

ITEM 18

PUBLIC FIGURES

We do not use any public figure to promote our franchise business.

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.

Report on Average and Median Gross Sales for Franchised Businesses

For the Period January 1, 2024 to December 31, 2024 (Reporting Period)

The sales figures listed below include average and median annual Gross Sales data derived from historical operating results of Mr. Rooter® franchised businesses for the period from January 1, 2024 through December 31, 2024 (the "Reporting Period"). We obtained these sales figures from information provided to us by our franchisees through the Software System. Franchisees are not required to use generally accepted accounting principles when reporting these figures.

As of December 31, 2024, there were 229 Mr. Rooter® franchised businesses in operation in the United States. This Item 19 includes data from 188 franchised businesses, which were all in operation and reporting sales for the entire Reporting Period. The information provided in this Item 19 does not include data from (i) 22 franchised businesses that opened during the year 2024 and therefore were not in operation for the entire Reporting Period, and (ii) 19 franchised businesses that did not report data for all weeks of the Reporting Period.

Eight (8) franchised businesses that closed during the Reporting Period and thus were not in operation for the entire Reporting Period are also excluded from this Item 19. Of the eight franchised businesses that closed during the Reporting Period, three businesses closed after being open for less than 12 months.

Written substantiation for these financial performance representations will be made available to a prospective franchisee upon reasonable request.

**Gross Sales for Franchised Businesses
Open and Reporting¹ for Full 52 Weeks from
January 1, 2024 through December 31, 2024 (the “Reporting Period”)**

Percentage Rank (in terms of Level of Gross Sales) of Franchised Businesses in Business 12 Months or More¹	Average Gross Sales³ Attained by This Group	Median Gross Sales³ Attained by This Group	Number in this Group²	Number/% in Group that Attained Average Level of Gross Sales or Greater⁴	Highest Gross Sales³ Attained by This Group⁵	Lowest Gross Sales³ Attained by This Group⁵
Top 10%	\$7,764,118	\$6,225,019	18	6 / 30%	\$21,523,324	\$4,863,514
Top 25%	\$4,980,481	\$4,068,744	47	15 / 32%	\$21,523,324	\$2,345,834
Top 50%	\$3,394,156	\$2,345,834	94	24 / 26%	\$21,523,324	\$1,270,728
Bottom 50%	\$625,132	\$575,366	94	45 / 48%	\$1,258,438	\$14,435
Bottom 25%	\$320,780	\$333,139	47	24 / 51%	\$575,366	\$14,435
Bottom 10%	\$148,446	\$146,856	18	9 / 50%	\$2,277,567	\$14,435
100%	\$2,009,644	\$1,270,728	188	61 / 32%	\$21,523,324	\$14,435

¹ Of the franchised businesses in business for 12 months or more and which businesses had full 52 weeks of reported Gross Sales in 2024, the average Gross Sales for 2024 for 7 groups are shown; those that ranked in the top 10%, 25%, and 50%, respectively, in terms of highest level of Gross Sales; those that ranked in the bottom 10%, 25%, and 50% respectively in terms of lowest level of Gross Sales, respectively, and finally those representing all (100%) of Franchised Businesses in business more than 12 months with full 52 weeks of reported sales in 2024.

² This is the number of franchised businesses included in this analysis (i.e., open and reporting for full 52 weeks during the Reporting Period) (the “Reporting Businesses”).

³ “Gross Sales” means the total revenues and receipts from whatever source (whether in the form of cash, credit, agreement to pay, barter, trade or other consideration) that arise, directly or indirectly, from the operation of — or in connection with — a Mr. Rooter business whether under any of the Marks or otherwise. Gross Sales exclude sales taxes collected from customers and paid to the appropriate taxing authority and any other bona fide refunds, rebates or discounts that we authorize in writing. Gross Sales also exclude sales from any Excluded Services (as defined in a mutually executed Excluded Services Addendum (see Schedule I to the Franchise Agreement)).

⁴ This is the number and percentage of Reporting Businesses in each category that achieved or exceeded during the Reporting Period the applicable Average Gross Sales reported in this Item 19.

⁵ This is the range between the Reporting Businesses' actual lowest Gross Sales and the actual highest Gross Sales during the Reporting Period for each category, based on information provided by the Reporting Businesses to us through our Software System.

Some outlets have earned this amount. Your individual results may differ. There is no assurance that you will earn as much.

Other than the preceding financial performance representation, we do not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Michael D. Henderson, 1010 N. University Parks Drive, Waco, Texas 76707, (254) 745-2400, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet¹ Summary for Years 2022 to 2024

Outlet Type	Year	Outlets at Start of Year	Outlets at End of Year	Net Change
Franchised	2022	205	209	+4
	2023	209	215	+6
	2024	215	229	+14
Company-Owned	2022	2	3	+1
	2023	3	3	0
	2024	3	3	0
Total Outlets	2022	207	212	+5
	2023	212	218	+6
	2024	218	232	+14

¹ Included in "outlets" are all Businesses that have opened an operating location. Neither sale of a new territory to an existing franchisee where a separate operating location will not be opened nor execution of a franchise agreement for a new location where the location is not yet open are included.