.8
Prepaid expenses and other assets	2.2	1.7
Total current assets	52.4	55.5
Property and equipment, net	7.5	7.9
Intangible assets, net	1,586.1	1,591.3
Other assets	0.7	0.7
Total assets	\$ 1,646.7	\$ 1,655.4
Liabilities and Member's Equity		
Accounts payable	\$ 5.8	\$ 7.0
Accrued advertising	9.3	8.9
Accrued payroll and other employee benefits	0.2	0.1
Deferred revenue	1.5	1.5
Other current liabilities	9.0	6.7
Total current liabilities	25.8	24.2
Long-term portion of finance lease liability	—	0.1
Other long-term liabilities	5.4	5.6
Total liabilities	31.2	29.9
Member's equity	1,615.5	1,625.5
Total liabilities and member's equity	\$ 1,646.7	\$ 1,655.4

**FINANCIAL STATEMENTS
FOR
SERVICEMASTER OPCO HOLDINGS, LLC
AND SUBSIDIARIES**

ServiceMaster OpCo Holdings, LLC and Subsidiaries

(An indirect, wholly owned subsidiary of RW Purchaser, LLC)

Consolidated Financial Statements

December 31, 2025 and 2024 and for the three years
ended December 31, 2025

ServiceMaster OpCo Holdings, LLC and Subsidiaries

(An indirect, wholly owned subsidiary of RW Purchaser, LLC)

Index

December 31, 2025 and 2024 and for the three years ended December 31, 2025

	Page(s)
Report of Independent Auditors	1-2
Consolidated Financial Statements	
Statements of Operations and Comprehensive Income	3
Statements of Financial Position	4
Statements of Member's Equity	5
Statements of Cash Flows	6
Notes to Financial Statements	7-21



Report of Independent Auditors

To the Board of Managers and Management of ServiceMaster OpCo Holdings, LLC

Opinion

We have audited the accompanying consolidated financial statements of ServiceMaster OpCo Holdings, LLC and its subsidiaries (the "Company"), which comprise the consolidated statements of financial position as of December 31, 2025 and 2024 and the related consolidated statements of operations and comprehensive income, of member's equity and of cash flows for the three years then ended December 31, 2025, including the related notes (collectively referred to as the "consolidated financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2025 and 2024 and the results of its operations and its cash flows for the three years then ended December 31, 2025 in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (US GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date the consolidated financial statements are available to be issued.



Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with US GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with US GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

PricewaterhouseCoopers LLP

Atlanta, Georgia
April 29, 2026

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Consolidated Statements of Operations and Comprehensive Income
Years ended December 31, 2025, 2024 and 2023

<i>(in millions)</i>	2025	2024	2023
Revenue	\$ 367.3	\$ 344.1	\$ 361.2
Cost of services rendered	145.1	99.0	115.0
Selling and administrative expenses	93.4	132.9	116.3
Depreciation and amortization expenses	25.3	24.5	24.7
Operating expenses	263.8	256.4	256.0
Operating income	103.5	87.7	105.2
Interest expense	32.4	33.6	34.5
Other expense	2.7	2.0	6.7
Net income and comprehensive income	\$ 68.4	\$ 52.1	\$ 64.0

The accompanying notes are an integral part of these consolidated financial statements.

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Consolidated Statements of Financial Position
December 31, 2025 and 2024

<i>(in millions)</i>	2025	2024
Assets		
Cash and cash equivalents	\$ 67.9	\$ 28.4
Restricted cash	13.6	5.0
Accounts receivable, net	53.8	55.7
Current portion of notes receivable	0.8	0.5
Inventories	0.8	0.8
Prepaid expenses and other assets	17.7	18.2
Total current assets	154.6	108.6
Property and equipment, net	15.4	16.5
Right-of-use asset, net	11.4	11.8
Notes receivable, less allowance and current portion	0.4	1.1
Intangible assets, net	1,591.3	1,612.0
Other assets	0.9	1.0
Total assets	\$ 1,774.0	\$ 1,751.0
Liabilities and Member's Equity		
Accounts payable	\$ 8.3	\$ 8.4
Accrued payroll and other employee benefits	7.5	10.0
Accrued advertising	3.9	3.3
Accrued interest payable	5.2	5.3
Deferred revenue	1.5	1.7
Current portion of operating lease liability	2.6	2.5
Current portion of finance lease liability	-	-
Current portion of long-term debt	10.3	10.3
Other current liabilities	3.0	6.1
Total current liabilities	42.3	47.6
Long-term debt, net of debt issuance costs and current portions	954.9	957.2
Long-term operating lease liability	10.0	10.5
Long-term portion of finance lease liability	0.1	-
Other long-term liabilities	5.6	5.9
Total liabilities	1,012.9	1,021.2
Member's equity	761.1	729.8
Total liabilities and member's equity	\$ 1,774.0	\$ 1,751.0

The accompanying notes are an integral part of these consolidated financial statements.

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Consolidated Statements of Member's Equity
Years ended December 31, 2025, 2024 and 2023

<i>(in millions)</i>	Member's Equity
Balances at December 31, 2022	\$ 763.5
Share based compensation	1.0
Distribution to Member	(111.8)
Net income and comprehensive income	64.0
Balances at December 31, 2023	716.7
Share based compensation	0.5
Contribution from Member	11.0
Distribution to Member	(50.5)
Net income and comprehensive income	52.1
Balances at December 31, 2024	729.8
Share based compensation	0.9
Contribution from Member	1.2
Distribution to Member	(39.2)
Net income and comprehensive income	68.4
Balances at December 31, 2025	\$ 761.1

The accompanying notes are an integral part of these consolidated financial statements.

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Consolidated Statements of Cash Flows
Years ended December 31, 2025, 2024 and 2023

<i>(in millions)</i>	2025	2024	2023
Cash flows from operating activities			
Net income	\$ 68.4	\$ 52.1	\$ 64.0
Adjustments to reconcile net income to net cash provided by operating activities			
Depreciation and amortization expense	26.3	25.6	24.7
Amortization of debt issuance costs	2.9	2.9	2.9
Amortization of operating right of use assets	2.0	1.7	1.8
Gain on disposal of fixed asset	(0.1)	(0.3)	-
Loss on sale of business	-	-	4.2
Bad debt expense	3.1	1.3	-
Other, net	-	-	1.6
Share based compensation expense	0.9	0.5	1.0
Changes in operating assets and liabilities			
Accounts receivable and notes receivable	(0.8)	(2.1)	9.8
Prepaid expenses and other assets	0.6	(2.3)	(1.3)
Accounts payable	(0.1)	(3.3)	(4.1)
Deferred revenue	(0.5)	1.1	1.5
Operating right of use assets and lease liabilities, net	(2.1)	(1.8)	(1.9)
Accrued and other current liabilities	(5.1)	1.5	(7.1)
Net cash provided by operating activities	95.5	76.9	97.1
Cash flows from investing activities			
Cash paid to acquire property and equipment	(4.6)	(5.5)	(9.9)
Cash received from property and equipment disposal	0.3	0.8	-
Sale of AmeriSpec and Furniture Medic	-	-	21.8
Cash paid to acquire intangible assets	-	(1.2)	-
Net cash (used in)/provided by investing activities	(4.3)	(5.9)	11.9
Cash flows from financing activities			
Payments on finance leases	-	(0.3)	-
Borrowings on finance leases	0.1	-	0.3
Debt payment	(5.2)	(45.2)	(52.0)
Proceeds from borrowings	-	30.0	30.0
Distribution to Member	(39.2)	(50.5)	(103.7)
Contribution from Member	1.2	11.0	-
Net cash used in financing activities	(43.1)	(55.0)	(125.4)
Net increase in cash, cash equivalents and restricted cash	48.1	16.0	(16.4)
Cash, cash equivalents and restricted cash			
Beginning of year	33.4	17.4	33.8
End of year	\$ 81.5	\$ 33.4	\$ 17.4
Supplemental disclosure of cash flow information			
Cash paid for interest	\$ 31.4	\$ 31.7	\$ 31.2
Supplemental information on noncash transactions			
Noncash distribution to member in connection with asset transfers	\$ -	\$ -	\$ 8.1

The accompanying notes are an integral part of these consolidated financial statements.

ServiceMaster OpCo Holdings, LLC and Subsidiaries

(An indirect, wholly owned subsidiary of RW Purchaser, LLC)

Notes to Consolidated Financial Statements

December 31, 2025, 2024 and 2023

1. Description of Business

ServiceMaster OpCo Holdings, LLC (the “Company”) is a limited liability company and a direct, wholly owned subsidiary of RW Purchaser LLC (“RW Purchaser” or “Member”). ServiceMaster Funding LLC (the “Issuer”), an indirect wholly owned subsidiary of the Company, will guarantee the Notes (as defined in Note 5, *Long-term Debt, net*), together with the other Guarantors (as defined below), pursuant to the Guarantee and Collateral Agreement. Through its direct wholly owned subsidiary ServiceMaster SPE Holdco, LLC (“Holdco”), the Company acts as the manager of the securitization of restoration, cleaning, moving, junk removal and storage solution services to both residential and commercial customers through the following brands: ServiceMaster Restore, ServiceMaster Recovery Management (“SRM”), ServiceMaster Clean, Merry Maids, Two Men and a Truck (“TMTI”) and Two Men and a Junk Truck (“TMJT”) (collectively, the “ServiceMaster Brands”).

References to “we,” “us,” “our” and “Company” in the accompanying consolidated financial statements (the “financial statements”) are to the Company’s business unless the context otherwise requires.

2. Significant Accounting Policies

The significant accounting policies described below, together with the other notes that follow, are an integral part of the financial statements.

Principles of Consolidation

The Financial Statements include the accounts of ServiceMaster OpCo Holdings, LLC and all of our consolidated subsidiaries.

Basis of Preparation

The historical results of our operations, financial position and cash flows have been prepared in accordance with accounting principles generally accepted in the United States of America (“US GAAP”). All significant intercompany transactions and balances have been eliminated in consolidation.

Use of Estimates

The preparation of the financial statements requires management to make certain estimates and assumptions required under US GAAP that may differ from actual results. The more significant areas requiring the use of management estimates relate to the valuation of tangible and intangible assets.

Cash, Cash Equivalents and Restricted Cash

Cash and cash equivalents include highly liquid investments with maturity dates of three months or less from the date of purchase and are recorded at cost.

Restricted cash relates to the 2020 and 2021 securitized notes (as described in Note 5, *Long-term Debt, net*). As part of the transactions, the Company established certain cash and money market mutual fund accounts in the name of the Trustee for the benefit of the Trustee and the noteholders and are restricted in their use. The Company also established management accounts subject to control agreements among the Trustee, financial institutions and the Company. Restricted cash is comprised of cash collections and reserves held by the Trustee and within management accounts to be used for payments of principal, interest, commitment fees and other permissible operating expenses required for the notes of the Company.

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Accounts Receivable and Notes Receivable

Accounts receivable consist primarily of national account revenue, royalties and franchise fees due from franchisees. Notes receivable consist primarily of licenses and equipment sold to franchisees. Accounts receivable are carried at their net realizable value. The Company accounts for credit losses using the Current Expected Credit Loss (CECL) model detailed in the Financial Accounting Standards Board (“FASB”) Accounting Standards Update (“ASU”) No. 2016-13, Financial Instruments – Credit Losses (Topic 326).

The Company’s expected loss allowance methodology for accounts receivable is developed using historical collection experience, current and future economic and market conditions and a review of the current status of customers’ trade accounts receivable. Due to the short-term nature of such receivables, the estimate of accounts receivable that may not be collected is based on aging of the accounts receivable balances and consideration of customers’ financial and macroeconomic conditions. Balances are written off when determined to be uncollectible. The exposure to concentrations of credit risk is limited due to the diverse product offerings and geographic areas covered by our operations.

Estimates are used to determine the allowance. It is based on an assessment of anticipated payment and all other historical, current and future information that is reasonably available.

<i>(in millions)</i>	December 31, 2025		
	Accounts Receivable	Notes Receivable	Total
Receivables	\$ 59.4	\$ 1.6	\$ 61.0
Allowance for credit losses	(5.6)	(0.4)	(6.0)
Receivables, net	\$ 53.8	\$ 1.2	\$ 55.0

<i>(in millions)</i>	December 31, 2024		
	Accounts Receivable	Notes Receivable	Total
Receivables	\$ 58.1	\$ 2.2	\$ 60.3
Allowance for credit losses	(2.4)	(0.6)	(3.0)
Receivables, net	\$ 55.7	\$ 1.6	\$ 57.3

Inventories

Inventories are recorded at the lower of cost (primarily on a weighted-average cost basis) or net realizable value. Our inventories primarily consist of finished goods to be used on the customers’ premises or sold to franchisees.

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Property and Equipment and Intangible Assets

Property and equipment consist of the following:

<i>(in millions)</i>	December 31,		Estimated Useful Lives (years)
	2025	2024	
Leasehold improvements	\$ 3.2	\$ 2.9	1-39
Technology and communications	21.7	18.1	2-10
Machinery and equipment	12.2	11.8	5-10
Office equipment, furniture and fixtures	0.8	0.8	3-17
Accumulated depreciation	(22.5)	(17.1)	
Property and equipment, net	\$ 15.4	\$ 16.5	

Depreciation expense of property and equipment was \$4.6 million, \$3.8 million and \$4.0 million for the years ended December 31, 2025, 2024 and 2023, respectively. Additionally, the depreciation expense of rental equipment was \$1.0 million, \$1.1 million and \$0 for the years ended December 31, 2025, 2024 and 2023, respectively, the majority of which relates to rental equipment from SRM. This expense was recorded under cost of services rendered in the consolidated statements of operations and comprehensive income.

Property and equipment, leasehold improvements and intangible assets with finite lives are depreciated and amortized on a straight-line basis over their estimated useful lives. Property and equipment lives are based on our previous experience for similar assets, potential market obsolescence and other industry and business data. Amortization of leasehold improvements is provided for on a straight-line method over the estimated benefit period of the related assets or the lease term, if shorter. As required by accounting standards for the impairment or disposal of long-lived assets, property and equipment and finite-lived intangible assets are tested for recoverability whenever events or changes in circumstances indicate their carrying amounts may not be recoverable. If the carrying value is no longer recoverable based upon the undiscounted future cash flows of the asset, an impairment loss could be recognized equal to the difference between the carrying amount and the fair value of the asset. Changes in the estimated useful lives or in the asset values could cause us to adjust the book value or future expense accordingly. There were no triggering events identified for the years ended December 31, 2025, 2024 and 2023.

Indefinite-lived intangible assets, primarily trade names, are assessed annually for impairment during the fourth quarter or earlier upon the occurrence of certain events or substantive changes in circumstances. The Company performed an annual impairment analysis as of October 1, 2025, 2024 and 2023, which did not result in any intangible assets impairments to continuing operations. See Note 4, *Intangible Assets*, for our intangible assets balances.

Member's Equity

Our equity on the consolidated statements of financial position represents RW Purchaser's net investment in us and is presented as Member's equity. Member's equity includes net cash transfers and other net asset transfers to and from RW Purchaser and us.

Fair Value Measurement

Fair value is defined as the exchange price that would be received for an asset or an exit price paid to transfer a liability in the principal or most advantageous market for the asset or liability in an

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

orderly transaction between market participants on the measurement date. Valuation techniques used to measure fair value must maximize the use of observable inputs and minimize the use of unobservable inputs. The fair value hierarchy defines a three-level valuation hierarchy for disclosure of fair value measurements as follows:

Level 1 — Valuations based on quoted prices in active markets for identical assets or liabilities that an entity has the ability to access;

Level 2 — Valuations based on quoted prices for similar assets or liabilities, quoted prices for identical assets or liabilities in markets that are not active, or other inputs that are observable or can be corroborated by observable data for substantially the full term of the assets or liabilities; and

Level 3 — Valuations based on inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The categorization of a financial instrument within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement. The carrying value of cash equivalents, accounts receivable, notes receivable, and accounts payable approximate fair value due to their short-term nature. The fair value of the Company's debt approximates the outstanding principal balance, net of unamortized debt discounts, premiums, and debt issuance costs.

Leases

We determine if an arrangement is a lease at inception. We recognize a right-of-use ("ROU") asset and lease liability for all leases with terms of 12 months or more. ROU assets represent our right to use an underlying asset for the lease term, and lease liabilities represent our obligation to make lease payments arising from the lease.

ROU assets and lease liabilities are recognized at commencement date based on the present value of lease payments over the lease term. Our lease terms may include options to extend or terminate the lease when it is reasonably certain that we will exercise that option. As most of our leases do not provide an implicit rate, we use our incremental borrowing rate based on the information available at commencement date in determining the present value of lease payments. We use the implicit rate when readily determinable. Lease expense for operating lease payments is recognized on a straight-line basis over the lease term. See Note 6, *Leases* to the accompanying consolidated financial statements for information related to our leases.

Revenue

Royalty Fees

The Company has franchise agreements in the ServiceMaster Restore, ServiceMaster Clean, Merry Maids, TMTI and TMJT businesses. Royalty fee revenue consists principally of sales-based royalties received as part of the consideration for the franchise right and is calculated as a percentage of system wide sales. Royalty fees are recognized at the agreed-upon contractual rates over time as the customer-level revenue is generated by the franchisees. Revenue is recognized for an estimate of the unreported royalty fees, which are reported and remitted to us in arrears.

Commercial Cleaning and Other National Accounts

National account revenues are recognized at the agreed-upon contractual amounts over time as services are completed based on contractual arrangements to provide services at the customers' locations. The Company engages either a franchisee or third-party business to perform the

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

services. Under these agreements, the Company is directly responsible for providing the services and receive payment directly from the customer. A receivable is recorded related to this revenue as the Company has an unconditional right to invoice and receive payment. Payments are typically received shortly after services have been rendered.

Sales of Products

Revenues are generated from selling products to franchisees. Revenues from product sales are generally recognized once control of the products transfers to the customer. A receivable is recorded related to these sales as the Company has an unconditional right to invoice and receive payment. Payments are typically received shortly after a customer is invoiced.

Franchise Fees

Initial franchise fees result from the sale of a franchise license, which includes the use of the name, trademarks and proprietary methods. The franchise license is considered symbolic intellectual property and revenue related to the sale of this right is recognized at the agreed-upon contractual amount over the term of the initial franchise agreement.

Referral Fees

We have contractual arrangements with several national insurance companies to maintain a call center which receives and provides nonrecurring recovery and restoration referrals from the insurers to qualifying franchisees. We receive and recognize referral fees from franchisees at the agreed-upon contractual amount as revenue in the month the referral is issued.

Digital Advertising

The Company generates digital advertising revenue from the placement and management of online advertising across search engines and social media platforms. These advertisements promote the Company's brand and the services provided by its franchise system and are delivered through the Company's digital properties as well as third-party platforms.

The Company manages the placement, optimization, and administration of these digital advertising on behalf of participating franchisees. The associated advertising costs are charged directly to the participating franchisees and generally represent the amounts incurred by the Company with third-party advertising platforms.

National Advertising Fund

Franchisees contribute a percentage of customer-level revenue into a national advertising fund managed by us. In cases where we have ultimate control of the marketing and advertising, we recognize both revenue and expense for the amount earned.

Advertising

Advertising costs were \$32.7 million for the year ended December 31, 2025, in which \$12.5 million were recorded in cost of services rendered and \$20.2 million were recorded in selling and administrative expenses. Advertising costs were \$38.2 million and \$32.9 million for the years ended December 31, 2024 and 2023, respectively, which were recorded in selling and administrative expenses. Advertising costs include national advertising fund expenses of \$13.4 million, \$20.3 million and \$19.0 million for the years ended December 31, 2025, 2024 and 2023, respectively.

Stock Compensation

The Company accounts for equity-based compensation in accordance with ASC 718, Compensation – Stock Compensation. Accordingly, in exchange for employee and director

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

services, compensation is given in the form of equity awards. The equity awards are recorded based on the grant date fair value and expensed over the requisite service period for the respective award.

The Company's equity-based awards include profit interest time units and profits interest performance units issued by RW Management Holdings LLC, which vest based on either time or the achievement of certain performance conditions. Please refer to Note 9, *Equity Agreements and Equity Incentive Plan*, for further details. The Company records forfeitures as they occur. Compensation expense resulting from time-based vesting awards is recognized in the Company's consolidated statements of operations and comprehensive income, primarily within selling and administrative expenses, at the grant date fair value over the requisite service period. Compensation expense resulting from performance-based awards is recognized over the requisite service period when it is probable that the performance condition will be met. The calculated compensation expense for performance-based awards is adjusted based on an estimate of awards ultimately expected to vest. No performance-based compensation expense has been recorded by the Company as it is not deemed probable that the performance condition will be met.

The Company estimates grant date fair value using a Black-Scholes option pricing model that uses assumptions including expected volatility, expected term, and the expected risk-free rate of return. The Company has determined that the Black-Scholes option pricing model, as well as the underlying assumptions used in its application, is appropriate in estimating the fair value of its award grants.

Income Taxes

The Company is a single-member, limited liability corporation which has elected not to be taxed as a corporation, and consequently is not subject to U.S. federal or state income taxes. As such, for income tax purposes, the Company's earnings flow through directly to the Member.

Comprehensive Income

Comprehensive income represents net income for the period plus the results of certain other changes in Member's equity. The Company's other comprehensive income is equal to its net income.

Newly Issued Accounting Standards

The Company has reviewed all other recently issued, but not yet effective, accounting pronouncements and do not expect the future adoption of any such pronouncements will have a material impact on our financial condition or the results of our operations.

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

3. Revenue

The following table presents our revenues, disaggregated by revenue source. We disaggregate revenue from contracts with customers into major customer acquisition channels. We determined that disaggregating revenue into these categories achieves the disclosure objective to depict how the nature, amount, timing, and uncertainty of revenue and cash flows are affected by economic factors.

<i>(in millions)</i>	Years Ended December 31,		
	2025	2024	2023
Major service line			
Royalty fees	\$ 181.8	\$ 175.5	\$ 186.8
National accounts and self performed	103.5	94.5	106.7
National advertising fund	19.4	20.0	19.0
Digital advertising	15.0	18.2	15.2
Sales of products	1.0	3.0	2.6
Other	46.6	32.9	30.9
Total	\$ 367.3	\$ 344.1	\$ 361.2

Costs to Obtain a Contract with a Customer

The Company capitalizes the incremental costs of obtaining a contract with a customer, primarily commissions, and recognizes the expense on a straight-line basis, as adjusted to match the timing of revenue recognition, over the expected customer relationship period. The capitalizable cost to obtain a contract were \$0.3 million and \$0.2 million for the years ended December 31, 2025 and 2024, respectively. The capitalizable cost to obtain a contract were immaterial for the year ended December 31, 2023.

Contract Balances

We record a receivable related to revenue recognized on services once we have an unconditional right to invoice and receive payment in the future related to the services provided. All accounts receivables are recorded within accounts receivable, less allowances, on the consolidated statements of financial position.

Deferred revenue from initial franchise fees represents a contract liability and is recognized when cash payments are received in advance of the performance of services, including when the amounts are refundable. Amounts are recognized as revenue in proportion to the costs expected to be incurred in performing services under our contracts.

Revenue is recognized net of any taxes collected from customers, which are subsequently remitted to taxing authorities.

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

4. Intangible Assets

The table below summarizes the intangible asset balances:

<i>(in millions)</i>	December 31, 2025		
	Gross	Accumulated Amortization	Net
Trade names ⁽¹⁾	\$ 1,459.0	\$ -	\$ 1,459.0
Customer related ⁽²⁾	179.4	(72.6)	106.8
Other ⁽²⁾	52.6	(27.1)	25.5
Total	\$ 1,691.0	\$ (99.7)	\$ 1,591.3

<i>(in millions)</i>	December 31, 2024		
	Gross	Accumulated Amortization	Net
Trade names ⁽¹⁾	\$ 1,459.0	\$ -	\$ 1,459.0
Customer related ⁽²⁾⁽³⁾	179.4	(57.3)	122.1
Other ⁽²⁾	52.6	(21.7)	30.9
Total	\$ 1,691.0	\$ (79.0)	\$ 1,612.0

(1) Trade names are indefinite lived.

(2) These intangible assets are being amortized over the expected period of benefit, with a weighted average life of approximately 7.0 years and 8.0 years for the years ended December 31, 2025 and 2024, respectively. In addition, customer related includes franchise agreements.

(3) In July 2024, the Company entered into an agreement to acquire assets related to Master Franchise Agreement Two Men And A Truck (Canada) for \$1.2 million, which were capitalized into customer related intangible assets.

Amortization expense of \$20.7 million, \$20.7 million and \$20.7 million was recorded for the years ended December 31, 2025, 2024 and 2023, respectively. Amortization expense for 2024 includes \$0.1 million related to a disposal of a franchise branch.

For the existing intangible assets, we anticipate amortization expense for the next five years as follows:

<i>(in millions)</i>	2026	2027	2028	2029	2030
Amortization expense \$	20.0	\$ 18.9	\$ 18.9	\$ 18.5	\$ 18.0

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

5. Long-Term Debt, Net

Outstanding long-term debt, net consists of the following:

<i>(in millions)</i>	December 31,	
	2025	2024
Series 2020 Class A-2-I Notes, due January 2051	\$ 213.4	\$ 214.5
Series 2020 Class A-2-II Notes, due January 2051	384.3	386.4
Series 2021 Class A-2-1 Notes, due July 2051	142.0	142.7
Series 2021 Class A-2-II Notes, due July 2051	236.6	237.9
Debt issuance costs, net	(11.1)	(14.0)
Total long-term debt, including current portion	965.2	967.5
Amounts payable within one year	(10.3)	(10.3)
Long-term debt, net	\$ 954.9	\$ 957.2

Interest expense was \$29.5 million, \$30.7 million and \$31.6 million for all credit facilities described below for the years ended December 31, 2025, 2024 and 2023, respectively.

The debt issuance costs were capitalized and are shown net of the long-term debt on the consolidated statements of financial position. The debt issuance costs are amortized on a straight-line basis (which approximates the effective interest method) over the term of the respective notes. The Company recognized \$2.9 million, \$2.9 million and \$2.9 million, respectively, of amortization expense for all credit facilities described above for the years ended December 31, 2025, 2024 and 2023.

Future Minimum Principal Payments

<i>(in millions)</i>	Amount
2026	\$ 10.3
2027	10.3
2028	10.3
2029	10.3
2030	10.3
Thereafter	924.8
Total future minimum payments	\$ 976.3

2020 Securitized Notes

On December 9, 2020 (the "2020 Securitization Date"), a series of agreements (collectively, the "2020 Indenture") were effectuated and gave rise to a revised legal entity structure of the Company's subsidiaries as well as the issuance of approximately \$750,000,000 of Notes by the Company's indirect wholly owned subsidiaries, ServiceMaster Funding LLC (the "Issuer") and ServiceMaster of Canada Limited ("Canada Limited" and, collectively, the "Co-Issuers"). Pursuant to the agreement the Co-Issuers issued \$250,000,000 of Series 2020-1 2.841% Fixed Rate Senior Secured Notes, Series 2020 Class A-2-I (the "Class A-2-I Notes"), \$450,000,000 of Series 2020-1, 3.337% Fixed Rate Senior Secured Notes, Series 2020 Class A-2-II (the "Class A-2-II Notes"), and \$50,000,000 of variable funding notes, Series 2020 Class A-1 (the "Series 2020-1 Class A-1 Notes")

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

and, collectively with the Series 2020 Class A-2-I Notes and the Series 2020 Class A-2-II Notes, the “2020 Notes”). Interest will accrue on the Series 2020-1 Class A-1 Notes at a variable rate depending on the outstanding amount drawn by the Co-Issuers from time to time thereunder. There were no borrowings of Series 2020-1 Class A-1 Notes in 2025. The legal final maturity date of the Notes is in January 2051.

Unless earlier prepaid to the extent permitted, the 2020 Indenture provides for an anticipated repayment date of January 2028 for the Class A-2-I Notes and an anticipated repayment date of January 2031 for the Series 2020 Class A-2-II Notes (as applicable, the “Anticipated Repayment Date”). The lending commitment under the Series 2020-1 Class A-1 Notes will expire in January 2026, subject to two automatic annual renewals at the election of the Co-Issuers if certain conditions are met. On September 26, 2025, the Company elected to renew the lending commitment under the Series 2020-1 Class A-1, extending the expiration date to January 2027.

The 2020 Notes have been guaranteed by indirect or direct wholly owned subsidiaries of the Company, ServiceMaster SPE Holdco LLC (“Holdco”) and RW Canada Intermediate Ltd., as well as all of the subsidiaries of the Issuer (collectively, the “Guarantors”). The 2020 Notes are subject to a series of covenants and restrictions customary for transactions of this type, including (i) debt service coverage ratios and senior leverage ratios, (ii) maintenance of specified reserve accounts to be used to make required payments in respect of the 2020 Notes, and (iii) provisions relating to optional and mandatory prepayments, including certain make-whole payments. The 2020 Notes are also subject to customary rapid amortization events provided for in the Indenture and customary events of default.

The 2020 Indenture also provides for quarterly principal amortization in respect of the Series 2020 Class A-2-I Notes and the Series 2020 Class A-2-II Notes equal to 0.25% of their original principal amount through their respective Anticipated Repayment Date, subject to a fall-away provision if the senior leverage ratio is less than a specified threshold on any quarterly test date.

Series 2020 Class A-1 Notes

The Series 2020 Class A-1 Notes are comprised of three subclasses 1) The Series 2020-1 Class A-1 Advance Notes, 2) the Series 2020-1 Class A-1 Swingline Note and 3) the Series 2020-1 Class A-1 L/C Note, with a maximum aggregate principal amount of \$50,000,000. The initial renewal date will be the quarterly payment date occurring in January 2026; however, the Company has the option to extend maturity up to two times, each for a 12-month period. The Company must meet certain criteria in order to extend the maturity, and an additional extension fee must be paid. On September 26, 2025, the Company elected to renew the lending commitment under the Series 2020-1 Class A-1, extending the expiration date to January 2027. The interest rate for the series 2020-1 Class A-1 Advance Notes is on any day, a rate per annum equal to the sum of (a) 1.50% plus (b) the greatest of (i) the Series 2020-1 Prime Rate in effect on such day, (ii) the Federal Funds Rate in effect on such day plus 0.50% and (iii) Term SOFR for a one-month tenor in effect on such day plus 1.00%. There were no borrowings of Series 2020-1 Class A-1 Notes in 2025.

2021 Senior Notes

On July 30, 2021, in conjunction with the acquisition of Two Men and a Truck/International, Inc., the Co-Issuers entered into an agreement (the “2021 Indenture”) for a senior note facility in an aggregate principal amount of \$400,000,000 with Citibank. The Issuer issued \$150,000,000 of Series 2021-1 2.865% Fixed Rate Senior Secured Notes, Series 2021 Class A-2-I, \$250,000,000 of Series 2021-1, 3.113% Fixed Rate Senior Secured Notes, Series 2021 Class A-2-II (the “2021 Notes”). The legal final maturity date of the Notes is in July 2051. The 2021 Indenture provides for an anticipated repayment date of July 2028 for the Series 2021 Class A-2-I Notes and

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

an anticipated repayment date of July 2031 for the Series 2021 Class A-2-II Notes (as applicable, the "Anticipated Repayment Date").

The 2021 Notes are secured by substantially all of the assets of the Issuer and the Guarantors. The 2021 Notes are subject to a series of covenants and restrictions customary for transactions of this type, including (i) debt service coverage ratios and senior leverage ratios, (ii) maintenance of specified reserve accounts to be used to make required payments in respect of the 2021 Notes, and (iii) provisions relating to optional and mandatory prepayments, including certain make-whole payments. The 2021 Notes are also subject to customary rapid amortization events provided for in the Indenture and customary events of default. The 2021 Indenture also provides for quarterly principal amortization in respect of the Series 2021 Class A-2-I Notes and the Series 2021 Class A-2-II Notes equal to 0.25% of their original principal amount through their respective Anticipated Repayment Date, subject to a fall-away provision if the senior leverage ratio is less than a specified threshold on any quarterly test date.

Under the 2021 Amended and Restated Base Indenture, the Company makes weekly payments of principal and interest for the balances outstanding under the 2021 Notes and the 2020 Notes. The payments are remitted to the Trustee weekly based on retained collections during the previous weekly collection period. The Company classifies such advance debt payments during the period they are held by the Trustee in Prepaid Expenses and Other Assets. The balances of the advance debt payments held by the Trustee amounted to \$11.2 million, \$10.5 million and \$9.8 million as of December 31, 2025, 2024 and 2023, respectively.

Letters of Credit

In connection with the Securitization, a commercial bank issued an interest reserve letter of credit in an amount up to \$8.9 million in favor of Citibank N.A. (the "Trustee") for the benefit of the senior noteholders and/or the servicer of the Securitization (each, a "Beneficiary"). The \$8.9 million funds will be made available to either Beneficiary in order for the Company to comply with the required interest reserve amounts pursuant to the Indenture (as defined in Note 5, *Long-term Debt, net*). The terms of the letter of credit automatically renew without an amendment on each anniversary of the date of issuance for a one-year period with a final expiry date of January 15, 2027. The Company intends to renew the letter of credit for as long as the Company holds the Notes (as defined in Note 5, *Long-term Debt, net*). As of December 31, 2025 and 2024, no amounts were outstanding under the letter of credit.

The Company also has a letter of credit in the amount of \$6.6 million as of December 31, 2025, associated with a captive insurance program within TMTI. As of December 31, 2025 and 2024, no amounts were outstanding under the letter of credit.

6. Leases

The Company accounts for leases under FASB ASC 842, Leases. We determine if an arrangement is a lease at inception. Operating leases are included in operating lease right-of-use assets ("ROU"), net; current portion of lease liability; and long-term lease liability on the consolidated statements of financial position. Finance leases are included in property and equipment, net; current portion of finance lease liability and long-term finance lease liability on the consolidated statements of financial position.

Operating lease ROU assets and operating lease liabilities are recognized based on the present value of the future minimum lease payments, including fixed nonlease components, over the lease

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

term at commencement date. Lease terms may include options to extend or terminate the lease when it is reasonably certain that we will exercise that option.

Leases, including subleases, with a lease term of 12 months or less are not recorded on the consolidated statements of financial position. Lease expense for minimum lease payments and fixed nonlease components is recognized on a straight-line basis over the lease term.

As of December 31, 2025, \$0.1 million finance lease assets were recorded under property and equipment, whereas no finance lease assets were recorded in 2024 and 2023. The operating lease cost component of lease expense was \$3.5 million, \$3.9 million and \$3.6 million for the years ended December 31, 2025, 2024 and 2023, respectively. The finance lease cost, depreciation of finance lease ROU assets, short-term lease cost and variable lease cost components of lease expense were immaterial.

As the rates implicit in our leases are not readily determinable, we use a collateralized incremental borrowing rate based on the information available at the lease commencement date in determining the present value of future payments.

We use the portfolio approach and group leases into categories by lease term length, applying the corresponding incremental borrowing rates to these categories of leases.

Supplemental cash flow information and other information for leases was as follows:

<i>(in millions, unless otherwise noted)</i>	Years Ended December 31,		
	2025	2024	2023
ROU assets obtained in exchange for lease obligations			
Operating leases	\$ 1.7	\$ 0.2	\$ 2.3
Weighted average remaining lease term <i>(in years)</i>			
Operating leases	6.5 Years	6.7 Years	7.4 Years
Weighted average discount rate			
Operating leases	4.10 %	3.20 %	3.17 %

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

As of December 31, 2025 and 2024, there was immaterial amount of finance leases included within current portion of finance lease liability and long-term portion of finance lease liability on the consolidated statements of financial position. As of December 31, 2025 and 2024, there was \$2.6 million and \$2.5 million of operating leases included within current portion of lease liability, and \$10.0 million and \$10.5 million within long-term portion of lease liability, respectively, on the consolidated statements of financial position.

Future minimum lease payments under noncancellable leases as of December 31, 2025 were as follows:

<i>(in millions)</i>	Operating Leases
Year ending December 31,	
2026	\$ 2.6
2027	2.7
2028	2.7
2029	1.1
2030	1.2
Thereafter	4.1
Total future minimum lease payments	14.4
Less: Imputed interest	(1.8)
Total	\$ 12.6

7. Commitments and Contingencies

We lease certain property, equipment and warehouses under various operating lease arrangements. Most of the property leases provide that we pay taxes, insurance, and maintenance applicable to the leased premises. As leases for existing locations expire, we expect to renew the leases or substitute another location and lease. Please refer to Note 6, *Leases*, for further details.

In the ordinary course of conducting business activities, we are and may in the future become involved in various litigation and claims incidental to our business. The outcome of these matters cannot be predicted with certainty and some of these matters may be resolved unfavorably to the Company. Based on currently available information, the Company is subject to certain claims for damages that are performed during the course of business. The Company does not believe that the outcome of these legal matters will have a material adverse effect on its consolidated financial position, results of operations or cash flow.

8. Related-Party Transactions

Management Services Agreement

The Company has a management agreement with a related party. Under the agreement, the Company pays fees for management services, which totaled approximately \$2.6 million, \$2.7 million and \$2.9 million for the years ended December 31, 2025, 2024 and 2023, respectively. The fees were recorded in the consolidated statements of operations and comprehensive income in selling and administrative expenses.

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

License Fee

The Company has a license fee agreement with ServiceMaster of Canada Limited (“Canada Limited”) and ServiceMaster Limited (UK) (“UK Limited”). Under the license agreement, Canada Limited and UK Limited are permitted to use intellectual property and tradenames in the performance of operational activities. For the years ended December 31, 2025, 2024 and 2023 the license fee for Canada Limited was \$6.4 million, \$5.7 million and \$5.7 million; the license fee for UK Limited was \$0.9 million, \$0.8 million and \$0.7 million, respectively. The Company entered into a license fee agreement with Aftermath Services, LLC in 2025. The license fee for Aftermath was \$0.5 million for the year ended December 31, 2025. The license fee agreement was terminated in December 2025 and was not renewed beyond that date.

9. Equity Agreements and Equity Incentive Plan

RW Management Holdings LLC, a member of RW Parent, entered into the 2020 RW Management Holdings LLC Profits Interest Incentive Plan (the Equity Plan). The Equity Plan is designed to provide an incentive to employees of RW Parent or any of its subsidiaries.

Under the Plan, interest units (“Unit Awards”) of RW Parent may be issued to the employees of the Company or any of its subsidiaries. The Unit Awards are subject to the terms of the Equity Plan, as well as, the terms of the respective unit grant agreements, which among other matters, define the vesting term.

As of December 31, 2025, 2024 and 2023, RW Management Holdings LLC had approximately 132,800, 132,800 and 132,800 total Profits Interest Units reserved for issuance under the Equity Plan.

	Profits Interest Time Units	Profits Interest Performance Units
December 31, 2022	29,542	25,268
Granted	5,707	5,699
Forfeited	(8,228)	(8,234)
December 31, 2023	27,021	22,733
Granted	3,330	3,329
Exercised	(30)	-
Forfeited	(7,933)	(12,192)
December 31, 2024	22,388	13,870
Granted	1,438	3,218
Forfeited	(1,826)	(1,824)
End of Period – December 31, 2025	22,000	15,264
Vested	15,442	-

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(An indirect, wholly owned subsidiary of RW Purchaser, LLC)
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

The Company recognized \$0.9 million, \$0.5 million and \$1.0 million in compensation expense in selling and administrative expenses in the consolidated statements of operations and comprehensive income for the Time-Vesting Units for the years ended December 31, 2025, 2024 and 2023, respectively, and is included in the consolidated statements of financial position in Member's Equity. As of December 31, 2025, 2024 and 2023, no compensation expense for the Profits Interest Performance Units was recognized given that none of the performance criteria were met or probable.

The fair value of all incentive units granted was estimated using a Black-Scholes option pricing model using the following assumptions:

	Years Ended December 31,		
	2025	2024	2023
Risk-free interest rate range	3.80 %-4.69 %	3.59 %-4.71 %	0.03 %-4.92 %
Expected volatility	29.4 %	28.3 %	26.9 %
Weighted-average expected option life (in years)	6.0 Years	6.4 Years	5.2 Years
Weighted-average grant-date fair value	\$ 508.00	\$ 510.12	\$ 482.00
Dividend yield	0.0 %	0.0 %	0.0 %

The remaining unrecognized compensation expense for these awards were \$6.4 million, \$8.7 million and \$13.1 million as of December 31, 2025, 2024 and 2023, respectively.

The expected term of the incentive units is based on evaluations of historical and expected future employee exercise behavior. The risk-free interest rate is based on the U.S. Treasury rates at the date of grant with maturity dates approximately equal to the expected life at the grant date. Volatility is based on the historical volatility of several entities that are similar to the Company as the Company does not have sufficient historical transactions of its own shares on which to base expected volatility.

10. Subsequent Events

The Company evaluated subsequent events from December 31, 2025 through April 29, 2026 the date the financial statements were available to be issued. There were no matters identified affecting the Company's financial position or requiring further disclosure.

THE FOLLOWING FINANCIAL STATEMENTS HAVE BEEN PREPARED WITHOUT AN AUDIT. PROSPECTIVE FRANCHISEES SHOULD BE ADVISED THAT NO CERTIFIED PUBLIC ACCOUNTANT HAS AUDITED THESE FIGURES OR EXPRESSED HIS/HER OPINION WITH REGARD TO THEIR CONTENT OR FORM.

ServiceMaster OpCo Holdings, LLC and Subsidiaries

(An indirect wholly owned subsidiary of RW Purchaser, LLC)

(Unaudited) Condensed Consolidated Financial Information
For the three months ended March 31, 2026 and 2025

ServiceMaster OpCo Holdings, LLC and Subsidiaries

Index

March 31, 2026 and 2025

	Page(s)
(Unaudited) Condensed Consolidated Financial Statements	
(Unaudited) Statements of Operations and Comprehensive Income	1
(Unaudited) Statements of Financial Position	2
(Unaudited) Statements of Member's Equity	3
(Unaudited) Statements of Cash Flows	4

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(Unaudited) Condensed Consolidated Statements of Operations and Comprehensive Income

<i>(in millions)</i>	Three months ended March 31,	
	2026	2025
Revenue	\$ 84.2	\$ 86.7
Cost of services rendered	35.7	31.2
Selling and administrative expenses	20.6	23.4
Depreciation and amortization expenses	6.3	6.3
Operating expenses	62.6	60.9
Operating income	21.6	25.8
Interest expense	8.0	8.2
Other expense	0.6	0.6
Net income and comprehensive income	\$ 13.0	\$ 17.0

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(Unaudited) Condensed Consolidated Statements of Financial Position

<i>(in millions)</i>	As at March 31, 2026	As at December 31, 2025
Assets		
Cash and cash equivalents	\$ 86.6	\$ 67.9
Restricted cash	8.9	13.6
Accounts receivable, net	50.4	53.8
Current portion of notes receivable	0.4	0.8
Inventories	0.8	0.8
Prepaid expenses and other assets	18.3	17.7
Total current assets	165.4	154.6
Property and equipment, net	14.9	15.4
Right-of-use asset, net	11.1	11.4
Notes receivable, less allowance and current portion	0.3	0.4
Intangible assets, net	1,586.1	1,591.3
Other assets	0.7	0.9
Total assets	\$ 1,778.5	\$ 1,774.0
Liabilities and Member's Equity		
Accounts payable	\$ 9.7	\$ 8.3
Accrued payroll and other employee benefits	3.4	7.5
Accrued advertising	3.2	3.9
Accrued interest payable	5.2	5.2
Deferred revenue	1.5	1.5
Current portion of operating lease liability	2.6	2.6
Current portion of long-term debt	10.4	10.3
Other current liabilities	4.5	3.0
Total current liabilities	40.5	42.3
Long-term debt, net of debt issuance costs and current portions	955.7	954.9
Long-term operating lease liability	9.3	10.0
Long-term portion of finance lease liability	0.1	0.1
Other long-term liabilities	5.5	5.6
Total liabilities	1,011.1	1,012.9
Member's equity	767.4	761.1
Total liabilities and member's equity	\$ 1,778.5	\$ 1,774.0

ServiceMaster OpCo Holdings, LLC and Subsidiaries
(Unaudited) Condensed Consolidated Statements of Member's Equity

	Member's Equity
<i>(in millions)</i>	
Balances at December 31, 2024	\$ 729.8
Share based compensation	0.2
Contribution from Member	1.1
Distribution to Member	(7.3)
Net income and comprehensive income	17.0
Balances at March 31, 2025	740.8
Balances at December 31, 2025	761.1
Share based compensation	0.2
Distribution to Member	(6.9)
Net income and comprehensive income	13.0
Balances at March 31, 2026	\$ 767.4

ServiceMaster OpCo Holdings, LLC and Subsidiaries

(Unaudited) Condensed Consolidated Statements of Cash Flows

(in millions)	Three months ended	
	March 31,	
	2026	2025
Cash flows from operating activities		
Net income	\$ 13.0	\$ 17.0
Adjustments to reconcile net income to net cash provided by operating activities		
Depreciation and amortization expense	6.6	6.6
Amortization of debt issuance costs	0.7	0.7
Amortization of operating right of use assets	0.5	0.5
Bad debt expense	0.1	—
Share based compensation expense	0.2	0.2
Changes in operating assets and liabilities		
Accounts receivable and notes receivable	3.8	(6.1)
Prepaid expenses and other assets	(0.5)	1.9
Accounts payable	1.4	0.9
Deferred revenue	(0.3)	(0.2)
Operating right of use assets and lease liabilities, net	(0.5)	(0.5)
Accrued and other current liabilities	(3.2)	0.4
Net cash provided by operating activities	21.8	21.4
Cash flows from investing activities		
Cash paid to acquire property and equipment	(0.9)	(0.9)
Net cash used in investing activities	(0.9)	(0.9)
Cash flows from financing activities		
Debt payment	—	(2.6)
Distribution to Member	(6.9)	(7.3)
Contribution from Member	—	1.1
Net cash used in financing activities	(6.9)	(8.8)
Net increase in cash, cash equivalents and restricted cash	14.0	11.7
Cash, cash equivalents and restricted cash		
Beginning of period	81.5	33.4
End of period	\$ 95.5	\$ 45.1

Exhibit C to the FDD

**STATE FRANCHISE ADMINISTRATORS AND
AGENTS FOR SERVICE OF PROCESS**

STATE FRANCHISE ADMINISTRATORS AND AGENTS FOR SERVICE OF PROCESS

STATE	STATE ADMINISTRATOR	AGENT FOR SERVICE OF PROCESS
CALIFORNIA	Department of Financial Protection and Innovation 320 West Fourth Street, Suite 750 Los Angeles, California 90013 (213) 576-7500 or (866) 275-2677	Commissioner of Financial Protection and Innovation 320 West 4 th Street, Suite 750 Los Angeles, California 90013
HAWAII	Department of Commerce and Consumer Affairs Business Registration Division 335 Merchant Street, Room 203 Honolulu, HI 96813 (808) 586-2744	Commissioner of Securities Business Registration Division 335 Merchant Street, Room 203 Honolulu, HI 96813
ILLINOIS	Franchise Bureau Office of the Attorney General 500 South Second Street Springfield, Illinois 62706 (217) 782-4465	Illinois Attorney General 500 South Second Street Springfield, Illinois 62706
INDIANA	Indiana Securities Division Secretary of State Room E-111 302 West Washington Street Indianapolis, IN 46204 (317) 232-6681	Indiana Secretary of State Room E-111 302 West Washington Street Indianapolis, IN 46204
MARYLAND	Office of the Attorney General Maryland Division of Securities 200 St. Paul Place Baltimore, MD 21202 (410) 576-7042	Maryland Securities Commissioner 200 St. Paul Place Baltimore, MD 21202
MICHIGAN	Michigan Department of Attorney General Corporate Oversight Division 525 West Ottawa Street Williams Building, 5 th Floor Lansing, MI 48933 (517) 335-7567	Michigan Department of Commerce Corporations and Securities Bureau 525 West Ottawa Street Williams Building, 6th Floor Lansing, MI 48933
MINNESOTA	Minnesota Department of Commerce Securities-Franchise Registration 85 7th Place East Suite 280 St. Paul, MN 55101-2198 (651) 539-1500	Minnesota Commissioner of Commerce 85 7th Place East Suite 280 St. Paul, MN 55101-2198
NEW YORK	New York State Department of Law Investor Protection Bureau 28 Liberty Street, 21st Floor New York, NY 10005 (212) 416-8222	Secretary of State of New York 99 Washington Avenue Albany, NY 12231 (518) 473-2492

STATE	STATE ADMINISTRATOR	AGENT FOR SERVICE OF PROCESS
NORTH DAKOTA	North Dakota Insurance & Securities Department 600 East Boulevard Ave., Dept. 401 Bismarck, ND 58505-0510 (701) 328-2910	Insurance Commissioner North Dakota Insurance & Securities Department 600 East Boulevard Ave., Dept. 401 Bismarck, ND 58505-0510
RHODE ISLAND	Securities Division Department of Business Regulations 1511 Pontiac Avenue Cranston, RI 02920 (401) 462-9585	Director of Business Regulation 1511 Pontiac Avenue Cranston, RI 02920
SOUTH DAKOTA	South Dakota Department of Labor and Regulation Division of Insurance Securities Regulation 124 S. Euclid, Suite 104 Pierre, SD 57501 (605) 773-3563	Director of the Division of Insurance South Dakota Department of Labor and Regulation Division of Insurance 124 S. Euclid, Suite 104 Pierre, SD 57501
VIRGINIA	State Corporation Commission Tyler Building, Ninth Floor 1300 E. Main Street Richmond, VA 23219 (804) 371-9051	Clerk, Virginia State Corporation Commission Tyler Building, Ninth Floor 1300 E. Main Street Richmond, VA 23219
WASHINGTON	Department of Financial Institutions Securities Division P. O. Box 41200 Olympia, Washington 98504-1200 (360) 902-8760	Director of Financial Institutions 150 Israel Road SW Tumwater, WA 98501
WISCONSIN	Division of Securities Department of Financial Institutions 4822 Madison Yards Way, North Tower Madison, Wisconsin 53705 (608) 266-9555	Administrator, Division of Securities Department of Financial Institutions 4822 Madison Yards Way, North Tower Madison, Wisconsin 53705

Exhibit D to the FDD

LIST OF FRANCHISEES

**LIST OF FRANCHISEES
AS OF DECEMBER 31, 2025**

#	Franchisee Name	Address	City	State	Zip	Telephone
1096M	Michael Sheheane	5554 Highway 431	Alexandria	Alabama	36250	(256) 820-8281
776M	Michael Sheheane	5554 Highway 431	Alexandria	Alabama	36250	(256) 820-8281
1108M	Deanne Williams, Michael Williams	201 Vulcan Road	Hoover	Alabama	35209	(205) 942-2320
185M	Deanne Williams, Michael Williams	201 Vulcan Road	Hoover	Alabama	35209	(205) 942-2320
194M	Deanne Williams, Michael Williams	201 Vulcan Road	Hoover	Alabama	35209	(205) 942-2320
805M	Jason Sharp	7214 Creathwood Cove	Huntsville	Alabama	38138	(256) 881-8806
603M	Christopher Hirst	4325 Midmost Drive Ste D	Mobile	Alabama	36609	(251) 342-9520
814M	Christopher Hirst	4325 Midmost Drive Ste D	Mobile	Alabama	36609	(251) 342-9520
965M	Darryl Gregson	3545 E State Route 89A #1	Cottonwood	Arizona	86326	(928) 282-4567
310M	Katie Wilson	2708 N 4th Street Ste B5	Flagstaff	Arizona	86004	(928) 522-0197
1451M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
371M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
1122M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
1195M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
441M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
610M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
338M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
463M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
497M	Adam Blomker	1839 East Baseline Road	Mesa	Arizona	85283	(480) 827-1684
227M	Dana Busby, Stacy Thorkildson	14021 N 51st Ave #113	Phoenix	Arizona	85306	(602) 439-5311
261M	Dana Busby, Stacy Thorkildson	14021 N 51st Ave #113	Phoenix	Arizona	85306	(602) 439-5311
1101M	Dana Busby, Stacy Thorkildson	14021 N 51st Ave #113	Phoenix	Arizona	85306	(602) 439-5311
224M	Dana Busby, Stacy Thorkildson	14021 N 51st Ave #113	Phoenix	Arizona	85306	(602) 439-5311
336M	Dana Busby, Stacy Thorkildson	14021 N 51st Ave #113	Phoenix	Arizona	85306	(602) 439-5311
465M	Dana Busby, Stacy Thorkildson	14021 N 51st Ave #113	Phoenix	Arizona	85306	(602) 439-5311
473M	Dana Busby, Stacy Thorkildson	14021 N 51st Ave #113	Phoenix	Arizona	85306	(602) 439-5311
262M	Jennifer Heer	3342 West Catalina Drive	Phoenix	Arizona	85017	(623) 931-9477
263M	Jennifer Heer	3342 West Catalina Drive	Phoenix	Arizona	85017	(623) 931-9477
374M	Jennifer Heer	3342 West Catalina Drive	Phoenix	Arizona	85017	(623) 931-9477
182M	Katie Wilson	1555 W Iron Springs Rd Ste 13	Prescott	Arizona	86305	(928) 778-6243
1519M	Kevin Boesen, Cindy Boesen	2816 North Campbell Ave.	Tucson	Arizona	85719	(520) 307-0635
1368M	Marty Smith	301 N. Shackleford Rd.	Little Rock	Arkansas	72211	(501) 221-2212
1367M	Marty Smith	301 N. Shackleford Rd.	Little Rock	Arkansas	72211	(501) 221-2212
1366M	Marty Smith	301 N. Shackleford Rd.	Little Rock	Arkansas	72211	(501) 221-2212
1186M	Jarod Stuart, Todd Stuart	319 W. Monroe	Lowell	Arkansas	72745	(479) 659-0850
1173M	Jarod Stuart, Todd Stuart	1311B W Gore Blvd	Rogers	Arkansas	73501	(580) 355-6243
1545M	Micheal Bass, Susanne Bass	1181 Kraemer Blvd.	Anaheim	California	92806	(909) 642-6771

#	Franchisee Name	Address	City	State	Zip	Telephone
762M	Sidne Allinger	701 High St. Suite 205	Auburn	California	95603	(530) 823-3340
1148M	Terry Bollons	3081 Alhambra Dr #102	Cameron Park	California	95682	(530) 677-9035
1392M	Bob Cunningham, Jane Santos, Melina Cunningham	1328 White Oaks Road	Campbell	California	95008	(408) 377-0400
973M	Andy Gilbert, Cynthia Gilbert	3025 Esplande	Chico	California	95973	(530) 342-4100
1136M	Beverly Mumm, Paula Mumm, Steve Mumm	1963 Zinfandel Drive	Concord	California	95670	(925) 685-3750
943M	Beverly Mumm, Paula Mumm, Steve Mumm	1963 Zinfandel Drive	Concord	California	95670	(925) 685-3750
361M	Beverly Mumm, Paula Mumm, Steve Mumm	1963 Zinfandel Drive	Concord	California	95670	(925) 685-3750
1539M	Iveth Rivera, Lance Rivera	28 Windsor Lane	Covina	California	91024	(626) 788-7743
183M	Sheila Phillips	497 Vernon Way	El Cajon	California	92020	(619) 579-9205
402M	Shelia Phillips	497 Vernon Way	El Cajon	California	92020	(619) 579-9205
538M	Shelia Phillips	497 Vernon Way	El Cajon	California	92020	(619) 579-9205
686M	Shelia Phillips	497 Vernon Way	El Cajon	California	92020	(619) 579-9205
1024M	Katherine Manhart	12480 San Pablo Avenue	El Sobrante	California	94805	(510) 231-2205
393M	Katherine Manhart	12480 San Pablo Avenue	El Sobrante	California	94805	(510) 231-2205
392M	Katherine Manhart	12480 San Pablo Avenue	El Sobrante	California	94805	(510) 231-2205
247M	Julie Giles,Thomas Ducey	934 S Andreasen Dr.	Escondido	California	92029	(760) 735-9068
244M	Julie Giles,Thomas Ducey	934 S Andreasen Dr.	Escondido	California	92029	(760) 735-9068
252M	Julie Giles,Thomas Ducey	934 S Andreasen Dr.	Escondido	California	92029	(760) 735-9068
242M	Julie Giles,Thomas Ducey	934 S Andreasen Dr.	Escondido	California	92029	(760) 735-9068
243M	Julie Giles,Thomas Ducey	934 S Andreasen Dr.	Escondido	California	92029	(760) 735-9068
1235M	Jeffrey Skadburg	923 E Turner Road	Fresno	California	95240	(559) 436-8909
1201M	Jeffrey Skadburg	923 E Turner Road	Fresno	California	95240	(559) 436-8909
1202M	Jeffrey Skadburg	923 E Turner Road	Fresno	California	95240	(559) 436-8909
1203M	Jeffrey Skadburg	923 E Turner Road	Fresno	California	95240	(559) 436-8909
721M	George Bumb, Kimberly Bumb	8380 Church Street Ste L	Gilroy	California	95020	(408) 848-5667
675.1M	Beverly Mumm, Paula Mumm, Steve Mumm	1963 Zinfandel Drive	Gold River	California	95670	(916) 852-2828
210M	Beverly Mumm, Paula Mumm, Steve Mumm	1963 Zinfandel Drive	Gold River	California	95670	(916) 852-2828
193M	Beverly Mumm, Paula Mumm, Steve Mumm	1963 Zinfandel Drive	Gold River	California	95670	(916) 852-2828
362M	Gina Yi	16227 Devonshire Street	Granada Hills	California	91344	(818) 646-6568
879M	Jeffrey Skadburg	923 E Turner Road	Lodi	California	95240	(209) 339-9100
1115M	Crystal Soles, Julia Hernandez	3314 Overland Ave	Los Angeles	California	90034	(661) 510-6825
1297M	Crystal Soles, Julia Hernandez	3314 Overland Ave	Los Angeles	California	90034	(661) 510-6825
1239M	Jason Hernandez; Julia Hernandez	2341 W. 205th Street	Los Angeles	California	90501	(310) 968-0315
1292M	Jason Hernandez; Julia Hernandez	2341 W. 205th Street	Los Angeles	California	90501	(310) 968-0315
360M	Jason Hernandez; Julia Hernandez	2341 W. 205th Street	Los Angeles	California	90501	(310) 968-0315
1104M	Beverly Powell	1125 Lone Palm Ave Ste A	Modesto	California	95351	(209) 526-5576
716M	Bob Cunningham, Jane Santos, Melina Cunningham	2520 Wyandotte Street	Mountain View	California	94043	(650) 961-8288

#	Franchisee Name	Address	City	State	Zip	Telephone
337M	Bob Cunningham, Jane Santos, Melina Cunningham	2520 Wyandotte Street	Mountain View	California	94043	(650) 961-8288
215M	Bob Cunningham, Jane Santos, Melina Cunningham	2520 Wyandotte Street	Mountain View	California	94043	(650) 961-8288
829M	Justin Steltzner, Kate Steltzner	2038 Redwood Road	Napa	California	94558	(530) 365-3400
896M	Justin Steltzner, Kate Steltzner	2038 Redwood Road	Napa	California	94558	(707) 257-8788
251M	Greg Augustyn	2602 Transportation Ave #L	National City	California	91950	(619) 336-1612
801M	Clay Hubbard, Kathleen Hubbard, Michael Rosenthal	77-919 Las Montanas Rd Unit E	Palm Desert	California	92211	(760) 200-2333
640M	Clay Hubbard, Kathleen Hubbard, Michael Rosenthal	77-919 Las Montanas Rd Unit E	Palm Desert	California	92211	(760) 200-2333
1501M	Iveth Rivera, Lance Rivera	28 Windsor Lane	Pasadena	California	91024	(626) 240-8628
617M	Joseph Lawrence	8780 19th Street # 305	Rancho Cucamonga	California	91701	(909) 987-0103
1255M	Jennifer McMahan	203 Panamint	Ridgecrest	California	93555	(760) 371-1428
1508M	Jeffrey Skadburg, Malori Skadburg	4500 47th Ave. #C	Sacramento	California	95824	(209) 329-1998
1216M	Alejandra Ahaev, Debra Morris, Mike Morris, Victor Ahaev	365 Victor St. Suite	Salinas	California	93907	(831) 424-6243
928M	Yaser Amireh	320 Tesconi Circle	San Francisco	California	95401	(415) 221-6243
939M	Yaser Amireh	320 Tesconi Circle	San Francisco	California	95401	(415) 221-6243
184M	Michael Morris	3680-F Charter Park Dr	San Jose	California	95136	(408) 978-6243
318M	Michael Morris	3680-F Charter Park Dr	San Jose	California	95136	(408) 978-6243
1189M	Alejandra Ahaev, Michelle Ahaev, Victor Ahaev	14204 Doolittle Drive	San Leandro	California	94577	(510) 614-6243
912M	Alejandra Ahaev, Michelle Ahaev, Victor Ahaev	14204 Doolittle Drive	San Leandro	California	94577	(209) 983-4830
990M	Alejandra Ahaev, Michelle Ahaev, Victor Ahaev	14204 Doolittle Drive	San Leandro	California	94577	(209) 983-4830
962M	Alejandra Ahaev, Michelle Ahaev, Victor Ahaev	14204 Doolittle Drive	San Leandro	California	94577	(209) 983-4830
177M	Alejandra Ahaev, Michelle Ahaev, Victor Ahaev	14204 Doolittle Drive	San Leandro	California	94577	(510) 614-6243
181M	Alejandra Ahaev, Michelle Ahaev, Victor Ahaev	14204 Doolittle Drive	San Leandro	California	94577	(510) 614-6243
863M	Kevin Kirby	285 Prado Road	San Luis Obispo	California	93401	(805) 542-9400
324M	Karolynne Johnson, Vincent Johnson	1415 East McFadden Suite F	Santa Ana	California	92705	(714) 245-2700
330M	Karolynne Johnson, Vincent Johnson	1415 East McFadden Suite F	Santa Ana	California	92705	(714) 245-2700
510M	Yaser Amireh	320 Tesconi Circle	Santa Rosa	California	95401	(707) 545-2192
334M	Maria Lucita Liwanag, Veronica Miller	2841 Gundry Avenue	Signal Hill	California	90755	(877) 493-2671
433M	Maria Lucita Liwanag, Veronica Miller	2841 Gundry Avenue	Signal Hill	California	90755	(877) 493-2671
304M	Abebe Desalegne	1180 Miraloma Way Ste I	Sunnyvale	California	94086	(408) 773-9291
208M	Abebe Desalegne	1180 Miraloma Way Ste I	Sunnyvale	California	94086	(408) 773-9291
548M	Tom Suharik, Wendy Suharik	921 A Merchant Street	Vacaville	California	95688	(707) 747-0787
761M	Tom Suharik, Wendy Suharik	921 A Merchant Street	Vacaville	California	95688	(707) 747-0787

#	Franchisee Name	Address	City	State	Zip	Telephone
732M	Tom Suharik, Wendy Suharik	921 A Merchant Street	Vacaville	California	95688	(707) 747-0787
283M	Maria Eichwald, Ricardo Eichwald	7232 Canby Ave #1	Van Nuys	California	91335	(818) 994-4726
321M	Maria Eichwald, Ricardo Eichwald	7232 Canby Ave #1	Van Nuys	California	91335	(818) 994-4726
352M	Maria Eichwald, Ricardo Eichwald	7232 Canby Ave #1	Van Nuys	California	91335	(818) 994-4726
290M	Maria Eichwald, Ricardo Eichwald	7232 Canby Ave #1	Van Nuys	California	91335	(818) 994-4726
348M	Maria Eichwald, Ricardo Eichwald	7232 Canby Ave #1	Van Nuys	California	91335	(818) 994-4726
317M	Deepak Mongia, Rahdika Mongia	2108 N. Street	Ventura	California	95816	(805) 339-0038
771M	Yaser Amireh	320 Tesconi Circle	Watsonville	California	95401	(831) 728-7089
926M	Yaser Amireh	320 Tesconi Circle	Watsonville	California	95401	(831) 728-7089
129M	Trina Hopkins and Douglas Skates	2600 S. Parker Road	Aurora	Colorado	80014	(303) 366-6927
178M	Penny Boyd	3958 N Academy Blvd	Colorado Springs	Colorado	80917	(719) 596-3263
204M	Robley Carpenter	2369 S Trenton Way	Denver	Colorado	80231	(303) 358-6128
123M	Robley Carpenter	2369 S Trenton Way	Denver	Colorado	80231	(303) 358-6128
1401M	Molly Neifert, Todd Neifert	57 Edwards Access Road	Eagle	Colorado	81632	(970) 855-0428
145M	Bradley Nolan, Eileen Skillingberg, Jason Skillingberg, Jennifer Zadel	161 Saturn Drive #3	Fort Collins	Colorado	80525	(970) 226-3772
254M	Naomi Bellavia, Victor Bellavia	560 S Commercial Dr #2	Grand Junction	Colorado	81505	(970) 244-8597
119M	Stefan Elton, Kelly Elton	8790 W Colfax Avenue #80	Lakewood	Colorado	80215	(303) 985-0251
179M	John Szostak	480 Midtown Circle Dr	Parker	Colorado	81003	(303) 841-0441
165M	John Szostak	480 Midtown Circle Dr	Pueblo	Colorado	81003	(719) 543-8368
163M	Chris Greene	1331 West 121st Avenue	Westminster	Colorado	80234	(303) 450-7235
159M	Chris Greene	1331 West 121st Avenue	Westminster	Colorado	80234	(303) 450-7235
122M	Kelly Marie Elton, Stefan Elton	8790 W Colfax Avenue #80	Wheatridge	Colorado	80215	(720) 296-3951
118M	Kelly Marie Elton, Stefan Elton	8790 W Colfax Avenue #80	Wheatridge	Colorado	80215	(720) 296-3951
1278M	Larry Twain, Mary Anne Twain	11 Sycamore Way Unit 103	Branford	Connecticut	06405	(203) 488-5977
104M	Larry Twain, Mary Anne Twain	11 Sycamore Way Unit 103	Branford	Connecticut	06405	(203) 488-5977
518M	Matthew Eigner	1186 S Main Street	Cheshire	Connecticut	06410	(203) 272-8499
466M	David Baughman, Michael Baughman	22 Spencer Street	East Hartford	Connecticut	02180	(860) 563-8367
491M	Hisham Beydoun	18 Halley Court	Fairfield	Connecticut	06825	(203) 367-6243
703M	David Baughman, Michael Baughman	22 Spencer Street	Plainville	Connecticut	02180	(860) 674-0670
884M	David Baughman, Michael Baughman	22 Spencer Street	Plainville	Connecticut	02180	(860) 674-0670
609M	Robert R. Ware	P O Box 39	Dover	Delaware	19934	(302) 698-9038
1350M	Lesley Horman	2812 Limekiln Pike	Newark	Delaware	19038	(302) 266-6243

#	Franchisee Name	Address	City	State	Zip	Telephone
403M	Abdulhakim Faqi,Fatuma Moallin	5613 Leesburg Pike #29	Washington	District of Columbia	22041	(202) 244-6773
1526M	Lindsay Willard, Mark Willard	3421 Bonita Beach Rd	Bonita Springs	Florida	34134	(239) 591-4500
711M	Lindsay Willard,Mark Willard	3421 Bonita Beach Rd	Bonita Springs	Florida	34134	(239) 591-4500
1527M	Lindsay Willard, Mark Willard	267 Airport-Pulling Rd	Cape Coral	Florida	33904	(239) 591-4500
699M	Bridie Walsh,Donald Walsh	1300 N Cocoa Blvd #D	Cocoa	Florida	32922	(321) 632-5014
712M	Bridie Walsh,Donald Walsh	1300 N Cocoa Blvd #D	Cocoa	Florida	32922	(321) 632-5014
1322M	Jose Ricardo Lichtle Elizaga,Nidia Lara	1525 Northwest 3rd St. Suite 2	Deerfield Beach	Florida	33442	(832) 210-6077
1323M	Jose Ricardo Lichtle Elizaga,Nidia Lara	1525 Northwest 3rd St. Suite 2	Deerfield Beach	Florida	33442	(832) 210-6077
1128M	Jose Ricardo Lichtle Elizaga,Nidia Lara	1525 Northwest 3rd St. Suite 2	Deerfield Beach	Florida	33442	(832) 210-6077
190M	Jose Ricardo Lichtle Elizaga,Nidia Lara	1525 Northwest 3rd St. Suite 2	Deerfield Beach	Florida	33442	(832) 210-6077
1139M	Mike Williams, Rene' Williams	5174 First Coast HighwaySuite 3	Fernandina Beach	Florida	32034	(904) 261-6262
1376M	Fred Surgeon	2990 Sunnyside School Road	Gainesville	Florida	28312	(352) 727-4400
1357M	Garret Weigel	85355 Baymeadows RoadSuite 39	Jacksonville	Florida	32256	(904) 737-6666
1355M	Garret Weigel	85355 Baymeadows RoadSuite 39	Jacksonville	Florida	32256	(904) 737-6666
1356M	Garret Weigel	85355 Baymeadows RoadSuite 39	Jacksonville	Florida	32256	(904) 737-6666
1234M	Elizabeth DiGiovanna,Guy DiGiovanna	4400 N Hwy 19A	Leesburg	Florida	32757	(352) 253-0068
1483M	Darci Hartman,Mike Hartman	502C-2 Capital Circle SE	Lynn Haven	Florida	32301	(850) 386-2205
255M	Lilian Smith	12491 SW 134 Court #30	Miami	Florida	33186	(305) 238-1119
1538M	Sharon Mendoza	4307 SW 186th Street	Miramar	Florida	33029	(214) 274-7156
739M	Mary Sue Covington, Matt Gour	12763 Taiami Trail South	North Port	Florida	34287	(941) 255-5656
1442M	Fred Surgeon	2990 Sunnyside School Road	Ocala	Florida	28312	(352) 727-4400
1436M	Fred Surgeon	2990 Sunnyside School Road	Ocala	Florida	28312	(352) 727-4400
1467M	Perla V. Gutierrez Jaramillo,Sergio Oropeza Ruiz	2216 Ali Baba AvenueSuite A	Opa Locka	Florida	33054	(786) 464-9933
1468M	Perla V. Gutierrez Jaramillo,Sergio Oropeza Ruiz	2216 Ali Baba AvenueSuite A	Opa Locka	Florida	33054	(786) 464-9933
1469M	Perla V. Gutierrez Jaramillo,Sergio Oropeza Ruiz	2216 Ali Baba AvenueSuite A	Opa Locka	Florida	33054	(786) 464-9933
269M	Gracie Eastman,Sylvia Clayton,William Eastman	117 SR 436	Orlando	Florida	32730	(407) 447-7554
796M	Gracie Eastman,Sylvia Clayton,William Eastman	117 SR 436	Orlando	Florida	32730	(407) 447-7554
589M	Fred Surgeon	2990 Sunnyside School Road	Pensacola	Florida	28312	(850) 479-9033
676M	Fred Surgeon	2990 Sunnyside School Road	Pensacola	Florida	28312	(850) 479-9033
997M	Fred Surgeon	2990 Sunnyside School Road	Pensacola	Florida	28312	(850) 479-9033

#	Franchisee Name	Address	City	State	Zip	Telephone
1162M	Fred Surgeon	2990 Sunnyside School Road	Pensacola	Florida	28312	(850) 479-9033
1064M	Alicia Figuerola & Orlando Figuerola	3787 62nd Avenue north	Pinellas Park	Florida	34243	(727) 528-4526
713M	Albertha Steenkamp; Johan Steenkamp	732 NE Jensen Beach Blvd	Port St Lucie	Florida	34957	(360) 733-5344
660M	Gracie Eastman,Sylvia Clayton,William Eastman	117 SR 436	Sanford	Florida	32730	(407) 331-5266
720M	Alicia Figuerola,Orlando Figuerola	1940 Northgate Blvd.	Sarasota	Florida	34234	(941) 753-1358
859M	Alicia Figuerola,Orlando Figuerola	1940 Northgate Blvd.	Sarasota	Florida	34234	(941) 753-1358
709M	Alicia Figuerola; Orlando Figuerola	3787 62nd Avenue north	Sarasota	Florida	34243	(941) 753-1358
799M	Alicia Figuerola; Orlando Figuerola	3787 62nd Avenue north	Sarasota	Florida	34243	(941) 753-1358
800M	Alicia Figuerola; Orlando Figuerola	3787 62nd Avenue north	Sarasota	Florida	34243	(941) 753-1358
1343.1M	Fred Surgeon	2990 Sunnyside School Road	South Daytona	Florida	28312	(386) 760-4040
1200M	Gracie Eastman,Sylvia Clayton,William Eastman	117 SR 436	St. Augustine	Florida	32730	(904) 827-9699
199M	Darci Hartman,Mike Hartman	502C-2 Capital Circle SE	Tallahassee	Florida	32301	(850) 386-2205
862.1M	Christopher White,Debby Weigel,Jan White,Larry Weigel	11920 Race Track Rd.	Tampa	Florida	33626	(813) 515-7181
940.1M	Christopher White,Debby Weigel,Jan White,Larry Weigel	11920 Race Track Rd.	Tampa	Florida	33626	(813) 515-7181
1164.1M	Christopher White,Debby Weigel,Jan White,Larry Weigel	11920 Race Track Rd.	Tampa	Florida	33626	(813) 814-9514
1251.1M	Christopher White,Debby Weigel,Jan White,Larry Weigel	11920 Race Track Rd.	Tampa	Florida	33626	(813) 814-9514
1349M	Mary Sue Covington, Matt Gour	925 S. Tamiami Trail Unit B	Venice	Florida	34285	(941) 882-3085
1021M	Albertha Steenkamp; Johan Steenkamp	638 SW Old Dixie Hwy	Vero Beach	Florida	32962	(360) 733-5344
1319M	Jennifer Bohan,Regina Natoli	310 N. Dixie Highway	West Palm Beach	Florida	33462	(561) 493-8455
1320M	Jennifer Bohan,Regina Natoli	310 N. Dixie Highway	West Palm Beach	Florida	33462	(561) 493-8455
1156M	Jennifer Bohan; Regina Natoli	310 N. Dixie Highway	West Palm Beach	Florida	33462	(561) 493-8455
1157M	Jennifer Bohan; Regina Natoli	310 N. Dixie Highway	West Palm Beach	Florida	33462	(561) 493-8455
202M	Barbara Sequenzia	2852 Recker Highway	Winter Haven	Florida	33880	(863) 293-6188
958M	Kathy Lyons	6548 Highway 92 Ste 120	Acworth	Georgia	30102	(770) 592-4444
1177M	Deanne Williams,Michael Williams	1180 McKendree Church Rd #103	Alpharetta	Georgia	30043	(770) 552-7114
592M	Deanne Williams,Michael Williams	1180 McKendree Church Rd #103	Alpharetta	Georgia	30043	(770) 552-7114
827M	Deanne Williams,Michael Williams	1180 McKendree Church Rd #103	Alpharetta	Georgia	30043	(770) 552-7114
1192M	Angie Smith,Joseph Smith	1550 Lexington Rd Ste B	Athens	Georgia	30605	(706) 583-1844
1535M	Edward Brown, Kimberly Brown	128 Davis Road	Conyers	Georgia	30907	(770) 602-2900

#	Franchisee Name	Address	City	State	Zip	Telephone
1518M	Tara and Wesley Brackett	217 B N Hamilton Street	Dalton	Georgia	30720	(678) 986-9673
1370M	Brad Smith	1990 Old Covington Road Ste B	Decatur	Georgia	30013	(770) 602-2900
335M	Charles Praigg, Leann Praigg	3306 Donna Way	Gainesville	Georgia	30504	(678) 989-0800
169M	Deanne Williams,Michael Williams	1180 McKendree Church Rd #103	Lawrenceville	Georgia	30043	(770) 962-5823
590M	Deanne Williams,Michael Williams	1180 McKendree Church Rd #103	Lawrenceville	Georgia	30043	(770) 962-5823
888M	Deanne Williams,Michael Williams	1180 McKendree Church Rd #103	Lawrenceville	Georgia	30043	(770) 962-5823
889M	Deanne Williams,Michael Williams	1180 McKendree Church Rd #103	Lawrenceville	Georgia	30043	(770) 962-5823
1345M	Brad Smith	1525 Senoia Rd	Locust Grove	Georgia	30290	(770) 602-2900
1325M	Brad Smith	1525 Senoia Rd	Locust Grove	Georgia	30290	(770) 602-2900
1521M	Richard Rivera, Johnathan Cuttino, Kirk Phillips	1057 Parkway Drive Suite A	Macon	Georgia	31005	(757) 971-1625
794M	Jeff Hawkins,Tamara Hawkins	2804 Cobb Ln	Marietta	Georgia	30067	(770) 272-9570
802M	Jeff Hawkins,Tamara Hawkins	2804 Cobb Ln	Marietta	Georgia	30067	(770) 272-9570
1185M	Edward Brown, Kimberly Brown	128 Davis Road	Martinez	Georgia	30907	(706) 650-2409
989M	Edward Brown,Kimberly Brown	128 Davis Road	Martinez	Georgia	30907	(803) 593-0077
658M	Edward Brown,Kimberly Brown	128 Davis Road	Martinez	Georgia	30907	(803) 593-0077
1369M	Tara & Wesley Brackett	1214 Radio Springs Rd SW	Rome	Georgia	30120	(706) 235-8811
923M	Tara & Wesley Brackett	712 Broad Street Suite A	Rome	Georgia	30161	(706) 235-8811
671M	Chuck Parker,Donna Parker	1302 S 39th St	Savannah	Georgia	28403	(912) 356-3366
365M	Brad Smith	1525 Senoia Rd	Tyrone	Georgia	30290	(770) 486-1166
287M	Gavin Mabraten,Piper Mabraten	800 S. Industry Way	Meridian	Idaho	83642	(208) 888-3332
471M	Gavin Mabraten,Piper Mabraten	800 S. Industry Way	Meridian	Idaho	83642	(208) 888-3332
377M	Christel Bates	2600 Beverly Dr	Aurora	Illinois	60502	(630) 637-1474
384M	Christel Bates	2600 Beverly Dr	Aurora	Illinois	60502	(630) 637-1474
583M	Christel Bates	2600 Beverly Dr	Aurora	Illinois	60502	(630) 637-1474
653M	Christel Bates	2600 Beverly Dr	Aurora	Illinois	60502	(630) 637-1474
1230M	Christel Bates	2600 Beverly Dr	Aurora	Illinois	60502	(630) 637-1474
503M	Christel Bates	2600 Beverly Dr	Aurora	Illinois	60502	(630) 687-9765
570M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	54 South Villa Avenue Suite B	Chicago	Illinois	60181	(773) 463-2780
574M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	54 South Villa Avenue Suite B	Chicago	Illinois	60181	(773) 463-2780
1013M	Michael Longbons	2940 South Mt. Zion	Decatur	Illinois	62521	(217) 764-3112
458M	Joshua Donaldson,Thelma Donaldson	101 National Road Unit 3	East Peoria	Illinois	61611	(309) 698-1977
270M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	1925 W Hwy 50	Fairview Heights	Illinois	62208	(618) 628-0870
271M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	1925 W Hwy 50	Fairview Heights	Illinois	62208	(618) 628-0870
364M	Perla V. Gutierrez	888 E Belvidere Road Ste	Grayslake	Illinois	60030	(847) 543-1070

#	Franchisee Name	Address	City	State	Zip	Telephone
	Jaramillo,Sergio Oropeza Ruiz	201				
781M	Perla V. Gutierrez Jaramillo,Sergio Oropeza Ruiz	888 E Belvidere Road Ste 201	Grayslake	Illinois	60030	(847) 543-1070
795M	Perla V. Gutierrez Jaramillo,Sergio Oropeza Ruiz	888 E Belvidere Road Ste 201	Grayslake	Illinois	60030	(847) 543-1070
1419M	Sergio Oropeza Ruiz & Perla V. Gutierrez Jaramillo	835 Virginia Rd Ste J	Grayslake	Illinois	60014	(815) 444-7220
1420M	Sergio Oropeza Ruiz & Perla V. Gutierrez Jaramillo	88 E. Belvidere Road	Grayslake	Illinois	60030	(815) 444-7220
788M	Beth Pinzer	7600 75th Street Ste 117	Gurnee	Illinois	53142	(847) 249-7005
408M	Beth Pinzer	7600 75th Street Ste 117	Gurnee	Illinois	53142	(847) 249-7005
1032M	Evelin Lopez; Olga Rodriguez	8302 S 88th Avenue	Justice	Illinois	60458	(708) 839-1777
597M	Evelin Lopez; Olga Rodriguez	8302 S 88th Avenue	Justice	Illinois	60458	(708) 839-1777
152M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	17w775 Butterfield RoadSuite 103A	Lombard	Illinois	60181	(773) 463-2780
560M	Jackie Franklin,Joyce Schirmer	2058 Coltonville Rd.	Machesney Park,	Illinois	60178	(815) 977-3225
521M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	1702 W. College Ave. Ste A-3	Normal	Illinois	61761	(309) 661-1726
1220M	David Ericson	421 East State Street	Rockdale	Illinois	60134	(815) 744-5344
1166M	David Ericson	421 East State Street	Rockdale	Illinois	60134	(815) 744-5344
637M	David Ericson	421 East State Street	Rockdale	Illinois	60134	(815) 744-5344
543M	Ken Krantz	1728 W Wise Road	Schaumburg	Illinois	60193	(847) 361-4727
399M	Ken Krantz	1728 W Wise Road	Schaumburg	Illinois	60193	(847) 361-4727
1383M	Michael Longbons	2940 South Mt. Zion	Springfield	Illinois	62521	(217) 698-3112
727M	Jackie Franklin,Joyce Schirmer	2058 Coltonville Rd.	Sycamore	Illinois	60178	(815) 895-2211
340M	Jeff Frey	510 N Cunningham Ste 3	Urbana	Illinois	61802	(217) 337-6131
1036M	Meran P. Lee,Steven Knous	300 Marquardt Drive Ste 105	Wheeling	Illinois	60090	(847) 279-7002
734M	Andrea Tank,Glenn Tank	4999 North State Road 9	Anderson	Indiana	46012	(765) 289-4499
601M	Andrea Tank,Glenn Tank	4999 North State Road 9	Anderson	Indiana	46012	(765) 289-4499
525M	Andrea Tank,Glenn Tank	4999 North State Road 9	Anderson	Indiana	46012	(765) 289-4499
804M	Eric Schneider	2536 E Stop 11 Road	Bloomington	Indiana	46227	(812) 323-0934
487M	Nathan Scheller	125 N Weinbach Suite 530	Evansville	Indiana	47711	(812) 471-8880
444M	Thomas Tillawi	4536 Parnell Ave	Fort Wayne	Indiana	46825	(260) 484-7920
806M	Eric Schneider	2536 E Stop 11 Road	Indianapolis	Indiana	46227	(317) 243-0330
728M	Eric Schneider	2536 E Stop 11 Road	Indianapolis	Indiana	46227	(317) 243-0330
430M	Lynn Schneider	13011 Southampton Court	Indianapolis	Indiana	46032	(317) 257-8000
579M	Kim Garbison,Timothy Garbison	459 Sagamore Parkway W	Lafayette	Indiana	47906	(765) 463-5001
1540M	Dimce Sotiroski and Jamie Sotiroski	2317 St. John Road	Merrillville	Indiana	46375	(219) 545-3396
127M	Marty Smith	5415 16th Street SW	Cedar Rapids	Iowa	52404	(319) 396-3630
128M	Marty Smith	5415 16th Street SW	Cedar Rapids	Iowa	52404	(319) 396-3630
115.1M	Barbara Sequenzia	38 Benton Street	Council Bluffs	Iowa	51503	(712) 322-1010
135M	Douglas Johnson,Leslie Johnson US	304 NE 74 Terrace	Des Moines	Iowa	64118	(515) 264-1060

#	Franchisee Name	Address	City	State	Zip	Telephone
137M	Douglas Johnson,Leslie Johnson US	304 NE 74 Terrace	Des Moines	Iowa	64118	(515) 264-1060
250M	Douglas Johnson,Leslie Johnson US	304 NE 74 Terrace	Des Moines	Iowa	64118	(515) 264-1060
223M	Kimberly Luedtke; Michael Luedtke	3185 Hughes Court	Dubuque	Iowa	52003	(563) 583-9144
225M	Kimberly Luedtke; Michael Luedtke	3185 Hughes Court	Dubuque	Iowa	52003	(563) 583-9144
604M	Kimberly Hinkly,Stanton Hinkly	211 SW 33rd Street	Lawrence	Kansas	66611	(785) 842-2410
573M	Corinna Ruckert,Sharon Hoffman	2708 Amherst Ave	Manhattan	Kansas	66502	(785) 537-6243
489M	Kimberly Hinkly,Stanton Hinkly	6244 Merriam Drive	Overland Park	Kansas	66203	(913) 403-0813
492M	Kimberly Hinkly,Stanton Hinkly	6244 Merriam Drive	Overland Park	Kansas	66203	(913) 403-0813
981M	Kimberly Hinkly,Stanton Hinkly	6244 Merriam Drive	Overland Park	Kansas	66203	(913) 403-0813
245M	Kimberly Hinkly,Stanton Hinkly	211 SW 33rd Street	Overland Park	Kansas	66611	(913) 403-0813
747M	Kimberly Hinkly,Stanton Hinkly	211 SW 33rd Street	Overland Park	Kansas	66611	(913) 403-0813
646M	Sara Nelson, Lance Nelson	1123 Holiday Street	Salina	Kansas	67401	(785) 825-8636
391M	Kimberly Hinkly,Stanton Hinkly	211 SW 33rd Street	Topeka	Kansas	66611	(785) 273-3422
1229M	David Lazarus	425 E. Harry	Wichita	Kansas	67211	(316) 832-9009
130M	David Lazarus	425 E. Harry	Wichita	Kansas	67211	(316) 832-9009
132M	David Lazarus	425 E. Harry	Wichita	Kansas	67211	(316) 832-9009
325M	Marsha Wyzykowski,Peter Wyzykowski,Shania Rose	1043 Pedigo WaySuite 6	Bowling Green	Kentucky	42103	(270) 781-4377
526M	Mark Williams	9886 Colerain Ave	Covington	Kentucky	45251	(513) 805-1154
387M	Joanne Hartnack,Steve Hartnack	2591 Palumbo Drive Unit 4	Lexington	Kentucky	40509	(859) 266-8947
832M	Joanne Hartnack,Steve Hartnack	2591 Palumbo Drive Unit 4	Lexington	Kentucky	40509	(859) 266-8947
826M	Joanne Hartnack,Steve Hartnack	2591 Palumbo Drive Unit 4	Lexington	Kentucky	40509	(859) 266-8947
758M	Joanne Hartnack,Steve Hartnack	2591 Palumbo Drive Unit 4	Louisville	Kentucky	40509	(502) 493-0191
777M	Joanne Hartnack,Steve Hartnack	2591 Palumbo Drive Unit 4	Louisville	Kentucky	40509	(502) 493-0191
620M	Joanne Hartnack,Steve Hartnack	2591 Palumbo Drive Unit 4	Louisville	Kentucky	40509	(502) 493-0191
705M	Joanne Hartnack,Steve Hartnack	5813 Hamburg Pike	Louisville	Kentucky	47130	(502) 493-0191
770M	Elizabeth Scheller,Nathan Scheller	125 N Weinbach Suite 530	Owensboro	Kentucky	47711	(270) 685-3819
1094M	Barbara Royce,David Royce,Dawn M. Gravley	628 A Papworth Avenue	Metairie	Louisiana	70005	(504) 849-0411
1074M	Barbara Royce,David Royce,Dawn M. Gravley	628 A Papworth Avenue	Metairie	Louisiana	70005	(504) 849-0411
260M	David Cantu	1458 Hawn Avenue	Shreveport	Louisiana	71107	(318) 222-2437
706M	Don Ducote,Jessica Ducote	217 Thruway Park	Youngsville	Louisiana	70518	(337) 857-5522

#	Franchisee Name	Address	City	State	Zip	Telephone
754M	Don Ducote,Jessica Ducote	217 Thruway Park	Youngsville	Louisiana	70518	(337) 857-5522
161M	Daniel Burgess	254 US Route 1	Scarborough	Maine	04074	(207) 883-2225
612M	Joanne Hartnack,Steve Hartnack	3 A Nashua Court	Baltimore	Maryland	21221	(443) 460-1111
891M	Joanne Hartnack,Steve Hartnack	3 A Nashua Court	Baltimore	Maryland	21221	(443) 460-1111
611M	Lesley Horman	110 West Road #218	Bel Air	Maryland	21204	(410) 676-6243
342M	Darlene Schott	8970 Rt 108 Oakland Center	Columbia	Maryland	21045	(410) 730-6243
1358M	Anne Mascari	2405 Linden Lane	Frederick	Maryland	20910	(301) 694-0166
535M	Anne Mascari	2405 Linden Lane	Gaithersburg	Maryland	20910	(301) 869-6243
536M	Anne Mascari	2405 Linden Lane	Gaithersburg	Maryland	20910	(301) 869-6243
565M	Lynne Whittington,William Whittington	1025 A Virginia Ave	Hagerstown	Maryland	21740	(301) 797-1732
222M	Omaid Wadan	8500 Ardwick Ardome Road	Hyattsville	Maryland	20785	(240) 417-9644
554M	Darlene Schott	42 Hudson Street Ste 212	Millersville	Maryland	21401	(410) 573-5100
580M	Chris Long,Happy Long	1020 Prince Frederick Blvd.	Prince Frederick	Maryland	20678	(410) 535-1901
1314M	Darlene Schott	42 Hudson Street Ste 212	Salisbury	Maryland	21401	(410) 749-0100
462M	Darlene Schott	540 Riverside Drive Ste 4	Salisbury	Maryland	21801	(410) 749-0100
555M	Lesley Horman	110 West Road #218	Towson	Maryland	21204	(410) 296-6243
895M	Anne Mascari	2405 Linden Lane	Westminster	Maryland	20910	(410) 857-9200
265M	Samuel Bergman	83 Damrell Street	Boston	Massachusetts	02127	(617) 268-1706
1132M	Samuel Bergman	83 Damrell Street	Boston	Massachusetts	02127	(617) 268-1706
229M	Samuel Bergman	83 Damrell Street	Boston	Massachusetts	02127	(617) 268-1706
176M	Pamela Shwayder	38 Mechanic Street	Foxboro	Massachusetts	02035	(508) 698-9779
438M	Mary Selig	95R Maplewood Avenue	Gloucester	Massachusetts	01930	(978) 283-5600
238M	Kevin Tomlinson	16 Maple Street	Holyoke	Massachusetts	01040	(413) 315-6127
286M	Kevin Tomlinson	16 Maple Street	Holyoke	Massachusetts	01040	(413) 315-6127
479M	Kevin Tomlinson	16 Maple Street	Holyoke	Massachusetts	01040	(413) 315-6127
564M	Kevin Tomlinson	16 Maple Street	Holyoke	Massachusetts	01040	(413) 315-6127
191M	David Baughman	22 Spencer Street	Lawrence	Massachusetts	02180	(978) 975-0233
883M	David Baughman	22 Spencer Street	Lawrence	Massachusetts	02180	(978) 975-0233
1328M	Rhonda Woodill - Daniels	161 Lovell's Lane	Marston Mill	Massachusetts	02648	(508) 420-4900
220M	Rhonda Woodill - Daniels	161 Lovell's Lane	Marston Mill	Massachusetts	02648	(508) 420-4900
311M	David Baughman,Michael Baughman	22 Spencer Street	Norwell	Massachusetts	02180	(781) 829-8803
773M	David Baughman,Michael Baughman	22 Spencer Street	Norwell	Massachusetts	02180	(781) 829-8803
1327M	Dawn Tally	112 State Rd Unit J	Sagamore Beach	Massachusetts	02562	(508) 888-1300
1525M	Kevin Tomlinson,Victor Danyi	140 Epping Road	Spencer	Massachusetts	03833	(860) 398-9009
1462M	Kevin Tomlinson,Victor Danyi	140 Epping Road	Spencer	Massachusetts	03833	(774) 345-4644
172M	David Baughman,Michael Baughman	22 Spencer Street	Stoneham	Massachusetts	02180	(781) 438-8583
148M	David Baughman,Michael Baughman	22 Spencer Street	Waltham	Massachusetts	02180	(781) 891-6700

#	Franchisee Name	Address	City	State	Zip	Telephone
160M	David Baughman,Michael Baughman	22 Spencer Street	Waltham	Massachusetts	02180	(781) 891-6700
381M	Joshua Blades	2445 S Industrial Hwy #4	Ann Arbor	Michigan	48104	(734) 623-0084
1134M	Lynn Oberhausen,Robert Oberhausen	8365 S. State Rd	Davison	Michigan	48438	(810) 652-6590
207M	Lynn Oberhausen,Robert Oberhausen	8365 S. State Rd	Davison	Michigan	48438	(810) 652-6590
1517M	Kelle Drabczyk	922 E. Broadway Ave	Grand Rapids	Michigan	49441	(231) 799-9931
351M	Kelle Drabczyk	922 E. Broadway Ave	Muskegon	Michigan	49441	(231) 799-9931
170M	Paul Weisz	1131 Wildhurst Trail	Anoka	Minnesota	55364	(763) 427-0531
108M	Cecilie Fields,Scott Fields	11923 Central Avenue	Blaine	Minnesota	55434	(651) 552-4979
117M	Cecilie Fields,Scott Fields	11923 Central Avenue	Blaine	Minnesota	55434	(651) 552-4979
166M	Cecilie Fields,Scott Fields	11923 Central Avenue	Blaine	Minnesota	55434	(651) 552-4979
209M	Cecilie Fields,Scott Fields	11923 Central Avenue	Blaine	Minnesota	55434	(651) 552-4979
121M	Paul Weisz	1131 Wildhurst Trail	Hopkins	Minnesota	55364	(952) 933-4500
1445M	Betty Kowal,Nathan Kowal	1408 Northland Drive	Mendota Heights	Minnesota	55120	(651) 797-4950
1456M	Betty Kowal,Nathan Kowal	1408 Northland Drive	Mendota Heights	Minnesota	55120	(651) 797-4950
120M	Betty Kowal,Nathan Kowal	1408 Northland Drive	Mendota Heights	Minnesota	55120	(651) 797-4950
175M	Betty Kowal,Nathan Kowal	1408 Northland Drive	Mendota Heights	Minnesota	55120	(651) 797-4950
192M	Dale Dodds	401 16th Ave NW Suite 101	Rochester	Minnesota	55901	(507) 281-1798
162M	Tyler Minks; Jacob Thralow	154 East Broadway St #001	St. Cloud	Minnesota	55362	(320) 253-6478
902M	Jeffery Taylor, Christopher Fontenot, Jack Christopher	276 Commerce Drive	Jackson	Mississippi	39157	(601) 917-0207
1444M	Brad Davis,Lisa Davis	5600 Goodman Road	Olive Branch	Mississippi	38654	(662) 932-2370
1520M	Jeff Taylor, Jack Christopher, Chris Fontenot	276 Commerce Drive	Ridgeland	Mississippi	39157	(601) 605-7905
1506M	Daniel Gravatt,John Copeland	1746 Cliff Gookin Blvd	Tupelo	Mississippi	38801	(662) 842-5301
1507M	Daniel Gravatt,John Copeland	1746 Cliff Gookin Blvd	Tupelo	Mississippi	38801	(662) 842-5301
1044M	Jebra Capra	543 North Scott	Belton	Missouri	64012	(816) 322-3120
1109M	Jebra Capra	543 North Scott	Belton	Missouri	64012	(816) 322-3120
1340M	William Crowell	1131 N. Kingshighway	Cape Girardeau	Missouri	63701	(573) 335-5300
214M	Jeffrey Butcher	520 Ellis Blvd Suite P	Columbia	Missouri	65101	(573) 875-8518
1019M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	54 The Legends Parkway Ste 153	Fenton	Missouri	63025	(636) 825-9650
1041M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	54 The Legends Parkway Ste 153	Fenton	Missouri	63025	(636) 825-9650
1334M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	54 The Legends Parkway Ste 153	Fenton	Missouri	63025	(636) 825-9650
639M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	54 The Legends Parkway Ste 153	Fenton	Missouri	63025	(636) 825-9650
669M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	54 The Legends Parkway Ste 153	Fenton	Missouri	63025	(636) 825-9650
232M	Douglas Johnson,Leslie Johnson US	304 NE 74th Terrace	Gladstone	Missouri	64118	(816) 436-8590

#	Franchisee Name	Address	City	State	Zip	Telephone
233.1M	Susan Bebout	12418 E US Highway 40	Independence	Missouri	64055	(816) 373-0557
506.1M	Susan Bebout	12418 E US Highway 40	Independence	Missouri	64055	(816) 373-0557
164M	Jeffrey Butcher	520 Ellis Blvd Suite P	Jefferson City	Missouri	65101	(573) 635-6243
1099M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	7A Worthington Access Drive	Maryland Heights	Missouri	63043	(314) 317-9005
1274M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	7A Worthington Access Drive	Maryland Heights	Missouri	63043	(314) 317-9005
559M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	7A Worthington Access Drive	Maryland Heights	Missouri	63043	(314) 317-9005
568M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	7A Worthington Access Drive	Maryland Heights	Missouri	63043	(314) 317-9005
824M	Dharmesh Patel,Kyle Dodd,Roy Silkwood	7A Worthington Access Drive	Maryland Heights	Missouri	63043	(314) 317-9005
918M	Douglas Johnson,Leslie Johnson US	1006 Pacific Street	St. Joseph	Missouri	64503	(816) 436-8590
901M	Steve Crump,Torri McKee	2505 W. Railroad St	Belgrade	Montana	59808	(406) 586-4125
725M	Steve Crump, Torri McKee	2505 W. Railroad St	Missoula	Montana	59808	(406) 213-4060
1439M	Jillian Hespen Missinne,Mechelle Hespen,Ruth Hespen,Steve Hespen	P O Box 1884	Fremont	Nebraska	68026	(402) 721-5169
103M	Jillian Hespen Missinne,Mechelle Hespen,Ruth Hespen,Steve Hespen	P O Box 1884	Fremont	Nebraska	68026	(402) 721-5169
180M	Julie Roberts,Rod Roberts	1121 N. Cotner Blvd	Lincoln	Nebraska	68505	(402) 434-2199
101M	Lee Porter,Nichole Porter	11119 Mockingbird Drive	Omaha	Nebraska	68137	(402) 390-2300
569M	Jeffrey Na	9060 Tolford Avenue	Las Vegas	Nevada	89178	(503) 310-5334
677M	Jeffrey Na	9060 Tolford Avenue	Las Vegas	Nevada	89178	(503) 310-5334
1053M	Shelia Marr	4948 E Tropicana	Las Vegas	Nevada	89121	(702) 436-4362
892M	Shelia Marr	4948 E Tropicana	Las Vegas	Nevada	89121	(702) 436-4362
887M	Shelia Marr	4948 E Tropicana	Las Vegas	Nevada	89121	(702) 436-4362
1427M	Denita Stahl	1555 US Highway 395 N	Minden	Nevada	89423	(775) 782-4448
1285M	Denita Stahl	1555 US Highway 395 N	Minden	Nevada	89423	(775) 782-4448
1138M	Denita Stahl	1555 US Highway 395 N	Minden	Nevada	89423	(775) 782-4448
1154M	Denita Stahl	1555 US Highway 395 N	Minden	Nevada	89423	(775) 782-4448
633M	Christian Olson	4840 Mill Street	Reno	Nevada	89521	(775) 359-8882
1541M	Kevin Tomlinson, Victor Danyi	140 Epping Road	Exeter	New Hampshire	03833	(774) 345-4644
1384M	Charles Petricone,Francine Petricone	188 Central Street	Hudson	New Hampshire	03051	(603) 889-1004
231M	Charles Petricone,Francine Petricone	188 Central Street	Hudson	New Hampshire	03051	(603) 889-1004
344M	David Baughman	22 Spencer Street	Manchester	New Hampshire	02180	(603) 624-4132
1126M	Jennifer Thoens	516 Duquesne Blvd	Brick	New Jersey	08723	(732) 451-2099
921M	Jennifer Thoens	516 Duquesne Blvd	Brick	New Jersey	08723	(732) 451-2099
975M	Jennifer Thoens	516 Duquesne Blvd	Brick	New Jersey	08723	(732) 451-2099
627M	Jennifer Thoens	516 Duquesne Blvd	Brick	New Jersey	08723	(732) 451-2099
1098M	Allen Marcus, Helene Marcus, Sue Harris	900 Main Street	Hackensack	New Jersey	07601	(201) 487-8880

#	Franchisee Name	Address	City	State	Zip	Telephone
797M	Allen Marcus, Helene Marcus, Sue Harris	900 Main Street	Hackensack	New Jersey	07601	(201) 487-8880
798M	Allen Marcus, Helene Marcus, Sue Harris	900 Main Street	Hackensack	New Jersey	07601	(201) 487-8880
624M	Victor Danyi	127 Route 206	Hamilton	New Jersey	08610	(609) 586-8188
370M	Austin Schneeweis	520 Fellowship Rd. Suite A-103	Marlton	New Jersey	08054	(856) 231-8285
537M	Austin Schneeweis	520 Fellowship Rd. Suite A-103	Newfoundland	New Jersey	08054	(973) 874-0232
500M	Steven Rosenzweig	665 New Brunswick Avenue	Perth Amboy	New Jersey	08861	(732) 826-8777
811M	Austin Schneeweis	520 Fellowship Rd. Suite A-103	Pitman	New Jersey	08054	(856) 218-8898
1296M	Dawn Marie Taurgrasso,Jennifer Thoens	711 N. Main Street	Pleasantville	New Jersey	08232	(609) 241-6255
1295M	Dawn Marie Taurgrasso,Jennifer Thoens	711 N. Main Street	Pleasantville	New Jersey	08232	(609) 241-6255
1407M	Dawn Marie Taurgrasso; Jennifer Thoens	711 N. Main Street	Pleasantville	New Jersey	08232	(609) 241-6255
419M	Allen Marcus, Helene Marcus, Sue Harris	111 Canfield Ave.	Randolph	New Jersey	07869	(973) 927-9393
546M	Allen Marcus, Helene Marcus, Sue Harris	111 Canfield Ave.	Whippany	New Jersey	07869	(973) 515-3191
237M	Michael Blomker,Paige Blomker	9401 Menaul Blvd NE	Albuquerque	New Mexico	87112	(505) 294-1411
143M	Michael Blomker,Paige Blomker	9401 Menaul Blvd NE	Albuquerque	New Mexico	87112	(505) 294-1411
956M	Jared Bellon,Maylene Bellon	1001 N Solano Dr	Las Cruces	New Mexico	88001	(575) 527-8199
1422M	Jared Bellon,Maylene Bellon	1001 N Solano Dr	Ruidoso	New Mexico	88001	(575) 973-5257
628M	Michael Blomker,Paige Blomker	3220 Richards Lane Suite B	Santa Fe	New Mexico	87507	(505) 438-2700
1537M	Deyanira Haverly	650 Montauk Hwy #19	Bayport	New York	11705	(631) 472-1900
1434M	Deyanira Haverly	650 Montauk Hwy #19	Bayport	New York	11705	(631) 472-1900
420M	Deyanira Haverly	650 Montauk Hwy #19	Bayport	New York	11705	(631) 472-1900
350M	Deyanira Haverly	650 Montauk Hwy #19	Bayport	New York	11705	(631) 472-1900
641M	Dean Rozler,Jacob Rozler	2457 Wehrle Drive	Buffalo	New York	14221	(716) 662-7800
1149M	David Baughman	22 Spencer Street	Congers	New York	02180	(845) 634-9000
1347M	Devin McDermott	333 Metro Park	East Syracuse	New York	14623	(315) 726-3388
622M	Christine Pallone	2104 F College Avenue	Elmira Heights	New York	14903	(607) 737-6243
1415M	Cynthia Lorenzo	171-73 46th Avenue	Flushing	New York	11358	(718) 539-9495
540M	Cynthia Lorenzo	171-73 46th Avenue	Flushing	New York	11358	(718) 539-9495
581M	Cynthia Lorenzo	171-73 46th Avenue	Flushing	New York	11358	(718) 539-9495
329M	Deyanira Haverly	300 Woodcleft Ave. Unit 3	Freeport	New York	11520	(516) 546-1209
328M	Deyanira Haverly	300 Woodcleft Ave. Unit 3	Freeport	New York	11520	(516) 546-1209
1400M	Kim Nelson,Phillip Nelson,Scott Nelson	337 Fullerton Ave	Latham	New York	12550	(518) 250-5449
186M	Eric Lineman; Rebecca Lineman	851 Jay Drive	Levittown	New York	11793	(516) 931-0758
1387M	Janet Ferraro,Ronald Ferraro	2153 Albany Post Road	Montrose	New York	10548	(914) 788-1092
707M	Janet Ferraro,Ronald Ferraro	2153 Albany Post Road	Montrose	New York	10548	(914) 788-1092

#	Franchisee Name	Address	City	State	Zip	Telephone
813M	Kim Nelson,Phillip Nelson,Scott Nelson	337 Fullerton Ave	Newburgh	New York	12550	(845) 297-1009
809M	Kim Nelson,Phillip Nelson,Scott Nelson	337 Fullerton Ave	Newburgh	New York	12550	(845) 297-1009
1311M	Dean Rozler; Jacob Rozler	2457 Wehrle Drive	Orchard Park	New York	14221	(716) 634-1855
629M	Christine Pallone	2104 F College Avenue	Owego	New York	14903	(607) 687-4433
320M	Devin McDermott	333 Metro Park	Rochester	New York	14623	(585) 278-3537
452M	Krista Leiriao; Jorge Leiriao	115 Wall Street	Valhalla	New York	10595	(914) 747-1111
1011M	Cynthia Lorenzo	171-73 46th Avenue	Williston Park	New York	11358	(516) 746-0183
501M	Cynthia Lorenzo	171-73 46th Avenue	Williston Park	New York	11358	(516) 746-0183
1371M	Fred Surgeon	2990 Sunnyside School Road	Aberdeen	North Carolina	28312	(910) 944-5607
1282M	Fred Surgeon	2990 Sunnyside School Road	Aberdeen	North Carolina	28312	(910) 944-5607
563M	Joe Munchel,Lynn Munchel	541 Long Shoals Rd #A	Arden	North Carolina	28704	(828) 684-4837
944M	Jennifer Litzelman	6101 Idlewild Road #135	Charlotte	North Carolina	28212	(704) 567-6694
741M	Jennifer Litzelman	6101 Idlewild Road #135	Charlotte	North Carolina	28212	(704) 567-6694
467M	Larry Royster	8948 Cleveland Road Unit 103	Clayton	North Carolina	27520	(919) 553-7790
292M	Fred Surgeon	2990 Sunnyside School Road	Durham	North Carolina	28312	(919) 598-1889
293M	Fred Surgeon	2990 Sunnyside School Road	Durham	North Carolina	28312	(919) 598-1889
1155M	Fred Surgeon	2990 Sunnyside School Road	Fayetteville	North Carolina	28312	(910) 423-7722
504M	Steve Umstead	P O Box 2098	Greenville	North Carolina	27836	(252) 752-5717
994M	Robert Glover	P O Box 14915	Jacksonville	North Carolina	28561	(252) 637-9594
1205M	Robert Glover,Teisha Glover	P O Box 14915	Jacksonville	North Carolina	28561	(910) 577-6243
1143M	George Sloyer II,Ragina Sloyer	454 Knollwood Dr.	Kernersville	North Carolina	27103	(336) 856-0205
1429M	George Sloyer II,Ragina Sloyer	454 Knollwood Dr.	Kernersville	North Carolina	27103	(336) 856-0205
949M	George Sloyer II,Ragina Sloyer	454 Knollwood Dr.	Kernersville	North Carolina	27103	(336) 856-0205
1438M	Cynthia Harris,Ronald Harris	1914 Sunset Avenue	Lucama	North Carolina	27804	(252) 937-7600
613M	Kara Trull; Brian Trull	2379 Pilot Riley Road	Raleigh	North Carolina	27597	(919) 592-5620
642M	Kara Trull; Brian Trull	2379 Pilot Riley Road	Raleigh	North Carolina	27597	(919) 592-5620
585M	Kara Trull; Brian Trull	2379 Pilot Riley Road	Raleigh	North Carolina	27597	(919) 859-4404
505M	Chuck Parker,Donna Parker	1302 S 39th St	Wilmington	North Carolina	28403	(910) 762-6503
1411M	Kara Trull; Brian Trull	2379 Pilot Riley Road	Zebulon	North Carolina	27597	(919) 592-5620
1168M	Brad Ness,Marcus Benoit	1407 24th Avenue S. Ste 316	Fargo	North Dakota	58201	(701) 365-8350
980M	Brad Ness,Marcus Benoit	1407 24th Avenue S. Ste 316	Grand Forks	North Dakota	58201	(701) 775-6778
631M	Eric Schneider, Lynn Schneider, & Erik McGill	13011 Southampton Court	Beavercreek	Ohio	46032	(937) 438-5711
470M	Patti Canterbury	99 North West Avenue	Canton	Ohio	44278	(330) 492-6243
278M	Mark Williams	9886 Colerain Ave	Cincinnati	Ohio	45251	(513) 805-1154
326M	Mark Williams	9886 Colerain Ave	Cincinnati	Ohio	45251	(513) 805-1154
877M	Mark Williams	9886 Colerain Ave	Cincinnati	Ohio	45251	(513) 805-1154
878M	Mark Williams	9886 Colerain Ave	Cincinnati	Ohio	45251	(513) 805-1154

#	Franchisee Name	Address	City	State	Zip	Telephone
933M	Mark Williams	9886 Colerain Ave	Cincinnati	Ohio	45251	(513) 805-1154
395M	Mark Williams	9886 Colerain Ave	Cincinnati	Ohio	45251	(513) 805-1154
394M	Mark Williams	9886 Colerain Ave	Cincinnati	Ohio	45251	(513) 805-1154
1080M	Mark Williams	9886 Colerain Ave	Columbus	Ohio	45251	(513) 805-1154
1089M	Mark Williams	9886 Colerain Ave	Columbus	Ohio	45251	(513) 805-1154
1153M	Mark Williams	9886 Colerain Ave	Columbus	Ohio	45251	(513) 805-1154
1381M	Mark Williams	9886 Colerain Ave	Columbus	Ohio	45251	(513) 805-1154
685M	Becky Sullivan,Ryan Sullivan	645 Lafayette Road	Fairview Park	Ohio	44256	(440) 250-9210
614M	Becky Sullivan,Ryan Sullivan	645 Lafayette Road	Medina	Ohio	44256	(330) 722-7804
407M	Patti Canterbury	99 North West Avenue	Tallmadge	Ohio	44278	(330) 634-9723
1430M	Novalyn Greff,Rick Greff	4403 SW 3rd St Ste A	Oklahoma City	Oklahoma	73108	(405) 670-1120
411M	Novalyn Greff,Rick Greff	4403 SW 3rd St Ste A	Oklahoma City	Oklahoma	73108	(405) 670-1120
412M	Novalyn Greff,Rick Greff	4403 SW 3rd St Ste A	Oklahoma City	Oklahoma	73108	(405) 670-1120
839M	Novalyn Greff,Rick Greff	4403 SW 3rd St Ste A	Oklahoma City	Oklahoma	73108	(405) 670-1120
964M	Novalyn Greff,Rick Greff	4403 SW 3rd St Ste A	Oklahoma City	Oklahoma	73108	(405) 670-1120
357M	Novalyn Greff,Rick Greff	4403 SW 3rd St Ste A	Oklahoma City	Oklahoma	73108	(405) 670-1120
899M	Novalyn Greff,Rick Greff	4403 SW 3rd St Ste A	Oklahoma City	Oklahoma	73108	(405) 670-1120
917M	Corey Little	724 S Western Road	Stillwater	Oklahoma	74074	(405) 377-1054
533M	Amy Bates, Audrey Kittelson	5656 S Mingo Road	Tulsa	Oklahoma	74146	(918) 250-7318
542M	Amy Bates, Audrey Kittelson	5656 S Mingo Road	Tulsa	Oklahoma	74146	(918) 250-7318
197M	Amy Bates, Audrey Kittelson	5656 S Mingo Road	Tulsa	Oklahoma	74146	(918) 250-7318
198M	Amy Bates, Audrey Kittelson	5656 S Mingo Road	Tulsa	Oklahoma	74146	(918) 250-7318
196M	Amy Bates, Audrey Kittelson	5656 S Mingo Road	Tulsa	Oklahoma	74146	(918) 250-7318
672M	Natalia Denisevich	337 NE Revere Avenue	Bend	Oregon	97756	(503) 720-2540
368M	Diania Ash,Larry Ash	6875 SW Philomath Blvd	Corvallis	Oregon	97333	(541) 929-4302
898M	Renee Williams,Ronald Williams	5775 SW Jean Road Ste 106	Eugene	Oregon	97035	(541) 741-7148
717M	Bret Ashley	2038 NW Aloclek Dr Ste 223	Hillsboro	Oregon	97124	(503) 641-1738
380M	Bret Ashley	2038 NW Aloclek Dr Ste 223	Hillsboro	Oregon	97124	(503) 641-1738
524M	Taylor Johnson	5775 SW Jean Road	Lake Oswego	Oregon	97035	(503) 554-5616
695M	Taylor Johnson	5775 SW Jean Road	Lake Oswego	Oregon	97035	(503) 554-5616
1426M	Danny Barnett,Ronald Williams	1018 Liberty St NE	Salem	Oregon	97301	(503) 363-2986
523M	Danny Barnett,Ronald Williams	1018 Liberty St NE	Salem	Oregon	97301	(503) 363-2986
991M	John Holobinko	465 East Rolling Ridge Drive	Bellfonte	Pennsylvania	16823	(814) 548-0095
595M	Drew Keller, Timothy Fleschner	3815 Market Street	Camp Hill	Pennsylvania	17011	(717) 620-8788
490M	Lesley Horman	2812 Limekiln Pike	Chalfont	Pennsylvania	19038	(267) 404-7000

#	Franchisee Name	Address	City	State	Zip	Telephone
427M	Lesley Horman	2812 Limekiln Pike	Collegeville	Pennsylvania	19038	(610) 489-4469
865M	Orvale Fissel,Suzanne Fissel	1981 York Road	Gettysburg	Pennsylvania	17362	(717) 334-0994
406M	Austin Schneeweis	14 Elizabeth Court	Glenshaw	Pennsylvania	08053	(412) 931-5260
426M	Austin Schneeweis	14 Elizabeth Court	Glenshaw	Pennsylvania	08053	(412) 931-5260
851M	Audrey Rehnert, Humberto Zepeda	2027 Willow Park Rd	Hellertown	Pennsylvania	18020	(610) 866-8428
289M	Audrey Rehnert, Humberto Zepeda	2027 Willow Park Rd	Hellertown	Pennsylvania	18020	(610) 866-8428
745M	Drew Keller, Timothy Fleschner	3815 Market Street	Lancaster	Pennsylvania	17011	(717) 396-1180
1437M	Joe Schneeweis	6080 Steubenville Pike #702	McKees Rocks	Pennsylvania	15136	(412) 788-6700
1423M	Joe Schneeweis	6080 Steubenville Pike #702	McKees Rocks	Pennsylvania	15136	(412) 788-6700
494M	Joe Schneeweis	6080 Steubenville Pike #702	McKees Rocks	Pennsylvania	15136	(412) 788-6700
308M	Austin Schneeweis	14 Elizabeth Court	New Brighton	Pennsylvania	08053	(724) 775-9665
405M	Drew Keller, Timothy Fleschner	3815 Market Street	Reading	Pennsylvania	17011	(610) 670-1620
1210M	Tara Bordick, Joshua Bordick	884 Route 115	Saylorsburg	Pennsylvania	18353	(570) 420-0630
366M	Michael Paul	P O Box 716	Upper Darby	Pennsylvania	19083	(610) 789-4211
331M	Michael Paul	P O Box 716	Upper Darby	Pennsylvania	19083	(610) 789-4211
390M	Lesley Horman	2812 Limekiln Pike	West Chester	Pennsylvania	19038	(610) 436-6243
416M	Drew Keller, Timothy Fleschner	3815 Market Street	York	Pennsylvania	17011	(717) 793-9933
625M	Gary Leiter,Jessica Leiter,Shana Leiter	35 Agnes Street Ste 2	Warwick	Rhode Island	02914	(401) 435-5150
1287M	Bob Cunningham,Jane Santos,Melina Cunningham	860 Parris Island Gateway Suite A5	Beaufort	South Carolina	29906	(843) 522-2777
1377M	Fred Surgeon	2990 Sunnyside School Road	Florence	South Carolina	28312	(843) 799-5636
1240M	Edward Wilberding	3 Cardinal Court Suite C	Hilton Head Island	South Carolina	29926	(843) 785-6243
1372M	Charles Praigg	3306 Donna Way	Myrtle Beach	South Carolina	30504	(843) 443-6243
307M	Bob Cunningham,Jane Santos,Melina Cunningham	2470 Mall Drive	North Charleston	South Carolina	29406	(843) 744-0033
284M	Bob Cunningham,Jane Santos,Melina Cunningham	2470 Mall Drive	North Charleston	South Carolina	29406	(843) 744-0033
869M	Kevin Griess,Timothy Griess	1905 Sunset Blvd Ste A	West Columbia	South Carolina	29169	(803) 936-0649
871M	Kevin Griess,Timothy Griess	1905 Sunset Blvd Ste A	West Columbia	South Carolina	29169	(803) 936-0649
817M	Kevin Griess,Timothy Griess	1905 Sunset Blvd Ste A	West Columbia	South Carolina	29169	(803) 936-0649
920M	Debbie Hansen,Ronald Hansen	1141 Deadwood Avenue	Rapid City	South Dakota	57702	(605) 718-9064
1414M	Christina Bowman,John Bowman	13842 Highway 51 S	Atoka	Tennessee	38004	(901) 877-5415
400M	Tara & Wesley Brackett	1507 Maxwell Road	Chattanooga	Tennessee	37412	(423) 899-2062
1008M	Vernon Blackburn	5010 Linbar Drive STE 199	Goodlettsville	Tennessee	37211	(615) 255-0052
436M	Vernon Blackburn	5010 Linbar Drive STE 199	Goodlettsville	Tennessee	37211	(615) 255-0052

#	Franchisee Name	Address	City	State	Zip	Telephone
602M	Vernon Blackburn	5010 Linbar Drive STE 199	Goodlettsville	Tennessee	37211	(615) 255-0052
268M	Christina Bowman,John Bowman	13842 Highway 51 S	Jackson	Tennessee	38004	(731) 664-1034
113M	Joanne Hartnack, Steve Hartnack	5813 Hamburg Pike	Knoxville	Tennessee	47130	(502) 493-0191
450M	Joanne Hartnack, Steve Hartnack	5813 Hamburg Pike	Knoxville	Tennessee	47130	(502) 493-0191
726M	Joanne Hartnack, Steve Hartnack	5813 Hamburg Pike	Knoxville	Tennessee	47130	(502) 493-0191
868M	Deanne Williams,Michael Williams	120 Greenbrier Lakes Cove	Memphis	Tennessee	38017	(901) 259-5005
431M	Deanne Williams,Michael Williams	120 Greenbrier Lakes Cove	Memphis	Tennessee	38017	(901) 259-5005
1316M	Vernon Blackburn	5010 Linbar Drive STE 199	Mt. Juliet	Tennessee	37211	(615) 255-0052
1312M	Vernon Blackburn	5010 Linbar Drive STE 199	Mt. Juliet	Tennessee	37211	(615) 255-0052
435M	Tim Morgan	6949 Charlotte Pike #108	Nashville	Tennessee	37209	(615) 356-4342
846M	Tim Morgan	6949 Charlotte Pike #108	Nashville	Tennessee	37209	(615) 356-4342
1310M	Tim Morgan	6949 Charlotte Pike #108	Nashville	Tennessee	37209	(615) 356-4342
746M	Tim Morgan	6949 Charlotte Pike #108	Nashville	Tennessee	37209	(615) 356-4342
634M	Brett Stroope,Louessa Stroope	1215 West 15th Street	Amarillo	Texas	79102	(806) 373-3787
189M	David Cantu	2700 W Pecan Street Ste 101	Austin	Texas	78660	(512) 251-5522
139M	Marilyn Gregory,Sarah Trivitt,Sean Gregory	3536 BeeCaves Rd # 102	Austin	Texas	78746	(512) 327-8190
140M	Niranjan Gudipati,Shivani Desphande	1600 B W Stassney Lane	Austin	Texas	78745	(512) 447-3475
171M	Niranjan Gudipati,Shivani Desphande	1600 B W Stassney Lane	Austin	Texas	78745	(512) 447-3475
1035M	Amber Lenz	2551 Texas Avenue S Ste G	College Station	Texas	77840	(979) 595-1111
828M	Dana Kinnard	2600 Stemmons #186	Dallas	Texas	75207	(214) 689-5953
1412M	David Cantu	1305 S. State Highway 121 Bldg A	Flower Mound	Texas	75067	(214) 513-7515
1413M	David Cantu	1305 S. State Highway 121 Bldg A	Flower Mound	Texas	75067	(214) 513-7515
1528M	David Cantu	11406 Rendezvous Drive	Flower Mound	Texas	78216	(469) 242-2763
1529M	David Cantu	11406 Rendezvous Drive	Flower Mound	Texas	78216	(469) 242-2763
1530M	David Cantu	11406 Rendezvous Drive	Flower Mound	Texas	78216	(469) 242-2763
1432M	Brian Houtman; Jaclyn Houtman	1606 Wood Song Drive	Ft. Worth	Texas	77479	(505) 570-7159
259M	Brian Houtman; Jaclyn Houtman	1606 Wood Song Drive	Ft. Worth	Texas	77479	(505) 570-7159
275M	Brian Houtman; Jaclyn Houtman	1606 Wood Song Drive	Ft. Worth	Texas	77479	(505) 570-7159
288M	Brian Houtman; Jaclyn Houtman	1606 Wood Song Drive	Ft. Worth	Texas	77479	(505) 570-7159
988M	Brian Houtman; Jaclyn Houtman	1606 Wood Song Drive	Ft. Worth	Texas	77479	(505) 570-7159
279M	Brian Houtman;Jaclyn Houtman	1606 Wood Song Drive	Ft. Worth	Texas	77479	(505) 570-7159

#	Franchisee Name	Address	City	State	Zip	Telephone
235M	Allen Brehm,Conner Brehm,Mary Lynn Brehm	12010 Bammel N Houston #L	Houston	Texas	77066	(281) 440-4366
291M	Allen Brehm,Conner Brehm,Mary Lynn Brehm	12010 Bammel N Houston #L	Houston	Texas	77066	(281) 440-4366
874M	Allen Brehm,Conner Brehm,Mary Lynn Brehm	12010 Bammel N Houston #L	Houston	Texas	77066	(281) 440-4366
1015M	Brian Houtman,Jaclyn Houtman	10611 Harwin Dr. Suite 400	Houston	Texas	77036	(713) 541-4167
1066M	Brian Houtman,Jaclyn Houtman	10611 Harwin Dr. Suite 400	Houston	Texas	77036	(713) 541-4167
1068M	Brian Houtman,Jaclyn Houtman	10611 Harwin Dr. Suite 400	Houston	Texas	77036	(713) 541-4167
1184M	Brian Houtman,Jaclyn Houtman	10611 Harwin Dr. Suite 400	Houston	Texas	77036	(713) 541-4167
1281M	Brian Houtman,Jaclyn Houtman	10611 Harwin Dr. Suite 400	Houston	Texas	77036	(713) 541-4167
136M	Brian Houtman,Jaclyn Houtman	10611 Harwin Dr. Suite 400	Houston	Texas	77036	(713) 541-4167
778M	Brian Houtman,Jaclyn Houtman	10611 Harwin Dr. Suite 400	Houston	Texas	77036	(713) 541-4167
1288M	David Cantu	1422 Sidney Baker	Kerrville	Texas	78028	(210) 341-5857
982M	Candy Palmer,Michael Palmer	110 Triple Creek	Longview	Texas	75601	(903) 295-0669
480M	Jacob Mason	1001 E Slaton Road	Lubbock	Texas	79404	(806) 799-0724
423M	Dustin Cowart	5480 Washington Blvd	Lumberton	Texas	77707	(409) 813-3366
1494M	Jarden Krager, Erin Krager	3770 Ranch Road 261	Marble Falls	Texas	78609	(512) 757-1569
131M	David Cantu	1515 East Kearney	Mesquite	Texas	75149	(972) 279-1111
1450M	David Cantu	1515 East Kearney	Mesquite	Texas	75149	(972) 279-1111
133M	David Cantu	1515 East Kearney	Mesquite	Texas	75149	(972) 279-1111
1379M	Brandi Brown	1901 North Stallings Dr. Suite 2	Nacogdoches	Texas	75965	(936) 205-9142
900M	David Cantu	1389 Industrial Drive Ste B	New Braunfels	Texas	78130	(830) 620-4056
282M	Brian Houtman,Jaclyn Houtman	7215 Blvd North	North Richland Hills	Texas	76180	(505) 570-7159
301M	Brian Houtman,Jaclyn Houtman	7215 Blvd North	North Richland Hills	Texas	76180	(505) 570-7159
507M	Brian Houtman,Jaclyn Houtman	7215 Blvd North	North Richland Hills	Texas	76180	(505) 570-7159
1491M	Ali Almaliki & Shaymaa Ramadhan	1003 W. Plantation Drive	Richmond	Texas	77531	(713) 585-0147
1524M	David Cantu	11406 Rendezvous	San Antonio	Texas	78216	(210) 341-5857
1498M	David Cantu	11406 Rendezvous	San Antonio	Texas	78216	(210) 341-5857
1014M	David Cantu	11406 Rendezvous	San Antonio	Texas	78216	(210) 341-5857
499M	David Cantu	11406 Rendezvous	San Antonio	Texas	78216	(210) 341-5857
485M	David Cantu	11406 Rendezvous	San Antonio	Texas	78216	(210) 341-5857
1404M	Craig Voth,Sharon Johnson	2001 Skyline #A165	Sherman	Texas	75092	(903) 891-7372
134M	David Cantu	600 Century Plaza Dr Ste C105	Spring	Texas	77073	(281) 443-0672
155M	David Cantu	600 Century Plaza Dr Ste C105	Spring	Texas	77073	(281) 443-0672
253M	David Cantu	600 Century Plaza Dr Ste C105	Spring	Texas	77073	(281) 443-0672

#	Franchisee Name	Address	City	State	Zip	Telephone
1309M	Brandi Brown	2014 North Stallings Drive	Tyler	Texas	75964	(936) 205-9142
767M	Brian Houtman,Jaclyn Houtman	3729 W Waco Drive	Waco	Texas	76710	(254) 420-6243
979M	Brian Houtman,Jaclyn Houtman	3729 W Waco Drive	Waco	Texas	76710	(254) 420-6243
1223M	Deanne Williams,Mark Neff,Mike Williams	345 NASA Road 1 East	Webster	Texas	77598	(281) 332-4181
731M	Deanne Williams,Mark Neff,Mike Williams	345 NASA Road 1 East	Webster	Texas	77598	(281) 332-4181
737M	Deanne Williams,Mark Neff,Mike Williams	345 NASA Road 1 East	Webster	Texas	77598	(281) 332-4181
1256M	Deanne Williams,Mark Neff,Mike Williams	345 NASA Road 1 East	Webster	Texas	77598	(281) 332-4181
1473M	Deanne Williams; Mark Neff; Mike Williams	345 NASA Road 1 East	Webster	Texas	77598	(281) 332-4181
1307M	Jarod Stuart,Todd Stuart	4701 Southwest Parkway Ste. 9	Wichita Falls	Texas	76310	(940) 691-7000
472M	Kelly Hendrix	2212 S West Temple St #21-22	Provo	Utah	84115	(801) 377-0303
752M	Kelly Hendrix	1322 N. Freedom Blvd	Provo	Utah	84604	(801) 377-0303
468M	Kelly Hendrix	2212 S West Temple St #21-22	Salt Lake City	Utah	84115	(435) 647-5621
110M	Kelly Hendrix	2212 S West Temple St #21-22	Salt Lake City	Utah	84115	(801) 466-5353
803M	Kelly Hendrix	2212 S West Temple St #21-22	Salt Lake City	Utah	84115	(801) 466-5353
1056M	Kelly Hendrix	2212 S West Temple St #21-22	Salt Lake City	Utah	84115	(801) 466-5353
296M	Kelly Hendrix	2212 S West Temple St #21-22	Salt Lake City	Utah	84115	(801) 466-5353
1495M	Kelly Hendrix	1430 E. Hillcrest Drive	Washington	Utah	84780	(435) 275-0390
710M	Fowzia Esse	6000 Stevenson Ave #H	Alexandria	Virginia	22304	(703) 212-8771
599M	Joel Wildermuth	1138 East High Street	Charlottesville	Virginia	22902	(434) 296-6603
556M	Carolyn Tiller	351 A Westover Drive	Danville	Virginia	24541	(434) 799-1430
586M	William Johnson	2526 Waco Street	Fredericksburg	Virginia	23294	(540) 898-3636
735M	Lindsey Foster; Erin Guarente	10690 A Crestwood Drive	Manassas	Virginia	20109	(703) 724-4010
459M	Lindsey Foster; Erin Guarente	10690 A Crestwood Drive	Manassas	Virginia	20109	(703) 724-4010
349M	Aaron Huskey,Don Krance,Lorri Krance,Stacey Huskey	555 Denbigh Blvd Ste A	Newport News	Virginia	23608	(757) 874-5657
449M	Daniel Daul & Amelia Daul	7825 Midlothian Tnpk #103	Richmond	Virginia	23235	(804) 272-3898
673M	William Johnson	2526 Waco Street	Richmond	Virginia	23294	(540) 905-0035
502M	William Johnson	2526 Waco Street	Richmond	Virginia	23294	(540) 905-0035
498M	Rebecca Frazer; Emmy Byrnes	7317 Steel Mill Drive	Springfield	Virginia	22150	(703) 644-5757
915M	Rebecca Frazer; Emmy Byrnes	7317 Steel Mill Drive	Springfield	Virginia	22150	(703) 644-5757
691M	Rebecca Frazer; Emmy Byrnes	7317 Steel Mill Drive	Springfield	Virginia	22150	(703) 644-5757
763M	Aaron Huskey,Don Krance,Lorri Krance,Stacey Huskey	555 Denbigh Blvd Ste A	Virginia Beach	Virginia	23608	(757) 424-5300

#	Franchisee Name	Address	City	State	Zip	Telephone
765M	Aaron Huskey,Don Krance,Lorri Krance,Stacey Huskey	555 Denbigh Blvd Ste A	Virginia Beach	Virginia	23608	(757) 424-5300
1145M	William Johnson	2526 Waco Street	Warrenton	Virginia	23294	(540) 347-0199
766M	William Johnson	2526 Waco Street	Warrenton	Virginia	23294	(540) 347-0199
934M	Joel Wildermuth	1138 East High Street	Weyers Cave	Virginia	22902	(540) 234-0501
733M	Carol McDermott,Thomas C. McDermont IV,Thomas C. McDermott III	34 Eastover Road	Winchester	Virginia	02871	(540) 723-0003
469M	Carol McDermott,Thomas C. McDermont IV,Thomas C. McDermott III	34 Eastover Road	Woodbridge	Virginia	02871	(703) 646-8555
654M	Mark Smith	3702 W Valley Hwy N #308	Auburn	Washington	98001	(253) 833-6171
845M	Mark Smith	3702 W Valley Hwy N #308	Auburn	Washington	98001	(253) 833-6171
346M	Mark Smith	3702 W Valley Hwy N #308	Auburn	Washington	98001	(253) 833-6171
1118M	Varun Gill & Julia Gill	708 Garfield Street	Bellingham	Washington	98295	(360) 733-5344
1112M	Varun Gill & Julia Gill	145 Cascade Place	Burlington	Washington	98233	(360) 707-2595
530M	Deborah Bermudez,Juan Bermudez	100 Vista Way	Kennewick	Washington	99336	(509) 582-8400
880M	Brian Poirier,Kimberly Poirier	2125 196th St SW Suite 118	Lake Stevens	Washington	98036	(425) 335-3344
792M	Brian Poirier,Kimberly Poirier	430 91st Ave NE Ste 13	Lake Stevens	Washington	98258	(425) 335-3344
1279M	Jennifer Campbell,Jonathan Campbell	11601 Pacific Avenue South #B	Lakewood	Washington	98444	(253) 474-3688
1207M	Jennifer Campbell,Jonathan Campbell	11601 Pacific Avenue South #B	Lakewood	Washington	98444	(253) 474-3688
1208M	Jennifer Campbell,Jonathan Campbell	11601 Pacific Avenue South #B	Lakewood	Washington	98444	(253) 474-3688
541M	Brian Poirier,Kimberly Poirier	2125 196th St SW Suite 118	Lynnwood	Washington	98036	(425) 778-3355
474M	Brian Poirier,Kimberly Poirier	2125 196th St SW Suite 118	Lynnwood	Washington	98036	(425) 778-3355
414M	Brian Poirier,Kimberly Poirier	2125 196th St SW Suite 118	Lynnwood	Washington	98036	(425) 778-3355
522M	Jennifer Campbell,Jonathan Campbell	19062 State Hwy 305 NE Suite 104	Poulsbo	Washington	98370	(360) 697-3800
486M	Jeffrey Saily	6417 Fauntleroy Way SW Ste E	Seattle	Washington	98136	(206) 937-7083
882M	Brett Brown, Holly Brown	1014 North Pines Road Ste 116	Spokane Valley	Washington	99206	(509) 891-1030
750M	Brett Brown, Holly Brown	1014 North Pines Road Ste 116	Spokane Valley	Washington	99206	(509) 891-1030
759M	Brett Brown, Holly Brown	1014 North Pines Road Ste 116	Spokane Valley	Washington	99206	(509) 891-1030
1206M	Jennifer Campbell,Jonathan Campbell	214 Gerth Street SW	Tumwater	Washington	98502	(360) 357-6882
551M	Bryan Goodman,Ronald Williams	1102 Brandt Road	Vancouver	Washington	98661	(360) 737-2696
355M	Tawnee Seals	1718 N Pine St	Wenatchee	Washington	98801	(509) 663-1710
596M	Jennifer Campbell,Jonathan	8228 Todderjen Lane SW	Yakima	Washington	98512	(509) 575-0242

#	Franchisee Name	Address	City	State	Zip	Telephone
	Campbell					
655M	Jennifer Campbell,Jonathan Campbell	8228 Todderjen Lane SW	Yakima	Washington	98512	(509) 575-0242
872M	Lisa Gutowski	11 Tayco Street	Appleton	Wisconsin	54952	(920) 364-9052
632M	Lisa Gutowski	11 Tayco Street	Appleton	Wisconsin	54952	(920) 364-9052
339M	Theresa Waterman; Christopher Waterman	2417 Executive Drive	East Troy	Wisconsin	53120	(262) 642-3230
520M	Theresa Waterman; Christopher Waterman	2417 Executive Drive	East Troy	Wisconsin	53120	(262) 642-3230
774M	Alex VanDeVen	2309 Woodale Avenue	Green Bay	Wisconsin	54313	(920) 434-9308
519M	Cori Huston,Wendy Vernon	6633 West Forest Home Avenue	Greenfield	Wisconsin	53220	(414) 327-0500
696M	Cori Huston,Wendy Vernon	6633 West Forest Home Avenue	Greenfield	Wisconsin	53220	(414) 327-0500
674M	Cori Huston,Wendy Vernon	6633 West Forest Home Avenue	Greenfield	Wisconsin	53220	(414) 817-0100
396M	Jackie Franklin,Joyce Schirmer	2058 Coltonville Rd.	Janesville	Wisconsin	60178	(608) 743-9330
698M	Beth Pinzer	7600 75th Street Ste 117	Kenosha	Wisconsin	53142	(262) 948-0000
636M	Alissa Pinne,Chad Pinne	624 Grand Canyon Drive	Madison	Wisconsin	53719	(608) 833-9434
876M	Alissa Pinne,Chad Pinne	624 Grand Canyon Drive	Madison	Wisconsin	53719	(608) 833-9434
359M	Julie Willis,Kristopher Willis	9730 N Granville Rd Ste F	Mequon	Wisconsin	53097	(262) 242-2330
511M	Julie Willis,Kristopher Willis	9730 N Granville Rd Ste F	Mequon	Wisconsin	53097	(262) 242-2330
516M	Julie Willis,Kristopher Willis	9730 N Granville Rd Ste F	Mequon	Wisconsin	53097	(262) 242-2330
550M	Julie Willis,Kristopher Willis	9730 N Granville Rd Ste F	Mequon	Wisconsin	53097	(262) 242-2330
529M	Kailyn Krause	640 Armour Rd	Oconomowoc	Wisconsin	53066	(262) 569-9995
298M	Donald Regazzi,Wendy Regazzi	1900 S Washburn St	Oshkosh	Wisconsin	54904	(920) 231-2111
461M	Jeremiah Siebert,Michelle Siebert	1540 Seamann Avenue	Sheboygan	Wisconsin	53081	(920) 452-3311
482M	Lori Montes de Oca,Mary Hertel,Theodore Hertel	714 Bluemound Road	Waukesha	Wisconsin	53188	(262) 521-2211
694M	Shane Wiercinski, Tracey Wiercinski	6006 Hilgeman Street	Weston	Wisconsin	54476	(715) 359-9796

Franchise Agreements Signed But Units Not Open
(As of December 31, 2025)

None

Exhibit E to the FDD

LIST OF FORMER FRANCHISEES

**LIST OF FORMER FRANCHISEES
FOR THE YEAR ENDING DECEMBER 31, 2025**

Terminations, Non-Renewals, and Ceased Operations

The following is a compilation of the name, and last known address, and telephone number of every franchisee who has had an outlet terminated, cancelled, not renewed, or otherwise voluntarily ceased to do business under the Merry Maids® Franchise Agreement(s) or who have not communicated with us within ten weeks of the issuance date.

# of Licenses	Name	City	State	Telephone	Type
1	Kevin Boesen, Cindy Boesen, Adriana Celaya	Tucson	Arizona	(520) 307-0635	Ceased Operations
1	Kara Rachelle Bonde & Ryan Edward Bonde	Anaheim	California	(951) 532-9302	Ceased Operations
1	Jennifer McMahan, Samantha Giffin	Bakersfield	California	(760) 371-1428	Ceased Operations
1	Gina Yi	Granada Hills	California	(818) 646-6568	Ceased Operations
1	Elizabeth Slade & Anthony Slade	Moorpark	California	(805) 506-4464	Ceased Operations
1	Greg Augustyn	National City	California	(619) 336-1612	Ceased Operations
1	Joseph Lawrence	Rancho Cucamonga	California	(909) 987-0103	Ceased Operations
1	Jaime Penaherrera	Vallejo	California	(707) 227-9747	Ceased Operations
1	John R. Hedrick: Maria Hedrick	Ventura	California	(805) 567-8286	Ceased Operations
2	Bradley Nolan,Eileen Skillingberg,Jason Skillingberg,Jennifer Zadel	Boulder	Colorado	(303) 530-7085	Ceased Operations
2	Penny Boyd	Colorado Springs	Colorado	(719) 596-3263	Ceased Operations
1	John Szostak	Parker	Colorado	(303) 841-0441	Ceased Operations
2	P.T.M., Inc	Fairfield	Connecticut	(203) 260-4825	Ceased Operations
1	P.T.M., Inc.	Fairfield	Connecticut	(203) 260-4825	Ceased Operations
3	Lesley Horman	Newark	Delaware	(302) 266-6243	Ceased Operations
1	Michael Longbons, Nicole Walls	Atlanta	Georgia	(217) 698-3112	Ceased Operations
1	Charles Praigg	Gainesville	Georgia	(678) 989-0800	Ceased Operations
1	Brad Smith	Hiram	Georgia	(470) 802-8001	Terminated
1	Daniel Sheets	Ammon	Idaho	(650) 686-8113	Ceased Operations
1	Robert Hightower	Chicago	Illinois	(312) 624-8943	Terminated
3	Meran P. Lee,Steven Knous	Wheeling	Illinois	(847) 279-7002	Ceased Operations
1	Lynn Schneider	Indianapolis	Indiana	(317) 257-8000	Ceased Operations
2	Lynn Schneider	Indianapolis	Indiana	(317) 257-8000	Ceased Operations
1	Darlene Schott	Columbia	Maryland	(410) 730-6243	Ceased Operations
1	Anne Mascari	Gaithersburg	Maryland	(301) 869-6243	Ceased Operations
1	Lynne Whittington,William Whittington	Hagerstown	Maryland	(301) 797-1732	Ceased Operations
1	Omaid Wadan	Hyattsville	Maryland	(240) 417-9644	Ceased Operations
1	Darlene Schott	Laurel	Maryland	(301) 498-6243	Ceased Operations
1	Darlene Schott,Jack Hynes	Laurel	Maryland	(301) 498-6243	Ceased Operations
1	Chris Long,Happy Long	Prince Frederick	Maryland	(410) 535-1901	Ceased Operations
1	Darlene Schott	Salisbury	Maryland	(410) 749-0100	Ceased Operations
3	Anne Mascari	Silver Spring	Maryland	(301) 587-5594	Ceased Operations
1	Lesley Horman	Towson	Maryland	(410) 296-6243	Ceased Operations
4	Pamela Shwayder	Foxboro	Massachusetts	(508) 698-9779	Ceased Operations
1	Mary Selig	Gloucester	Massachusetts	(978) 283-5600	Ceased Operations
2	Laurel Lungstrom	Anoka	Minnesota	(763) 427-0531	Ceased Operations

# of Licenses	Name	City	State	Telephone	Type
2	Laurel Lungstrom	Hopkins	Minnesota	(952) 933-4500	Ceased Operations
1	Tyler Minks; Jacob Thralow	Monticello	Minnesota	(320) 291-0996	Ceased Operations
2	Lee Porter,Nichole Porter	Omaha	Nebraska	(402) 390-2300	Ceased Operations
1	Debra Criddle	Las Vegas	Nevada	(702) 259-5007	Ceased Operations
4	Steven Rosenzweig	Perth Amboy	New Jersey	(732) 826-8777	Ceased Operations
1	Mark McDermott,Thomas C. McDermott III	East Syracuse	New York	(315) 726-3388	Ceased Operations
1	Devin McDermott	Rochester	New York	(585) 278-3537	Ceased Operations
1	Krista Leiriao;Jorge Leirao	Valhalla	New York	(914) 747-1111	Ceased Operations
2	Krista Leiriao;Jorge Leiriao	Valhalla	New York	(914) 747-1111	Ceased Operations
1	Larry Royster	Clayton	North Carolina	(919) 553-7790	Ceased Operations
1	George Sloyer II,Ragina Sloyer	Kernersville	North Carolina	(336) 856-0205	Ceased Operations
1	Cynthia Harris	Lucama	North Carolina	(252) 937-7600	Ceased Operations
1	Cynthia Harris,Ronald Harris	Rocky Mount	North Carolina	(252) 937-7600	Ceased Operations
1	Chuck Parker,Donna Parker	Wilmington	North Carolina	(910) 762-6503	Ceased Operations
2	David LaRue,Fred LaRue,Melayna LaRue	Beavercreek	Ohio	(937) 356-3567	Ceased Operations
1	David LaRue,Fred LaRue,Melayna LaRue	Newark	Ohio	(740) 345-6791	Ceased Operations
4	Renee Williams,Ronald Williams	Lake Oswego	Oregon	(503) 554-5616	Ceased Operations
1	Donna Partin,Dwayne Keller	Camp Hill	Pennsylvania	(717) 620-8788	Ceased Operations
2	Lesley Horman	Chalfont	Pennsylvania	(267) 404-7000	Ceased Operations
1	Lesley Horman	Collegeville	Pennsylvania	(610) 489-4469	Ceased Operations
2	Lesley Horman	West Chester	Pennsylvania	(610) 436-6243	Ceased Operations
3	Gary Leiter,Jessica Leiter,Shana Leiter	East Providence	Rhode Island	(401) 435-5150	Ceased Operations
1	Charles Praigg	Myrtle Beach	South Carolina	(843) 443-6243	Ceased Operations
1	Debbie Hansen,Ronald Hansen	Rapid City	South Dakota	(605) 718-9064	Ceased Operations
1	Bill Bowers	Chattanooga	Tennessee	(423) 899-2062	Ceased Operations
1	Nathan Christopher,Nefelin Christopher	Clute	Texas	(907) 205-9122	Ceased Operations
1	Fowzia Esse	Alexandria	Virginia	(703) 212-8771	Ceased Operations
1	Lindsey Foster; Erin Guarente	Manassas	Virginia	(703) 724-4010	Ceased Operations
2	James Daul,Susan Daul	Richmond	Virginia	(804) 272-3898	Ceased Operations
1	Emmy Byrnes,Linda Dougherty,Ray Dougherty,Rebecca Frazer	Springfield	Virginia	(703) 644-5757	Ceased Operations
1	Rebecca Frazer; Emmy Byrnes	Springfield	Virginia	(703) 732-7684	Ceased Operations
1	Carol McDermott,Thomas C. McDermont IV,Thomas C. McDermott III	Winchester	Virginia	(540) 723-0003	Ceased Operations
1	Albertha Steenkamp,Johan Steenkamp	Bellingham	Washington	(360) 733-5344	Ceased Operations
1	Albertha Steenkamp,Johan Steenkamp	Burlington	Washington	(360) 707-2595	Ceased Operations
1	Mark Schroeder	Fond du Lac	Wisconsin	(920) 921-9798	Non-Renewal
1	Cori Hustson;Wendy Vernon	Greenfield	Wisconsin	(414) 327-0500	Ceased Operations
1	Jeremiah Siebert,Michelle Siebert	Sheboygan	Wisconsin	(920) 452-3311	Ceased Operations
1	Barbara Fitzgerald,Bruce Kuehling	Weston	Wisconsin	(715) 359-9796	Ceased Operations

Transfers

The following is a list of every Merry Maids® franchise that was transferred in 2025:

# of Licenses	Name	City	State	Telephone	Type
1	Laurel Lungstrom	Anoka	Minnesota	(763) 427-0531	Transfer
1	Laurel Lungstrom	Hopkins	Minnesota	(952) 933-4500	Transfer
1	Debra Criddle	Las Vegas	Nevada	(702) 259-5007	Transfer
1	Mark McDermott, Thomas C. McDermott III	East Syracuse	New York	(315) 726-3388	Transfer
1	David LaRue, Fred LaRue, Melayna LaRue	Beavercreek	Ohio	(937) 356-3567	Transfer
2	Renee Williams, Ronald Williams	Lake Oswego	Oregon	(503) 554-5616	Transfer
1	Donna Partin, Dwayne Keller	Camp Hill	Pennsylvania	(717) 620-8788	Transfer
1	Donna Partin, Dwayne Keller	Lancaster	Pennsylvania	(717) 396-1180	Transfer
1	Donna Partin, Dwayne Keller	Reading	Pennsylvania	(610) 670-1620	Transfer
1	Donna Partin, Dwayne Keller	York	Pennsylvania	(717) 793-9933	Transfer
1	Lisa Gutowski	Green Bay	Wisconsin	(920) 364-9052	Transfer

Please note, if you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

Exhibit F to the FDD

**STATE ADDENDA TO DISCLOSURE DOCUMENT
AND TO FRANCHISE AGREEMENT**

**ADDENDUM TO THE DISCLOSURE DOCUMENT FOR THE STATES OF
CALIFORNIA, HAWAII, ILLINOIS, INDIANA, MARYLAND, MICHIGAN,
MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND,
SOUTH DAKOTA, VIRGINIA, WASHINGTON, AND WISCONSIN**

The following provision applies only to franchisees and Franchised Businesses that are subject to the state franchise disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and/or Wisconsin:

No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on behalf of us. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO THE DISCLOSURE DOCUMENT
FOR THE STATE OF CALIFORNIA**

The following information applies to franchises and Franchisees subject to California statutes and regulations. Item numbers correspond to those in the main body:

1. THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE FRANCHISING DISCLOSURE DOCUMENT.

2. Item 2. NO FRANCHISOR OR ANY PERSON IN ITEM 2 OF THIS DISCLOSURE DOCUMENT IS SUBJECT TO ANY CURRENTLY EFFECTIVE ORDER OF ANY NATIONAL SECURITIES ASSOCIATION OR NATIONAL SECURITIES EXCHANGE, AS DEFINED IN THE SECURITIES EXCHANGE ACT OF 1934, 15 U.S.C.A. 78A ET SEQ., SUSPENDING OR EXPELLING SUCH PERSONS FROM MEMBERSHIP IN SUCH ASSOCIATION OR EXCHANGE.

3. Release. YOU MUST SIGN A GENERAL RELEASE IF YOU RENEW OR TRANSFER YOUR FRANCHISE. IN CASE OF A DISPUTE, YOU WAIVE YOUR RIGHT TO A JURY TRIAL UNDER THE FRANCHISE AGREEMENT. CALIFORNIA CORPORATIONS CODE 31512 VOIDS A WAIVER OF YOUR RIGHTS UNDER THE FRANCHISE INVESTMENT LAW (CALIFORNIA CORPORATIONS CODE 31000 THROUGH 31516). BUSINESS AND PROFESSIONS CODE 20010 VOIDS A WAIVER OF YOUR RIGHTS UNDER THE FRANCHISE RELATIONS ACT (BUSINESS AND PROFESSIONS CODE 20000 THROUGH 20043).

4. Item 17. The Following Paragraphs are an addition to the disclosure contained in Item 17 of the Disclosure Document:

(a) California Business and Professions Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer, or non-renewal of a franchise. If the franchise agreement contains a provision that is inconsistent with the law, the law will control.

(b) The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under Federal Bankruptcy Law (11 USCA Sec. 101, et seq.).

(c) The Franchise Agreement contains a covenant not to compete, which extends beyond the termination of the Franchise. This provision may not be enforceable under California Law.

(d) The Franchise Agreement contains a liquidated damages clause. Under California Civil Code Section 1671, certain liquidated damages clauses are unenforceable.

(e) The Franchise Agreement requires application of the laws of Georgia. This provision may not be enforceable under California law.

(f) Section 31125 of the California Corporations Code requires Franchisor to give the Franchisee a disclosure document, in a form and containing such information as the Commissioner may by rule or order require, prior to solicitation of a proposed material modification of an existing franchise.

(g) The highest applicable interest rate permitted under California law is 10%.

5. No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise. See NASAA STATEMENT OF POLICY REGARDING THE USE OF FRANCHISE QUESTIONNAIRES AND ACKNOWLEDGMENTS. <https://www.nasaa.org/wp-content/uploads/2022/11/sop-franchise-questionnaires.pdf>.

6. The registration of this franchise does not constitute approval, recommendation, or endorsement by the California Department of Financial Protection and Innovation.

7. Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of a franchise agreement restricting venue to a forum outside the State of California.

8. Section 31124 of the California Corporations Code requires us to give you a disclosure document, in a form containing the information that the commissioner may by rule or order require, before a solicitation of a proposed material modification of an existing franchise.

9. OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF OUR WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION AT www.dfpi.ca.gov.

**AMENDMENT TO THE FRANCHISE AGREEMENT
FOR THE STATE OF CALIFORNIA**

This California Amendment is entered into concurrently with that certain Franchise Agreement of even date herewith by and between Merry Maids SPE LLC (“Merry Maids”) and _____ (“Franchisee”). Unless otherwise defined herein, capitalized terms shall have the same meaning as described in the Franchise Agreement. **The terms of this Amendment shall survive the termination or expiration of the Franchise Agreement.**

In consideration of the execution of the Franchise Agreement (the “**Franchise Agreement**”), Merry Maids and Franchisee agree to amend the Franchise Agreement as follows:

1. The following shall be added as a new Section to the Franchise Agreement and be numbered “Section 3.C.”:

C. Territory Withdrawal. If Franchisor publishes an announcement that it has determined that continued franchising in the state or in the standard metropolitan statistical area (as established by the United States Office of Management and Budget) within the state in which Franchisee’s Territory is located is not appropriate for reasons that relate to Franchisor’s economic or other interests and that it is completely withdrawing from all franchise activity in such state/area (provided that Franchisor can continue to service existing Franchisees under outstanding agreements), then Franchisor will be considered to have made a general market area withdrawal, will have no liability to Franchisee therefore and will not be required to offer Franchisee any renewal Franchise or similar rights (a “Territory Withdrawal”). In that event and if Franchisee is not in default of this Agreement, Franchisee will not be required to comply with its non-competition obligations under Section 15.B. Franchisor shall not prevent Franchisee from retaining control of the principal place of the Franchised Business in the event of a market withdrawal. Franchisee agrees that if any statute or court decision requires “good cause” (or any similar standard) for non-renewal, Franchisor’s compliance with the provisions of this clause will be deemed to be good cause.

2. Notwithstanding anything to the contrary contained in the Franchise Agreement, all written notices related to any proposed transfer or assignment by you as contained in Section 14, must be delivered by business courier or receipted U.S. mail.

3. Section 15.B. entitled “Post-Term Noncompete” is hereby amended by adding the following to the end of Section 15.B. as follows:

The provisions of this Section 15.B. shall apply to the extent that the franchisee’s actions inherently call upon franchisee to use or disclose Franchisor’s confidential information, including, without limitation, Franchisor’s current and future, Manual; trade secrets, methods, know-how, or training as well as advertising and marketing plans and strategies; student/client lists and data; Franchised Businesses’ operating data and statistics; customer accounts and related information; and other methods, formulas, specifications and procedures for developing and operating Merry Maids businesses.

4. To the extent that Section 18 (“Default, Termination, and Post-Termination”) or any other terms of the Agreement are inconsistent with the California Franchise Relations Act (CA. Bus. & Prof. Code § 20020, et. seq.), the terms of the statute will control and the applicable Section shall be modified only to the extent required to comply with such law. The parties agree that in no event shall a reasonable opportunity to cure to the extent required under such statute be greater than seventy five (75) days.

5. Notwithstanding anything to the contrary stated in the Franchise Agreement, Merry Maids will provide sixty (60) days’ written notice (or such other cure period prescribed by California law from time to time), and opportunity to cure any default described in Section 18.A.3., A.5., A.8., A.9. (to the extent that the felony conviction is unrelated to the franchised business), A.10., and A.11.

6. The parties agree that if Franchisee or any its owners commit any of the breaches of the Franchise Agreement identified in Section 18.A., each such breach shall be deemed to be a failure by Franchisee to substantially comply with the Franchise Agreement requirements. The parties further agree that a breach by Franchisee or any of its owners under Section 18.A., of a material provision of the Franchise Agreement, or of any other agreement with Franchisor or any Franchisor Affiliate, or any mandatory requirement prescribed in any Manual shall be deemed to be a failure by Franchisee to substantially comply with the Franchise Agreement requirements.

7. Section 18.C. entitled “Post-termination Obligations” is hereby amended by adding the following to the end of Section 18.C.:

Franchisor shall have the right upon termination or non-renewal of the Franchise to purchase from Franchisee at the value of price paid by Franchisee, minus depreciation, Franchisee’s inventory, supplies, equipment, fixtures and furnishings (the “Items”) purchased or paid for under the terms of this Agreement or an agreement ancillary hereto by Franchisee to Franchisor or to its approved suppliers that are possessed or used by Franchisee in the franchised business at the time of termination or non-renewal. For the purposes of this provision and compliance under and construction of the California Franchise Relations Act (CFRA), the parties agree that such depreciation shall be calculated based on whichever of the two (2) methods prescribed results in a lower valuation of the Items: i) the Modified Accelerated Cost Recovery System (MACRS) method applied in accordance with the applicable standard U.S. Internal Revenue Service (IRS)schedules effective for the calendar year immediately preceding the calendar year in which the Franchise Agreement terminated or expired and was not renewed; or ii) depreciation schedules included by Franchisee in the IRS income tax return for the franchised business filed for the calendar year immediately preceding the calendar year in which the Franchise Agreement terminated or expired and was not renewed. Franchisee shall provide Franchisor a true and complete copy of such income tax return and related schedules within five (5) business days of Franchisor’s request. Franchisee shall further provide Franchisor clear title to and possession of any such Items. Franchisor can offset against the amounts owed to Franchisee any amounts owed by Franchisee to Franchisor.

In the event a court or arbitrator finds that Franchisor has terminated or failed to renew this Agreement in violation of the CFRA, the parties agree that the fair market value of the franchised business and franchise assets

(the “FMV”) for purposes of compliance with the CFRA shall be established in accordance with the following procedure: Franchisor and Franchisee shall mutually select an independent Certified Business Appraiser within thirty (30) days of such court/arbitrator finding. If unable to identify a mutually agreeable Certified Business Appraiser, Franchisor and Franchisee each shall select a person within forty-five (45) days of such court/arbitrator finding who is an independent Certified Business Appraiser (the “Designees”) and such Designees promptly shall mutually agree to-a third independent Certified Business Appraiser whose determination of the FMV shall be final and binding on the parties. This provision shall survive the termination or expiration of the Franchise Agreement.

8. Section 27.D. of the Franchise Agreement entitled “Representations by Franchisee in Certain States,” Section 27.E. of the Franchise Agreement entitled “Franchisee Acknowledgements in Certain States,” and Section 27.F. of the Franchise Agreement entitled “No Waiver or Disclaimer in Certain States” are hereby deleted in its entirety.

9. For franchises operating outlets in California, the California Franchise Investment Law and the California Franchise Relations Act will apply regardless of the choice of law or dispute resolution venue stated elsewhere. Any language in the Franchise Agreement or any amendment thereto or any agreement to the contrary is superseded by this condition.

10. The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. A contract that restrains a former franchisee from engaging in a lawful trade or business to that extent is void under California Business and Professions Code Section 16600.

11. To the extent a proper judicial body determines that this Amendment is in conflict with any term or condition of the Franchise Agreement, the terms of this Amendment shall control.

[Signature page to follow.]

IN WITNESS WHEREOF, each of the undersigned hereby acknowledges having read this Amendment, and understands and consents to be bound by all of its terms.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF HAWAII**

The following information applies to franchises and Franchisees subject to the Hawaii statutes. Item numbers correspond to those in the main body:

1. Cover Page

Risk Factors:

THESE FRANCHISES WILL BE/HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF SECURITIES OR A FINDING BY THE COMMISSIONER OF SECURITIES THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, OR SUBFRANCHISOR, AT LEAST SEVEN DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE DISCLOSURE DOCUMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THIS DISCLOSURE DOCUMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

REGISTERED AGENT IN THE STATE AUTHORIZED TO RECEIVE SERVICE OF PROCESS: COMMISSIONER OF SECURITIES OF STATE OF HAWAII, DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS, 335 MERCHANT STREET, ROOM 203, HONOLULU, HAWAII 96813.

2. Item 17. The following paragraph is added to the end of Item 17 of the Franchise Disclosure Document:

No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other

person acting on our behalf. This provision supersedes any other term of any document executed in connection with the franchise.

**AMENDMENT TO FRANCHISE AGREEMENT
FOR THE STATE OF HAWAII**

THIS AMENDMENT is made this ____ day of _____, 20__ and modifies a Franchise Agreement of this date (the “**Franchise Agreement**”) entered into by Merry Maids SPE LLC, a Delaware limited liability company, with its principal office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____ with its principal office at _____ (“**Franchisee**”).

1. **BACKGROUND.** This Amendment is annexed to and forms part of the Franchise Agreement. This Amendment is being signed because (a) the Franchised Business that Franchisee will operate under the Franchise Agreement will be located in Hawaii, (b) any of the franchise offer or sales activity occurred in Hawaii, and/or (c) Franchisee is a resident of Hawaii.

2. **ACKNOWLEDGEMENTS.** The acknowledgements in Sections 27.D. of the Franchise Agreement entitled “Representations by Franchisee in Certain States” and 27.E. of the Franchise Agreement entitled “Franchisee Acknowledgements in Certain States” are hereby deleted in their entirety.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF ILLINOIS**

The following information applies to franchises and Franchisees subject to the Illinois Disclosure Act of 1987. Item numbers correspond to those in the main body:

1. Cover Page

The risk factors stated on this cover page may be affected by Illinois law, 815 ILCS §§ 705/4 and 705/41, pertaining to jurisdiction, venue and waiver of rights.

2. Item 17c under the heading “Requirements for you to renew or extend”, 17e under the heading “Termination by us without cause”, and 17e under the heading “Termination by us with cause” are amended by the addition of the following language to the original language that appears therein:

Your rights upon Termination and Non-Renewal are set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.

3. Item 17v under the heading “Choice of forum” is amended by the addition of the following language to the original language that appears therein:

In conformance with Section 41 of the Illinois Franchise Disclosure Act, any condition, stipulation of provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void.

4. Item 17w, under the heading “Choice of law”, is amended by the addition of the following language to the original language that appears therein:

Illinois law governs the Franchise Agreement.

**AMENDMENT TO THE FRANCHISE AGREEMENT
FOR THE STATE OF ILLINOIS**

THIS AMENDMENT is made this ____ day of _____, 20__ and modifies a Franchise Agreement of this date (“**Franchise Agreement**”) entered into by Merry Maids SPE LLC, a Delaware limited liability company, with its principal office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____ with its principal office at _____ (“**Franchisee**”).

1. Forum for Litigation. Section 24.B.3. entitled “Forum for Litigation” shall be amended to add the following”

Notwithstanding the foregoing, in conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.

2. Applicable Law and Jurisdiction. Section 25 entitled “Governing Law” shall be deleted in its entirety and replaced with the following:

Illinois law governs the Franchise Agreement.

3. In conformance with Section 41 of the Illinois Franchise Disclosure Act, any condition, stipulation of provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void. Your rights upon Termination and Non-Renewal are set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF MARYLAND**

The following information applies to franchises and Franchisees subject to Maryland statutes and regulations. Item numbers correspond to those in the main body:

1. Item 5

Based on our financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, all initial fees and payments owed by franchisees shall be deferred until we complete our pre-opening obligations under the Franchise Agreement.

2. Item 17

A. Items 17v and w, under the heading “Choice of forum” and “Choice of law”, are amended by the addition of the following language to the original language that appears therein:

The Maryland Franchise Registration and Disclosure Law allows a franchisee to bring a lawsuit in Maryland for claims arising under this law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.

B. Items 17c, and 17m under the heading “Requirements for you to renew or extend” and “Conditions for our approval of transfer”, is amended by the addition of the following language to the original language that appears therein:

The general release required as a condition of renewal and/or assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

C. Item 17f, under the heading “Termination by us without cause”, is amended by the addition of the following language to the original language that appears therein:

The provision in the franchise agreement which provides for termination upon bankruptcy of the franchise may not be enforceable under federal bankruptcy law (11 U.S.C. Section 101 et seq.)

D. Item 17t, under the heading “Integration/merger clause”, is amended by the addition of the following language to the original language that appears therein:

No statement, questionnaire, or acknowledgement signed or agreed to by you in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by us, any franchise seller, or any other person acting on behalf of us. This provision supersedes any other term of any document executed in connection with the franchise.

**AMENDMENT TO THE FRANCHISE AGREEMENT
FOR THE STATE OF MARYLAND**

THIS AMENDMENT is made this ____ day of _____, 20__ and modifies a Franchise Agreement of this date (“**Franchise Agreement**”) entered into by Merry Maids SPE LLC, a Delaware limited liability company, with its principal office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____ with its principal office at _____ (“**Franchisee**”).

1. Initial Fee Deferral. Section 2.A. of the Franchise Agreement entitled “Franchise Fee” is amended by adding the following to the end of the section:

Based on the Franchisor’s financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, all initial fees and payments owed by Franchisee shall be deferred until Franchisor completes its pre-opening obligations under this Agreement.

2. Release on Renewal. Section 3.B.1.g. of the Franchise Agreement entitled “Renewal Conditions” shall be amended by the addition of the following language to the original language that appears therein:

The general release required as a condition of assignment or transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

3. Release on Transfer. Section 14.A.5. entitled “Control Transfers” shall be amended by the addition of the following language to the original language that appears therein:

The general release required as a condition of assignment or transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

4. Choice of Law; Jurisdiction and Venue. Section 24.B.3. entitled “Forum for Litigation” shall be amended by adding the following:

Notwithstanding anything to the contrary in this Section, Franchisee may bring a claim against Franchisor under the Maryland Franchise Registration and Disclosure Law in any Court of competent jurisdiction in the State of Maryland

5. Limitations of Claims. Section 24.F. entitled “One Year Limitation on Claims” shall be amended by adding the following:

Notwithstanding the foregoing, Franchisee may bring a legal claim against Franchisor under the Maryland Franchise Registration and Disclosure Law within three years after the grant of the franchise.

6. Effectiveness of Amendment. Each provision of this Amendment is effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Maryland Franchise Registration and Disclosure Law are met independently without reference to this Amendment.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE DISCLOSURE DOCUMENT
FOR THE STATE OF MINNESOTA**

The following information applies to franchises and Franchisees subject to the Minnesota Franchise Act. Item numbers correspond to those in the main body:

1. Cover Page

Risk Factors:

THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL. RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OR ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC DISCLOSURE DOCUMENT STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENT RELATING TO THE SALE OF THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OF AGREEMENT SHOULD BE REFERRED TO FOR UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF THE FRANCHISOR AND FRANCHISEE.

2. Item 13

Item 13, under the heading, “Trademarks,” is amended by the addition of the following language to the original language that appears therein:

The Minnesota Department of Commerce requires that we indemnify Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisee’s use of the trademarks infringes trademark rights of the third party. We will indemnify you only if you have used the trademarks in accordance with the requirements of the Franchise Agreement. Also, as a condition to indemnification, you must provide notice to us of any such claim within 10 days and tender the defense of the claim to us. If we accept the tender of defense, we have the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim and to determine whether to appeal a final determination of the claim.

3. Item 17

A. Items 17e entitled “Termination by us without cause” and 17f entitled “Termination by us with cause”, is amended by the addition of the following language to the original language that appears therein:

With respect to franchises governed by Minnesota law, we will comply with Minnesota Stat. Sec. 80C.14, Subds. 3, 4 and 5 which require, except in certain specified cases, that you will be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the franchise agreement.

B. Items 17v entitled "Choice of forum" and 17w entitled "Choice of law", is amended by the addition of the following language to the original language that appears therein:

Minn. Stat. Sec. 80C.21 and Minn. Rule 2860.4400J, prohibit franchisor from requiring litigation, to be conducted outside Minnesota. In addition, nothing in the Franchise Disclosure Document or agreement(s) can abrogate or reduce: (a) any of the franchisee's rights as provided for in Minnesota Statutes, Chapter 80C, or (b) franchisee's rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction.

Minn. Rule 2860.4400D prohibits a franchisor from requiring a franchisee to assent to a general release.

**AMENDMENT TO THE FRANCHISE AGREEMENT
FOR THE STATE OF MINNESOTA**

THIS AMENDMENT is made this ____ day of _____, 20__ and modifies a Franchise Agreement of this date (“**Franchise Agreement**”) entered into by Merry Maids SPE LLC, a Delaware limited liability company, with its principal office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____ with its principal office at _____ (“**Franchisee**”).

1. Section 3.B.1.k. of the Franchise Agreement is amended by the addition of the following language to the original language that appears therein:

Minn. Rule 2860.4400D prohibits a franchisor from requiring a franchisee to assent to a general release.

2. Section 3.B. of the Franchise Agreement, under the heading “Renewal” and Section 18.B. of the Franchise Agreement, under the heading “Termination after Opportunity to Cure”, respectively, are amended by the addition of the following language to the original language that appears therein:

With respect to franchises governed by Minnesota law, we will comply with Minnesota Stat. Sec. 80C.14 subds. 3, 4 and 5 which require, except in certain specified cases, that you will be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice for non-renewal of the franchise agreement.

3. Sections 24.A.3.a. entitled “Arbitration Procedure” and 24.B.3. under the heading “Forum for Litigation” of the Franchise Agreement are amended by the addition of the following language to the original language that appears therein:

Minn. Stat. Sec. 80C.21 and Minn. Rule 2860.4400J prohibit franchisor from requiring litigation to be conducted outside Minnesota. In addition, nothing in the Disclosure Document or agreement can abrogate or reduce any of the franchisee’s rights as provided for in Minnesota Statutes, Chapter 80C or franchisee’s rights to any procedure, forum or remedies provided for by the laws of the jurisdiction.

[Signature page to follow.]

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO DISCLOSURE DOCUMENT
FOR THE STATE OF NEW YORK**

1. The following information is added to the cover page of the Franchise Disclosure Document:

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT C OR YOUR PUBLIC LIBRARY FOR RESOURCES OR INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN ANYTHING IN THIS FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND THE APPROPRIATE STATE OR PROVINCIAL AUTHORITY.

THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS THAT ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following language is added to the end of Item 3 of the Franchise Disclosure Document:

Except as provided above, the following applies to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

- A. No such party has an administrative, criminal or civil action pending against that person alleging: a felony, a violation of a franchise, antitrust or securities law, fraud, embezzlement, fraudulent conversion, misappropriation of property, unfair or deceptive practices, or comparable civil or misdemeanor allegations.
- B. No such party has pending actions, other than routine litigation incidental to the business, that are significant in the context of the number of franchisees and the size, nature or financial condition of the franchise system or its business operations.
- C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10-years immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.
- D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State, or Canadian franchise, securities, antitrust, trade regulation or trade practice law, resulting from a

concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

3. The following language is added to the end of the “Summary” sections of Item 17(c), titled Requirements for a franchisee to renew or extend, and Item 17(m), titled Conditions for franchisor approval of transfer:

However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; this proviso intends that the non-waiver provisions of General Business Law Sections 687(4) and 687(5) be satisfied.

4. The following language replaces the “Summary” section of Item 17(d) of the Franchise Disclosure Document, titled Termination by franchisee:

You may terminate the agreement on any grounds available by law.

5. The following language is added to the end of the “Summary” sections of Item 17(v), titled Choice of forum, and Item 17(w), titled Choice of law:

The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or upon the franchisee by Article 33 of the General Business Law of the State of New York.

6. Franchise Questionnaires and Acknowledgements. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

7. Receipts. Any sale made must be in compliance with § 683(8) of the Franchise Sale Act (N.Y. Gen. Bus. L. § 680 et seq.), which describes the time period a Franchise Disclosure Document (offering prospectus) must be provided to a prospective franchisee before a sale may be made. New York law requires a franchisor to provide the Franchise Disclosure Document at the earliest of the first personal meeting or ten (10) business days before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship.

**AMENDMENT TO THE FRANCHISE AGREEMENT
FOR THE STATE OF NEW YORK**

THIS AMENDMENT is made this ____ day of _____, 20__ and modifies a Franchise Agreement of this date (the “**Franchise Agreement**”) entered into by Merry Maids SPE LLC, a Delaware limited liability company, with its principal office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____ with its principal office at _____ (“**Franchisee**”).

1. Section 14.B. entitled “Transfer by Franchisor” of the Franchise Agreement shall be amended by the addition of the following language at the end of the Section:

However, no assignment will be made except to an assignee that, in the good faith and judgment of the Franchisor is willing and able to assume the Franchisor’s obligations under the Franchise Agreement.

2. Section 18.B. entitled “Termination After Opportunity to Cure” of the Franchise Agreement shall be amended by the addition of the following language to the end of the Section:

Franchisee may terminate this Agreement on any grounds available by law.

3. Section 25 entitled “Governing Law” of the Franchise Agreement shall be amended by the addition of the following at the end of the Section:

The foregoing choice of law should not be considered a waiver of any right conferred upon the Franchisor or upon the Franchisee by Article 33 of the General Business Law of the State of New York.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE DISCLOSURE DOCUMENT
FOR THE STATE OF RHODE ISLAND**

The following information applies to franchises and Franchisees subject to the Rhode Island Franchise Act. Item numbers correspond to those in the main body:

1. Item 17

Items 17v entitled “Choice of forum” and 17w entitled “Choice of law”, are each amended by the addition of the following language to the original language that appears therein:

Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that “A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under the Act.”

**AMENDMENT TO THE FRANCHISE AGREEMENT
FOR THE STATE OF RHODE ISLAND**

THIS AMENDMENT is made this ____ day of _____, 20__ and modifies a Franchise Agreement of this date (the “**Franchise Agreement**”) entered into by Merry Maids SPE LLC, a Delaware limited liability company, with its principal office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____ with its principal office at _____ (“**Franchisee**”).

Section 24.A.3.a. entitled “Arbitration Procedure” of the Franchise Agreement and Section 24.B.3. entitled “Forum of Litigation” of the Franchise Agreement are amended by the addition of the following language to the original language that appears therein:

Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that “A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under the Act.”

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT
FOR THE COMMONWEALTH OF VIRGINIA**

The following information applies to franchises and Franchisees subject to the Virginia Retail Franchising Act:

1. Item 17.h. of the Franchise Disclosure Document shall be amended to add the following:

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act (the “**Act**”), it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any ground for default or termination stated in the Franchise Agreement does not constitute “reasonable cause,” as that term may be defined in the Act or the laws of Virginia, that provision may not be enforceable.

2. Item 17.r. of the Franchise Disclosure Document shall be amended to add the following:

Effective on July 1, 2026, under subdivision A 4 of § 13.1-563 of the Act, it is unlawful to offer or enter into a franchise agreement that restricts the right of a franchisee to engage in the business of offering, selling, or distributing goods or services at retail after termination or expiration of the franchise agreement. However, subsection B of § 13.1-563 of the Act provides that if a franchisee sells a franchise at a mutually agreed upon price to a third party or back to the franchisor, such sale may include a term restricting the right of such franchisee to engage in the business of offering, selling, or distributing goods or services at retail for a period of no more than two years after such sale.

3. Item 17.w. of the Franchise Disclosure Document shall be amended to add the following:

Effective on July 1, 2026, under subsection D of § 13.1-559 of the Act, for all franchises located in Virginia, the franchise contract or agreement offered or entered into pursuant to terms of this chapter shall be governed by the laws of the Commonwealth of Virginia.

**[THIS AMENDMENT WILL ONLY BE SIGNED AND EFFECTIVE FOR FRANCHISEES
THAT SIGN THEIR FRANCHISE AGREEMENT ON OR AFTER JULY 1, 2026]**

**AMENDMENT TO THE FRANCHISE AGREEMENT
FOR THE COMMONWEALTH OF VIRGINIA**

THIS AMENDMENT is made this ____ day of _____, 20__ and modifies a Franchise Agreement of this date (“**Franchise Agreement**”) entered into by Merry Maids SPE LLC, a Delaware limited liability company, with its principal office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____ with its principal office at _____ (“**Franchisee**”).

1. The following language shall be added at the end of Section 15.B of the Franchise Agreement, entitled “Post-Term Noncompete”:

Notwithstanding anything to the contrary in this Section or Agreement, the post-term covenant not to compete in Section 15.A.1 of this Agreement shall not apply to you after the expiration or termination of this Agreement, unless you sell the Franchised Business back to us at a mutually agreed price.

2. The following language shall be added at the end of Section 25 of the Franchise Agreement, entitled “Governing Law”:

Notwithstanding the above, this Agreement shall be interpreted and construed exclusively under the laws of the Commonwealth of Virginia.

3. Each provision of this Amendment shall be effective only to the extent, with respect to such provision, that the jurisdictional requirements of the Virginia Retail Franchising Act are met independently without reference to this Amendment.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**AMENDMENT TO THE DISCLOSURE DOCUMENT, FRANCHISE AGREEMENT,
AND ALL RELATED AGREEMENTS
FOR THE STATE OF WASHINGTON**

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.
2. **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.
3. **Site of Arbitration, Mediation, and/or Litigation.** In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.
4. **General Release.** A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).
5. **Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
6. **Transfer Fees.** Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.
7. **Termination by Franchisee.** The franchisee may terminate the franchise agreement under any grounds permitted under state law.
8. **Certain Buy-Back Provisions.** Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.

9. **Fair and Reasonable Pricing.** Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).
10. **Waiver of Exemplary & Punitive Damages.** RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).
11. **Franchisor's Business Judgement.** Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.
12. **Indemnification.** Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.
13. **Attorneys' Fees.** If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.
14. **Noncompetition Covenants.** Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.
15. **Nonsolicitation Agreements.** RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.
16. **Questionnaires and Acknowledgments.** No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

17. **Prohibitions on Communicating with Regulators.** Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).
18. **Advisory Regarding Franchise Brokers.** Under the Washington Franchise Investment Protection Act, a “franchise broker” is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.
19. **Representations.** Sections 27.D. entitled “Representations by Franchisee in Certain States” of the Franchise Agreement and 27.E. entitled “Franchisee Acknowledgements in Certain States” of the Franchise Agreement is hereby deleted in their entirety.
20. **Item 3, Additional Disclosures.** The following is added to Item 3:

Re: Franchise No Poaching Provisions (Merry Maids, LP), State of Washington, King County Superior Court, Civil Case No. 18-2-56308-9. In January 2018, the State of Washington Office of Attorney General initiated an investigation into “no-poach” provisions in franchise agreements executed by Merry Maids, LP (“Merry Maids”). Merry Maids expressly denied (1) the inclusion of its restrictive covenant language in franchise agreements violated the Washington’s Consumer Protection Act, RC 19.86.030, or any other law; and (2) having engaged in conduct that constitutes a contract, combination or conspiracy in restraint of trade because it had not/has not enforced the no-poaching provision in or outside of State of Washington. On December 5, 2018, Merry Maids voluntarily entered into and filed an Assurance of Discontinuance (“AOD”) with the State of Washington. As part of the AOD, Merry Maids agreed to (1) not include no-poaching provisions in any of its future franchise agreements nationwide after the date of the AOD; (2) not enforce no-poaching provisions in any of its existing franchise agreements nationwide; (3) make all of its franchisees in the United States aware of the entry of the AOD and provide them with a copy upon request; and (4) offer to amend all existing franchise agreements within the State of Washington to remove any no-poaching provisions.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

**ADDENDUM TO THE DISCLOSURE DOCUMENT
FOR THE STATE OF WISCONSIN**

The following information applies to franchises and Franchisees subject to the Wisconsin Administrative Code. Item numbers correspond to those in the main body:

Item 17

The Wisconsin Fair Dealership Law supersedes any provision of the applicant's franchise contract or agreement inconsistent with that law.

**AMENDMENT TO THE FRANCHISE AGREEMENT
FOR THE STATE OF WISCONSIN**

THIS AMENDMENT is made this ____ day of _____, 20__ and modifies a Franchise Agreement of this date (the “**Franchise Agreement**”) entered into by Merry Maids SPE LLC, a Delaware limited liability company, with its principal office at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”), and _____ with its principal office at _____ (“**Franchisee**”).

“The Wisconsin Fair Dealership Law supersedes any provisions of the applicant’s franchise contract or agreement inconsistent with that law.”

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed, and delivered this Amendment to the Franchise Agreement on the same day and year that the Franchise Agreement has been executed.

MERRY MAIDS SPE LLC:

FRANCHISEE:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Exhibit G to the FDD

TABLE OF CONTENTS TO MANUAL

Merry Maids Manual Table of Contents

CONTENTS

Merry Maids SPE LLC	1
1 INTRODUCTION TO THE MANUAL	4
2 INTRODUCTION TO THE FRANCHISE SYSTEM.....	7
2.1 HISTORY OF THE COMPANY	7
2.2 SERVICEMASTER MISSION.....	7
2.3 RESOURCES AND TOOLS	10
3 PRE-OPENING PROCEDURES.....	14
3.1 INTRODUCTION	14
3.2 YOUR STATUS AS A FRANCHISEE	14
3.3 ESTABLISHMENT OF BUSINESS FORM	15
3.4 SITE SELECTION PROCESS	16
3.5 LICENSES, PERMITS AND TAXES	20
3.6 IT POLICIES.....	25
3.7 NEW FRANCHISEE TRAINING	27
3.8 SETTING UP YOUR FACILITY	28
3.9 UTILITIES / SERVICES	34
3.10 BANK ACCOUNTS.....	34
3.11 INSURANCE COVERAGE.....	36
3.12 GRAND OPENING	38
4 STAFFING RESOURCES.....	41
4.1 INTRODUCTION	41
4.2 NON-JOINT-EMPLOYER STATUS.....	42
4.4 OSHA.....	43
4.5 BECOMING A GREAT EMPLOYER	45
4.6 PREPARING TO HIRE YOUR FIRST EMPLOYEE.....	45
4.7 JOB DESCRIPTIONS / RECRUITING EMPLOYEES.....	46
4.8 BACKGROUND CHECKS ON JOB APPLICANTS.....	47
4.9 PRE-EMPLOYMENT TESTING	48

4.10 MISCELLANEOUS HIRING ISSUES	48
4.11 ADDITIONAL STEPS IN HIRING PROCESS	49
4.12 NEW EMPLOYEE ORIENTATION	50
4.13 NEW EMPLOYEE TRAINING	51
4.14 HUMAN RESOURCES POLICIES	52
4.15 PAYING YOUR EMPLOYEES	53
4.16 CULTURE.....	56
4.17 PERFORMANCE EVALUATIONS	58
4.18 EMPLOYEE DISCIPLINE.....	59
4.19 RESIGNATION / TERMINATION.....	60
4.20 SUMMARY OF GOOD EMPLOYEE MANAGEMENT PRACTICES	62
5 OPERATING PROCEDURES.....	63
5.1 INTRODUCTION	63
5.2 REQUIRED DAYS / HOURS OF OPERATION	63
5.3 EMERGENCY CLOSINGS.....	63
5.4 CUSTOMER SERVICE PROCEDURES.....	64
5.5 CLOSEOUT PROCESS.....	70
5.6 PRODUCTS / EQUIPMENT / TECHNICAL SUPPORT	70
5.7 FACILITY CLEANING AND MAINTENANCE	75
5.8 EQUIPMENT MAINTENANCE	76
6 CUSTOMER ACQUISITION.....	77
6.1 UNDERSTANDING THE SERVICE OFFERINGS	77
6.2 LEAD GENERATION	82
6.3 LEAD MANAGEMENT	83
6.4 SALES TRAINING	84
7 SERVICE FULFILLMENT PROCEDURES	90
7.1 CAPACITY PLANNING	90
7.2 SCHEDULING	91
7.3 TEAM MOBILITY	91
7.5 QUALITY ASSURANCE	92

7.6 REFERRAL PROGRAM	93
7.7 CUSTOMER RETENTION	93
7.8 CASH PAYMENT HANDLING.....	93
7.9 SECURITY / KEYS.....	94
8 FINANCE, ACCOUNTING, AND REPORTING	95
8.1 CHART OF ACCOUNTS	95
8.2 FUNDAMENTALS OF FINANCE	95
8.3 QUICKBOOKS / ACCOUNTING SOFTWARE	100
8.4 REVENUE REPORTING.....	100
8.5 PAYMENTS.....	100
8.6 OPERATING KEY METRICS	101
9 MARKETING	104
9.1 GUIDELINES FOR USING MARKS	104
9.2 BRAND POSITIONING AND TARGET AUDIENCE.....	105
9.3 MARKETING STANDARDS	107
9.4 LOGO SPECIFICATIONS	107
9.5 REQUIRED MARKETING EXPENDITURES	108
9.6 LOCAL MARKETING.....	108
9.7 OBTAINING MARKETING APPROVAL	112
9.8 MARKETING RESOURCES.....	112

Exhibit H to the FDD

CUSTOMER LEAD FEE AGREEMENT

CUSTOMER LEAD FEE AGREEMENT

THIS CUSTOMER LEAD FEE AGREEMENT (the “**Agreement**”) made and entered into as of the _____ day of _____, 20____, (the “**Effective Date**”) by _____ and between (i) _____, a [insert state of formation and type of entity], having a mailing address of _____ (“**Transferee**”), (ii) _____, a [insert state of formation and type of entity], having a mailing address of _____ (“**Transferor**”), and (iii) Merry Maids SPE LLC a Limited Liability Company with a mailing address of One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328 (“**Franchisor**”).

RECITALS

1. Transferor and Franchisor are parties to a franchise agreement dated _____ (“**Transferor’s Franchise Agreement**”) for the operation of a Merry Maids® franchised business within a territory or market (as such term is defined in such agreement) in ____[city, state]_____ (the “**Transferor’s Territory**”).
2. Transferee and Franchisor are parties to a franchise agreement dated _____ (“**Transferee’s Franchise Agreement**”) for the operation of a new Merry Maids® franchised business within a territory in ____[city, state]_____ (the “**Transferee’s Territory**”).
3. Prior to Transferee’s purchase of the franchise rights in the Transferee’s Territory, Transferor was authorized by Franchisor to provide services to Merry Maids® customers located within portions of the Transferee’s Territory. Pursuant to Transferor’s Franchise Agreement, Transferor is obligated to transfer any and all rights to the customers that it has serviced within the Transferee’s Territory within the 90 days preceding the opening of Transferee’s franchised business (the “**Acquired Customers**”) to Transferee, as the owner of a new Merry Maids® franchise that is licensed to operate in the Transferee’s Territory. A complete list of such Acquired Customers, active and inactive, including their contact information is attached as Exhibit A (the “**Customer List**”).
4. Pursuant to the Transferor’s and Transferee’s Franchise Agreements, the Customer List is an intangible asset of Franchisor, and Transferor and Transferee have the right to use and/or transfer the Customer List only with the direct and express consent of the Franchisor.
5. Transferee desires to acquire the right to use the Customer List, provide services to the Acquired Customers, and assume all active contracts between Transferor and such Acquired Customers (the “**Customer Contracts**”). Franchisor is willing to consent to such assignment of rights with respect to the Acquired Customers in accordance with the terms and conditions of this Agreement.

TERMS

For good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties to this Agreement agree as follows:

1. OBLIGATIONS

A. Transferor's Obligations. Upon the terms and subject to the conditions set forth in this Agreement, Transferor agrees to transfer and deliver to Transferee, and Transferee agrees to assume and accept from Transferor, all of Transferor's rights, title, and interests related to (i) the Customer List, (ii) the Acquired Customers, and (iii) the Customer Contracts. Transferor warrants that (a) the Customer List attached as Exhibit A is a complete and accurate list of all customers that it has serviced within the Transferee’s Territory at any time,

and (b) Transferor will deliver to Transferee upon execution of this Agreement all of its active Customer Contracts, each of which has been assigned to Transferee through this Agreement as of the Effective Date.

B. Rights to Revenue. Transferor shall be entitled to collect and receive any monies owed by Acquired Customers related to services provided by the Acquired Customer prior to the Effective Date but shall have no right to any monies paid or owed by Acquired Customers for services provided on or after the Effective Date. If Transferor has collected any prepaid revenue (such as any revenue under Customer Contracts) that relates to services that have not been fully rendered as of the Effective Date and must be provided to Acquired Customers after the Effective Date, Transferor shall pay Transferee a pro rata share of such revenue based on the proportion of services already rendered by Transferor and the proportion of services to be rendered in the future by Transferee.

C. Assumed Liabilities. Subject to the terms and conditions set forth in this Agreement, Transferee agrees that, as of the Effective Date, Transferee will assume and perform the services to the Acquired Customers on the Customer List and thereafter perform and discharge when due all obligations and liabilities with respect to the Customer Contracts that relate to events that occur after the Effective Date.

D. Liabilities Not Assumed. Transferee does not assume by virtue of this Agreement any obligations or liabilities of Transferor of any kind, character or description whatsoever, whether arising before, at, or after the Effective Date with respect to the Acquired Customers, the Customer List, or the Customer Contracts, including, without limitation, any liabilities or obligations related to acts or omissions of the Transferor prior to the Effective Date. Transferor shall remain solely responsible for any customer claims (including, without limitation, any warranty, damage, theft, and/or refund claims) related to the acts or omissions of Transferor prior to the Effective Date.

E. Purchase Price. Subject to the other terms and conditions of this Agreement, Transferor is entitled to the sum of \$250 per Acquired Customer. As a result, Transferee shall pay Transferor a sum of \$_____ within five days of the Effective Date.

F. Transferor Warranty. Transferor warrants that it has not, as of the Effective Date, sold, leased, given, or provided the Customer List or the Customer Contracts to any third party and that Transferor will destroy all copies of the Customer List and the Customer Contracts upon transfer to Transferee, except insofar as such documents are incorporated into other necessary business records and are subject to record retention obligations imposed by state law. Transferor agrees that it shall no longer provide any services to any of the Acquired Customers after the Effective Date (unless Transferor or Transferee agree otherwise in writing), and it shall not directly or indirectly interfere with Transferee's relationship with such Acquired Customers.

G. Due Diligence. Transferor and Transferee represent and warrant to Franchisor that Transferor provided Transferee with the opportunity to carry out full and complete due diligence in relation to the acquisition of the Customer Contracts and Customer List, and that Transferee completed such due diligence to its satisfaction.

2. CONSENT TO TRANSACTION

A. Consent to Transaction. Transferor and Transferee acknowledge and agree that the Customer List and related Acquired Customer relationships are intangible assets of the Franchisor. Franchisor hereby consents to the proposed transaction that will transfer from Transferor to Transferee certain rights to use the Customer List and to service the Acquired Customers. After the Effective Date, Transferee must service the Acquired Customers in accordance with the terms of Transferee's Franchise Agreement during the term of such agreement.

B. Non- Responsibility of Franchisor. Transferor and Transferee acknowledge, agree, and understand that Franchisor, its legal counsel, and any other person or entity acting on Franchisor's behalf have not (i) made any claims, representations, promises, or otherwise with regard to the Acquired Customers, the Customer List, and the

Customer Contracts or (ii) accepted or assumed any responsibility with respect to the transactions contemplated by this Agreement. It is solely Transferee's duty to evaluate and investigate any representations made by Transferor, and Transferor is solely responsible for the accuracy and completeness of such representations. Franchisor's only involvement in this transaction is to give its consent to the transfer of the right to use its intangible assets from one franchisee to another.

3. INDEMNITY

A. Claims of Transferee. Transferor shall indemnify and hold harmless Transferee and Franchisor against, and in respect of:

- i. Any and all damages, losses, liabilities, costs, and expenses incurred or suffered by Transferee that result from, relate to, or arise out of any (a) breach of warranty or any representation made by Transferor contained in this Agreement or (b) any acts or omissions of the Transferor related to any Acquired Customer that occurred prior to the Effective Date; or
- ii. Any and all actions, suits, claims, proceedings, investigations, demands, assessments, audits, fines, judgments, costs, and other expenses (including, without limitation, reasonable legal fees and expenses) incident to any of the foregoing.

4. MISCELLANEOUS

A. Entirety. This Agreement constitutes the entire agreement of the parties with respect to the subject matter hereof and no statement, agreement, representation, or understanding is binding on either party unless it is contained in this Agreement and its Exhibit. Transferor, Transferee, and Franchisor acknowledge and agree that the Recitals are a material part of this Agreement.

B. Governing Law. The terms of this Agreement and any dispute concerning its interpretation or performance shall be governed by and construed in accordance with the laws of the State of Georgia, without recourse to principles of conflict of laws.

C. Amendment. This Agreement may not be amended without the written consent of all parties.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties hereto have executed in duplicate this Customer Lead Fee Agreement as of the day and year first above written.

FRANCHISOR: MERRY MAIDS SPE LLC

By: _____
Name: _____
Title: _____
Date: _____

TRANSFEROR: _____

By: _____
Name: _____
Title: _____
Date: _____

TRANSFeree: _____

By: _____
Name: _____
Title: _____
Date: _____

EXHIBIT A
TO CUSTOMER LEAD FEE AGREEMENT

Exhibit I to the FDD

**MERRY MAIDS TEAM MOBILITY
END-USER LICENSE AGREEMENT**

MERRY MAIDS TEAM MOBILITY END-USER LICENSE AGREEMENT

This END-USER LICENSE AGREEMENT (the “**Agreement**”) is a legal agreement between Merry Maids SPE LLC (“Merry Maids”), an affiliate of ServiceMaster Opco Holdings LLC, located at One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328, and _____, a corporation or a limited liability company, or an individual or a single entity franchise owner, doing business as Merry Maids #_____, #_____, #_____, #_____, #_____, with its principal office located at _____ (“**LICENSEE**”). For purposes of this Agreement, MERRY MAIDS and LICENSEE, may be referred to individually as “Party” and collectively as “Parties.”

RECITALS

- A. ServiceMaster Opco Holdings LLC, for the benefit of its affiliates, entered into a Statement of Work amending the Master Services Agreement with Dispatch Technologies Inc. (“Developer”) for the license and use of Developer’s customized computer program and software commonly referred to as “Dispatch.me” (hereinafter referred to as “Software”).
- B. MERRY MAIDS wished to extend the license and Software functionality to the franchise owners.
- C. LICENSEE, as a franchise owner, desires to license such Software for purposes of processes, along with managing the jobs and information within its franchised business.

AGREEMENT

In consideration of the above recitals and the promises set forth below, the Parties agree as follows:

- 1. License. Subject to the terms and conditions of this Agreement, MERRY MAIDS hereby grants, and LICENSEE hereby accepts, a non-exclusive, non-transferable license for use only in the LICENSEE’S MERRY MAIDS franchised business. It being understood and agreed that such license includes the non-exclusive right to use the Developer’s Software.
- 2. Scope of Services. LICENSEE will receive the following services as part of the licensing and Software access:
 - (a) Pre-Service notifications via email or text;
 - (b) “On-My-Way” notification via email or text;
 - (c) Post-Service 5-Star Survey
 - (d) Digital work orders and workflow;
 - (e) Automated close-out process for digital work orders;
 - (f) Management portal ability using GPS mapping of clients;
 - (g) Two-way communication through application between LICENSEE and employees and between employees and LICENSEE’S clients;
 - (h) Social Profile Builder Linking 5-Star Survey results in Google Reviews/Yelp, and
 - (i) Application for client opportunity to add gratuity for LICENSEE’s employees.

3. Additional Services and Functionality will be made available upon release by the Developer to LICENSEE by MERRY MAIDS for an additional fee to be determined at time of availability.
4. Delivery and Installation: MERRY MAIDS will deliver access to the Software upon execution of this Agreement and payment of the License Fees described in Section 7 and Section 8 if applicable, and Schedule A below.
5. Software Support: MERRY MAIDS will provide help-desk support from 7:00 a.m. to 6:00 p.m. CST, Monday through Friday (excluding holidays) to answer questions related to functionality of the Software ("Support Services"), except that MERRY MAIDS shall **not** provide Support Services for the hardware or computer system, including third-party software, peripherals, internet connection, other computer equipment and mobile device hardware used to operate the Software. LICENSEE is required to comply with the MERRY MAIDS then-current specifications regarding computer hardware equipment including third-party software, peripherals, internet connection, other computer equipment and mobile device hardware used to operate the Software. MERRY MAIDS agrees to provide LICENSEE access free of charge to all general Software Support for upgrades and updates that may be created from time to time by the Developer and made available to MERRY MAIDS for use by the LICENSEE. Online training and webinars related to the Software Support will be available. LICENSEE is required to use the most current operating system and app versions with the Software.
6. Restrictions. Licensee may not: (a) permit any parent, subsidiaries, affiliated entities or third parties to use the software; (b) process or permit to be processed the data of any other party; (c) sell, license, publish, display, distribute, rent, lease, assign, distribute or otherwise transfer the Software to a third party without MERRY MAIDS' prior written consent; (d) copy or reproduce the Software; (e) alter, modify, adapt, merge, make derivative works of, disassemble, decompile or reverse engineer the Software; or (f) access or use the Software to build a similar or competitive service or application.
7. Standard License Fees and Payment. LICENSEE will pay MERRY MAIDS a monthly license fee per franchise location. SCHEDULE A to this EULA lists the fees, packages, and payment method available for this Software. The monthly licensee fee is subject to adjustment of any such license fee adjustment. All license fees will be billed by MERRY MAIDS on a quarterly basis and is payable within 30 days of receipt of the invoice. LICENSEE shall be responsible for tendering the fees set forth herein to MERRY MAIDS in a timely manner. MERRY MAIDS reserves the right to periodically increase the license fee by a reasonable amount to reflect the increased costs of MERRY MAIDS providing services (including those provided by third parties) and Software access under this Agreement. The timely payment of license fees is the essence of this Agreement. Failure of LICENSEE to make timely payments to MERRY MAIDS will be considered a material breach of this Agreement and may subject the LICENSEE'S rights to the Software, by immediate suspension and/or termination of Software access.
8. MERRY MAIDS Specials or Discounted Fees for Software. MERRY MAIDS may cancel or extend special rate offers or reduce or increase standard license fees at its sole discretion.

SCHEDULE A to this Software EULA lists Standard License Fees to LICENSEE. MERRY MAIDS may require LICENSEE to sign an addendum to this EULA before taking advantage of any promotions or special offers MERRY MAIDS offers.

9. Ownership. Other than the license granted, no right, title, or interest in all or any portion of the Software is conveyed or assigned to LICENSEE, either expressly or by implication, by virtue of this Agreement, including any patents, copyrights, trade secrets, trademarks, trade names, or other intellectual property associated with the Software.
10. Term and Termination. The term of the EULA and the license rights granted hereunder shall commence on the date Merry Maids signs this EULA ("Effective Date") and shall continue uninterrupted on a month-to-month basis for 12 months, unless otherwise terminated or canceled as provided below:
 - (a) LICENSEE fails to timely pay MERRY MAIDS any fees hereunder, provided, however, that before terminating this Agreement and canceling LICENSEE'S service for non-payment, MERRY MAIDS agrees to provide LICENSEE with a written notice 30 days in advance of any such termination. If LICENSEE pays outstanding balances in full prior to the expiration of the 30-day notice, termination of this Agreement for non-payment will be avoided.
 - (b) LICENSEE is in default of any other provision of this Agreement and such default remains uncured for 30 days after written notice of default is provided to LICENSEE by MERRY MAIDS.
 - (c) MERRY MAIDS' license with the Developer terminates, or if MERRY MAIDS adopts a different software program.
 - (d) LICENSEE, for any reason, ceases to be a franchisee of MERRY MAID.
 - (e) With or without cause, at any time, by either Party upon providing the other Party at least a 30-day advance written notice of such termination after the first 90 days of service.

In the event of termination or cancellation of this Agreement pursuant to this Section 10, MERRY MAIDS may declare all fees owed hereunder to MERRY MAIDS TO BE IMMEDIATELY DUE AND PAYABLE AND REQUIRE LICENSEE TO CEASE ANY FURTHER USE OF THE Software and any related upgrades, modifications, and documentations.

11. WARRANTY DISCLAIMER. THE SOFTWARE IS LICENSED "AS IS" WITHOUT WARRANTIES OF ANY KIND, EXPRESS, IMPLIED, OR STATUTORY, INCLUDING, BUT NOT LIMITED TO, MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE OF NON-INFRINGEMENT.
12. LIMITATION OF LIABILITY. MERRY MAIDS SHALL NOT BE LIABLE TO LICENSEE FOR ANY SPECIAL, DIRECT, INDIRECT, OR CONSEQUENTIAL LOSSES WHATSOEVER OR HOWEVER CAUSED ARISING OUT OF OR IN CONNECTION WITH THE SOFTWARE, ITS USE OR OTHERWISE. MERRY MAIDS' TOTAL LIABILITY TO LICENSEE FOR DAMAGES RELATED TO THE SOFTWARE SHALL NOT EXCEED THE AMOUNTS PAID BY LICENSEE FOR SOFTWARE SUPPORT FEES IN THE PREVIOUS TWELVE-MONTH PERIOD.

13. Confidentiality. LICENSEE acknowledges that the Software is proprietary to MERRY MAIDS and/or its licensor and has been developed as valuable intellectual property. LICENSEE agrees that it will not disclose or permit any of its employees, agents or representatives to disclose to any party any data or information with respect to the Software or any information relating thereto without the prior written consent of MERRY MAIDS. This obligation shall continue during the term of this Agreement and thereafter, regardless of the reason for which this Agreement shall have terminated, expired, or been assigned.
14. Assignment. This Agreement is only assignable by LICENSEE in connection with a valid assignment of LICENSEE'S MERRY MAIDS Franchise Agreement.
15. Notices. Notices required under this Agreement shall be sent to the Party at its address set forth above via personal delivery, overnight delivery, certified mail return receipt requested, fax, or email.
16. Entire Agreement Governing Law. This Agreement constitutes the entire and final agreement between the Parties with regard to the subject matter hereof. No waiver, consent, modification or change of terms of this Agreement will bind either Party unless agreed upon in writing and signed by both Parties, and then such waiver, consent, modification or change will be effective only in the specific instance and for the specific purpose given. This Agreement will be governed by and construed in accordance with the laws of the State of Georgia, except for the conflict of laws provisions. In connection with this Agreement, the Parties consent to the personal jurisdiction of and venue in, the federal or state courts located in the metropolitan area of MERRY MAIDS' then-current principal place of business (currently, Atlanta, Georgia)

SCHEDULE A TO MERRY MAIDS TEAM MOBILITY AGREEMENT

<u>Functions include:</u> (a) Pre-Service notifications via email or text; (b) "On-My-Way" notification via email or text; (c) Post Service 5-Star Survey; (d) Digital work orders and workflow; (e) Automated close-out process for digital work orders; (f) Management portal ability using GPS mapping of clients; (g) Two-way texting between LICENSEE'S employees and LICENSEE'S clients; (h) LICENSEE'S clients may add gratuity for LICENSEE'S employees, and (i) Social Profile Builder linking of 5-Star Survey results in Google Reviews/Yelp.	<u>Standard Fees:</u> \$129.00 per Licensee location per month
Additional Services and Functionality upon release by Developer to MERRY MAIDS	Pricing to be determined when released to MERRY MAIDS.

Billing Information: Billed quarterly; due 30 days of receipt of invoice. MERRY MAIDS will deliver access to the Software upon execution of this Agreement and payment of the License fees. LICENSEE is solely responsible for data entry and verification of data and for providing the hardware, third-party software, peripherals, internet connection and other computer equipment required to run the Software and ensuring that such items meet the MERRY MAIDS then-current specification.

The Term of this Agreement and the license rights granted hereunder shall commence on the Effective Date below and shall continue uninterrupted on a month-to-month basis, unless otherwise terminated or canceled as provided in Section 10 above.

IN WITNESS THEREOF, the Parties hereto have caused this instrument to be executed the day and year first written above.

FRANCHISOR:
MERRY MAIDS SPE LLC

FRANCHISEE:
D.B.A. _____

Signature
Title: _____

Signature
Title: _____

DATE: _____
Effective Date

Exhibit J to the FDD

STATE EFFECTIVE DATES

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration:

California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	Pending
Hawaii	Pending
Illinois	Pending
Indiana	Pending
Maryland	Pending
Michigan	May 21, 2026
Minnesota	Pending
New York	Pending
North Dakota	Pending
Rhode Island	Pending
South Dakota	Pending
Virginia	Pending
Washington	Pending
Wisconsin	Pending

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

RECEIPT

This Disclosure Document summarizes certain provisions of the Franchise Agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Merry Maids SPE LLC offers you a franchise, it must provide this Disclosure Document to you 14 calendar-days before you sign a binding agreement with, or make a payment to, franchisor or an affiliate in connection with the proposed franchise sale or sooner if required by applicable state law.

New York and Iowa require that we give you this Disclosure Document at the earlier of the first personal meeting or 10 business days (14 days for Iowa) before the execution of the franchise or other agreement or the payment of any consideration.

Michigan requires that we give you this Disclosure Document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Merry Maids SPE LLC does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580, and the appropriate state agency list in Exhibit C to this Disclosure Document.

The franchise seller(s) for this offering is (are):

() Rochelle Castiglione () Amber James () Jeff Todd () _____

At Merry Maids SPE LLC, One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328, 800-756-5656.

See Exhibit C to this Disclosure Document for the Merry Maids agent for service of process in your state.

Issuance Date: May 21, 2026

I have received a Disclosure Document dated May 21, 2026, that included the following Exhibits:

- | | |
|---|---|
| A. Franchise Agreement | G. Manual Table of Contents |
| B. Financial Statements and Guaranty | H. Customer Lead Fee Agreement |
| C. State Agencies and Agents for Service of Process | I. Merry Maids Team Mobility End User License Agreement |
| D. Franchise List | J. State Effective Dates and Franchise Disclosure Document Receipts |
| E. List of Franchisees Who Left the System | |
| F. State Specific Addenda (where applicable) | |

Signature	Print Name	Date
-----------	------------	------

Signature	Print Name	Date
-----------	------------	------

Please retain this copy for your records.

RECEIPT

This Disclosure Document summarizes certain provisions of the Franchise Agreement and other information in plain language. Read this Disclosure Document and all agreements carefully.

If Merry Maids SPE LLC offers you a franchise, it must provide this Disclosure Document to you 14 calendar-days before you sign a binding agreement with, or make a payment to, franchisor or an affiliate in connection with the proposed franchise sale or sooner if required by applicable state law.

New York and Iowa require that we give you this Disclosure Document at the earlier of the first personal meeting or 10 business days (14 days for Iowa) before the execution of the franchise or other agreement or the payment of any consideration.

Michigan requires that we give you this Disclosure Document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Merry Maids SPE LLC does not deliver this Disclosure Document on time or if it contains a false or misleading statement, or a material omission, a violation of federal and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580, and the appropriate state agency list in Exhibit C to this Disclosure Document.

The franchise seller(s) for this offering is (are):

() Rochelle Castiglione () Amber James () Jeff Todd () _____

at Merry Maids SPE LLC, One Glenlake Parkway, 14th Floor, Atlanta, Georgia 30328, 800-756-5656.

See Exhibit C to this Disclosure Document for the Merry Maids agent for service of process in your state.

Issuance Date: May 21, 2026

I have received a Disclosure Document dated May 21, 2026, that included the following Exhibits:

- | | |
|---|---|
| A. Franchise Agreement | G. Manual Table of Contents |
| B. Financial Statements and Guaranty | H. Customer Lead Fee Agreement |
| C. State Agencies and Agents for Service of Process | I. Merry Maids Team Mobility End User License Agreement |
| D. Franchise List | J. State Effective Dates and Franchise Disclosure Document Receipts |
| E. List of Franchisees Who Left the System | |
| F. State Specific Addenda (where applicable) | |

_____ Signature	_____ Print Name	_____ Date
--------------------	---------------------	---------------

_____ Signature	_____ Print Name	_____ Date
--------------------	---------------------	---------------

Please sign this receipt and return it to Merry Maids.