

ITEM 18
PUBLIC FIGURES

We do not use any public figures to promote the sale of our franchise.

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC’s Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

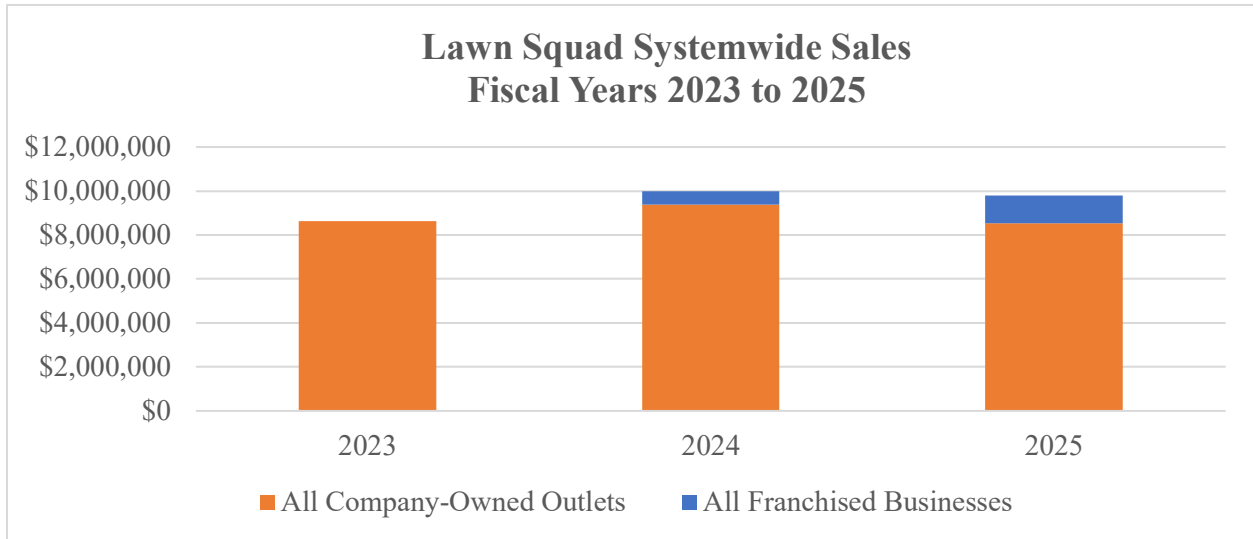
This Item sets forth certain historical information for the Company-Owned Outlets operated by our affiliate, Weed Pro, Ltd. (“WPL”), in Ohio. The Company-Owned Outlets operated under the name “Weed Pro” until January 2024 and converted to the LAWN SQUAD brand at that time. There were no franchised LAWN SQUAD businesses in operation during 2023.

The Company-Owned Outlet in Cleveland, Ohio (Table 1-A and Table 2-A) has a population size equivalent to five standard Territories (as described in Item 12) and has been operating since 2001. The Company-Owned Outlet in Columbus, Ohio (Table 1-B and Table 2-B) has a population size equivalent to four standard Territories and has been operating since 2005.

The explanatory notes following the tables are an important part of the information presented.

TABLE 1
SYSTEMWIDE SALES

Table 1 reports the aggregate Gross Revenue reported by (a) all LAWN SQUAD franchisees whose Franchised Businesses were operational for any part of the fiscal years 2023 through 2025, and (b) our Company-Owned Outlets for the fiscal years 2023 through 2025 (“Systemwide Sales”) and the respective percentage increase from the prior fiscal year (“Y-o-Y Growth Percentage”). See Note 1 for the definition of “Gross Revenue”. Table 1 reflects 0 franchisee-operated Territories at the end of fiscal year 2023, 7 franchisee-operated Territories at the end of fiscal year 2024, and 19 franchisee-operated Territories at the end of fiscal year 2025.



	2023	2024	2025
Franchisee Gross Revenue ⁽¹⁾	\$0	\$611,765	\$1,246,935
Franchisee YoY Growth Percentage	N/A	N/A	104%
Company-Owned Gross Revenue ⁽²⁾	\$8,640,907	\$9,387,195	\$8,542,546
Company-Owned Y-o-Y Growth Percentage	N/A	9%	-9%
SYSTEMWIDE GROSS REVENUE	\$8,640,907	\$9,998,960	\$9,789,481
SYSTEMWIDE Y-O-Y GROWTH PERCENTAGE	N/A	16%	-2%

Note to Table 1:

The term “**Gross Revenue**” means all revenue from products and services sold, rendered, invoiced, billed, performed, bartered or traded from and all other income of every kind related to the Franchised Business, whether for cash, credit, trade, barter or other value and regardless of collection in the case of credit and even if you have contracted with third parties to provide certain of the services, less any bona fide refunds given to customers in the ordinary course of business. Gross Revenue also includes amounts billed to insurance or government programs. “Gross Revenue” includes all revenue related to the sale of any products and the performance of any services (whether or not the products or services are approved by Franchisor) that are provided using any portion of the Franchised Business in any manner, including the Marks (such as service vehicles, invoices, and uniforms bearing the Marks), the System, Confidential Information, any of the employees of the Franchised Business, or the telephone number of the Franchised Business. “Gross Revenue” is not reduced on account of any fees or commissions you pay to third parties who refer customers. “Gross Revenue” does not include any sales taxes or other taxes you collect from customers and pay directly to the appropriate taxing authority. We reserve the right to modify our policies and practices regarding revenue recognition, revenue reporting, and the inclusion or exclusion of certain revenue from “Gross Revenue” as circumstances, business practices, and technology change.

TABLE 2
ACTIVE FRANCHISE REVENUE GROWTH
(In Business and Reporting as of April 1, 2024 – December 31, 2025)

Table 2 reports the total Gross Revenue for 4 franchisees (representing 7 Territories) that were open for the full “Season” in the calendar years 2024 and 2025 and reporting Gross Revenue as of April 1, 2024, and as of December 31, 2025. Table 2 defines a “Season” as the period April 1st through October 31st of each calendar year. Table 2 presents the percentage increase from the prior fiscal year (“**Y-o-Y Growth Percentage**”). See Note 1 to Table 1 for the definition of “Gross Revenue.”

Season	Aggregate Gross Revenue for Territories in Group	Y-o-Y Growth Percentage
2024	\$611,765	N/A
2025	\$799,604	31%

TABLE 3
GROSS REVENUE PER FRANCHISEE
(For the Fiscal Year Ended December 31, 2025)

Table 3 below reports on 4 franchisees representing 7 Territories that were in operation for the entire 2025 fiscal year. Excluded from this table are 12 Territories that opened during the 2025 fiscal year and therefore were not in operation for the entire 2025 fiscal year. See Note 1 to Table 1 for the definition of “Gross Revenue.”

	Number of Franchisees in Group	Number of Territories in Group	Aggregate Gross Revenue of Franchisees in Group ⁽²⁾	Average Gross Revenue of Franchisees in Group	Highest Gross Revenue of Franchisees in Group	Lowest Gross Revenue of Franchisees in Group	Median Gross Revenue of Franchisees in Group ⁽³⁾	Number of Franchisees Exceeding Group Average ⁽⁴⁾	Percent of Franchisees Exceeding Group Average ⁽⁴⁾
TOTALS	4	7	\$799,604	\$199,901	\$223,707	\$159,645	\$208,126	N/A	N/A

Notes:

- (1) The table reports 4 Franchisees, ranked in order highest Average Gross Revenue per Franchisee to lowest Average Gross Revenue per Franchisee.
- (2) The medians reported in the Table are per franchisee, not per Territory.
- (3) The Number Exceeding Group Average and Percent Exceeding Group Average in the last row, “TOTALS”, is the number and percentage of the 4 franchisees reported in the Table that exceeded the Average Gross Revenue in the Group reported in the same row.

TABLE 4
GROSS REVENUE PER TERRITORY ⁽¹⁾
(For the Fiscal Year Ended December 31, 2025)

Table 4 below reports on 7 Territories (4 franchisees) that were in operation for the entire 2025 fiscal year. Excluded from this table are 12 Territories that opened during the 2025 fiscal year and therefore were not in operation for the entire 2025 fiscal year. See Note 1 to Table 1 for the definition of “Gross Revenue.”

	Number of Franchisees in Group	Number of Territories in Group	Aggregate Gross Revenue of Territories in Group ⁽²⁾	Average Gross Revenue of Territories in Group ⁽⁵⁾	Highest Gross Revenue of Territories in Group	Lowest Gross Revenue of Territories in Group	Median Gross Revenue of Territories in Group ⁽³⁾	Number of Territories Exceeding Group Average ⁽⁴⁾	Percent of Territories Exceeding Group Average ⁽⁴⁾
TOTALS	4	7	\$799,604	\$114,229	\$223,707	\$72,587	\$99,245	2	29%

Notes:

- (1) The Table reports 7 Territories, ranked in order of highest Average Gross Revenue Per Territory to lowest Average Gross Revenue per Territory.
- (2) The Number Exceeding Group Average and Percent Exceeding Group Average in the last row, “TOTALS”, is the number and percentage of the 7 Territories reported in the Table that exceeded the Average Gross Revenue in the Group reported in the same row.
- (3) The averages reported in the table are calculated by dividing the Aggregate Gross Revenue by the number of the Territories in the respective group.

TABLE 5
SELECT PERFORMANCE METRICS

The table below sets forth certain 2025 performance metrics for the two Company-Owned Outlets operating in Ohio and 15 franchisees (19 Territories) that were operating at any point during the 2025 fiscal year.

Performance Metric Averages			
	Cleveland (Company-Owned)	Columbus (Company-Owned)	Franchised Businesses
Sales / Call Center			
Call Answer Rate ⁽¹⁾	95%	95%	95%
Sales Conversion Rate ⁽²⁾	69%	66%	45%
Upsell Revenue Rate ⁽³⁾	50%	48%	40%
Customer			
Customer Value ⁽⁴⁾	\$768	\$718	\$806
Lifetime Customer Value ⁽⁵⁾	\$3,838	\$3,588	\$8,053
Annual Retention Rate ⁽⁶⁾	80%	80%	90%
Quality Scores			
Net Promoter Score (NPS) ⁽⁷⁾	91%	91%	92%
Google Rating ⁽⁸⁾	4.9	4.9	4.9

- (1) **“Call Answer Rate”** is calculated as calls answered by representatives as a percent of total calls received.
- (2) **“Sales Conversion Rate”** is the number of potential customers who requested an estimate and converted into sales as a percentage of total potential customers who requested an estimate.
- (3) **“Upsell Revenue Rate”** is the Gross Revenue sold by the Call Center representatives over and above the customers’ initial service requests, expressed as a percent of total Gross Revenue.
- (4) **“Customer Value”** is calculated by dividing 2025 total revenue by the number of unique customers in 2025.
- (5) **“Lifetime Customer Value”** is calculated by multiplying 2025 average customer value by the average customer lifetime of former and continuing customers. This figure assumes that customers continue service for the average historical retention period.
- (6) **“Annual Retention Rate”** is calculated as the percent of 2024 customers retained into 2025.
- (7) **“Net Promoter Score”** or **“NPS”** is widely used customer experience metric that measures customer loyalty. NPS is commonly used as a high-level indicator of overall customer sentiment and likelihood of word-of-mouth growth.
- (8) **“Google Rating”** is a consumer review score displayed by Google that reflects how customers rate a business, product, or service on a 1-to-5 star scale, with 5 stars being the highest rating. The rating represents the average of all customer star reviews submitted on Google, most commonly through Google Search and Google Maps.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

TABLE 1
Systemwide Outlet Summary For Years 2023 to 2025⁽¹⁾⁽²⁾⁽³⁾

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	0	0	0
	2024	0	7	+7
	2025	7	19	+12
Company-Owned ⁽⁴⁾	2023	10	10	0
	2024	10	9	-1
	2025	9	9	0
TOTALS	2023	10	10	0
	2024	10	16	+6
	2025	16	28	+12

Notes:

- (1) Our fiscal year ends December 31. The figures in the tables are as of our fiscal year end each year.
- (2) The figures are for the number of territories in operation at year-end. Each franchise territory has a separate Franchise Agreement.
- (3) As of December 31, 2025, there were 15 franchisees in operation; the number of territories in operation for each franchisee is shown in Exhibit F. See Table 5 below regarding territories that were not yet in operation under Franchise Agreements that had been signed as of year-end.
- (4) The Company-Owned Outlets of our affiliate, Weed Pro, Ltd., operate in Cleveland, Ohio and Columbus, Ohio, and are equivalent to nine (9) standard franchise territories (as described in Item 12). The Company-Owned Outlets operated under the name “Weed Pro” until January 2024 and converted to the LAWN SQUAD brand at that time.