

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, and/or affiliate-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) 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.

As of December 31, 2025, there were 21 franchised locations operating in 47 territories opened 12 or more months (each, a "Franchised Location").

Part I of this Item discloses the Accepted Contract Amount for Franchised Businesses who have operated for at least 12 full months in 2025. This data is for the period January 1, 2025, through December 31, 2025 (the "Measurement Period"). This data was collected from our Business Management and Technology System.

Part II of this Item discloses the Proposal Conversion Rate for locations reporting Accepted Contracts during the Measurement Period. This data was collected from our Business Management and Technology System.

Part III of this Item discloses: Table 1 - average, median, high, and low revenue, certain costs of goods, gross profit margin, net income, and adjusted EBITDA; Table 2 revenue, gross profit margin, net income, and adjusted EBITDA for franchisees operating in all 12 months of 2025 that provided Profit and Loss Statements to Franchisor; Table 3 – certain cost of goods and gross profit, net income, and adjusted EBITDA as a percentage of reported revenue for franchisees operating in all 12 months of 2025 that provided Profit and Loss Statements to Franchisor. This data is for the Measurement Period. This data was collected from our Business Management and Technology System.

Part IV of this Item discloses the Job Size for Franchised Businesses that reported an Accepted Contract during the Measurement Period. This data was collected from our Business Management and Technology System.

Part V of this Item discloses the Average Drone Job Size for locations reporting Accepted Contracts that include drone services during the Measurement Period. This data was collected from our Business Management and Technology System.

Part VI of this Item disclosed the total dollar amount of created proposals for calendar years 2023 – 2025 for all franchise locations that were open and created proposals. This data was collected from our Business Management and Technology System.

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

Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

PART I

Accepted Contract Amount in 2025 For Franchised Businesses with 12 Full Months of Operation In 2025

Accepted Contract Amount of the Top 50% of Reporting Window Hero Franchisees (2025)	
Maximum	\$2,384,771
Minimum	\$396,966
Median	\$625,933
Average	\$838,978

Accepted Contract Amount of the Bottom 50% of Reporting Window Hero Franchisees (2025)	
Maximum	\$377,039
Minimum	\$78,207
Median	\$161,165
Average	\$185,990

Notes to Part I:

1. The Top 50% table includes 10 franchise locations operating in 32 territories that operated all 12 months in 2025, and the business was not terminated and did not temporarily cease operations. Four of the 10 franchise locations reported Accepted Contract figures greater than the average.
2. The Bottom 50% table includes 11 franchise locations operating in 15 territories that operated all 12 months in 2025, and the business was not terminated and did not temporarily cease operations. Four of the 11 franchise locations reported Accepted Contract figures greater than the average.
3. Transferred locations are included in this Part I. Ten locations operating in 17 territories that either opened during 2025 or were terminated in 2025 were omitted.
4. Accepted Contract figures are derived from our Business Management and Technology System, for when a customer accepts a work order. Acceptance of a work order does not necessarily mean that the work has been completed. Accepted Contract amounts are an accrual-based accounting method of tracking revenue. Franchisees report and pay royalties using a cash-based accounting method.

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PART II

Proposal Conversion Rate for 2025

Proposal Conversion Rate (2025 Reporting Period)				
	High	Low	Median	Average
Proposal Conversion Rate (%)	92.50%	35.74%	61.97%	62.11%

Notes to Part II:

1. Includes any franchisee that reported an Accepted Contract in 2025 totaling 31 franchise locations operating in 63 franchise territories. Fifteen of the 31 franchise locations reported Accepted Contract figures greater than the average.
2. There were 22,966 proposals created by reporting franchisees during the Measurement Period.

Part III Table 1

Average, Median, High, and Low Revenue, Gross Profit Margin, Net Income, and Adjusted EBITDA for Franchisees Operating in all 12 Months of 2025								
	Average		Median		Low		High	
	\$	%	\$	%	\$	%	\$	%
Revenue	\$ 824,105	100%	\$ 543,810	100%	\$145,035	100%	\$2,783,957	100%
Certain Reported Cost of Goods Sold								
Window Cleaning & Pressure Washing Supplies	\$ 43,525	5.45%	\$ 40,852	5.35%	\$2,099	0.62%	\$148,829	9.65%
Vehicle Expense	\$ 29,927	4.58%	\$ 18,981	3.49%	\$1,541	0.45%	\$114,933	11.21%
Field Labor Cost	\$ 198,650	25.83%	\$ 153,400	26.48%	\$43,071	18.57%	\$594,499	35.69%
Reported Gross Profit Margin (see note 5)	\$ 437,459	55.14%	\$ 280,815	51.76%	\$75,064	37.49%	\$1,322,478	67.31%
Reported Net Income	\$ 128,647	8.19%	\$ 85,598	14.45%	(\$76,378)	-52.66%	\$530,249	32.83%
Adjusted EBITDA	\$ 201,311	21.74%	\$ 130,519	23.83%	(\$20,770)	-14.32%	\$592,257	37.43%

Part III Table 2

Revenue, Gross Profit Margin, Net Income, and Adjusted EBITDA
for Franchisees Operating in all 12 Months of 2025

			Gross Profit Margin		Reported Net Income		Adjusted EBITDA Margin	
	Territory Equivalents*	Revenue	\$	%	\$	%	\$	%
Location 1	4.02	\$2,783,957	\$1,322,478	47.50%	\$530,249	19.05%	\$592,257	21.27%
Location 2	3.9	\$1,228,977	\$460,707	37.49%	\$303,996	24.74%	\$397,573	32.35%
Location 3	5.25	\$1,132,856	\$694,499	61.31%	\$(50,282)	-4.44%	\$130,519	11.52%
Location 4	2.62	\$1,074,630	\$712,986	66.35%	\$352,789	32.83%	\$352,789	32.83%
Location 5	2.98	\$716,434	\$441,636	61.64%	\$103,517	14.45%	\$268,186	37.43%
Location 6	2.02	\$543,810	\$280,815	51.64%	\$73,472	13.51%	\$129,575	23.83%
Location 7	2.68	\$459,840	\$228,248	49.64%	\$15,904	3.46%	\$94,482	20.55%
Location 8	1.7	\$423,133	\$255,199	60.31%	\$94,240	22.27%	\$138,682	32.77%
Location 9	1.55	\$339,474	\$228,516	67.31%	\$85,598	25.21%	\$117,308	34.56%
Location 10	1.36	\$217,005	\$111,896	51.56%	\$(17,990)	-8.29%	\$13,824	6.37%
Location 11	0.7	\$145,035	\$75,064	51.76%	\$(76,378)	-52.66%	\$(20,770)	-14.32%

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Part III Table 3

Certain Cost of Goods and Gross Profit, Net Income, and Adjusted EBITDA Percentages for Franchisees Operating in all 12 Months of 2025

Location Number	Territory Equivalents	Reported Revenue %	Cost of Goods - %			Reported Gross Profit Margin - %	Reported Net Income - %	Adjusted EBITDA - %
			Supplies	Vehicle Expense	Field Labor Cost			
Location 1	4.02	100%	5.35%	4.13%	21.27%	47.50%	19.05%	21.27%
Location 2	3.9	100%	4.06%	3.68%	20.66%	37.49%	24.74%	32.35%
Location 3	5.25	100%	5.45%	1.22%	28.85%	61.31%	-4.44%	11.52%
Location 4	2.62	100%	2.52%	3.41%	24.17%	66.35%	32.83%	32.83%
Location 5	2.98	100%	9.20%	2.38%	21.41%	61.64%	14.45%	37.43%
Location 6	2.02	100%	4.63%	3.49%	35.69%	51.64%	13.51%	23.83%
Location 7	2.68	100%	9.26%	2.46%	27.54%	49.64%	3.46%	20.55%
Location 8	1.7	100%	9.65%	7.03%	18.57%	60.31%	22.27%	32.77%
Location 9	1.55	100%	0.62%	0.45%	26.48%	67.31%	25.21%	34.56%
Location 10	1.36	100%	1.85%	10.95%	29.72%	51.56%	-8.29%	6.37%
Location 11	0.7	100%	7.34%	11.21%	29.70%	51.76%	-52.66%	-14.32%

Notes to Part III:

1. This data set is comprised of franchisees that operated for all 12 months in 2025 and includes 11 locations operating in 30 territories that submitted reports through our P&L Management System (part of our Business Management and Technology System). If a franchisee did not submit P&L reports in the P&L Management System, we requested P&L information. The data was taken from unaudited P&L reports submitted by franchisees. Seven locations operating in 10 territories did not respond with P&L Information and were omitted from this report. Two locations operating in 6 territories transferred during 2025 and were omitted from this report. Seven locations operating in 12 territories opened in 2025 but did not operate during the entire 12 months of 2025 and were omitted from this report. Three locations operating in 5 territories terminated during 2025 and were omitted from this report.
2. “Territory Equivalents” in Table 2 represents the total Qualified Households for the location (including all Designated Territories for that location) divided by 80,000 (the current Qualified Household territory size).
3. Supplies in Table 3 refers to Window Cleaning and Pressure Washing Supplies as a percentage of revenue was taken from the standardized chart of accounts including the following categories: window cleaning supplies and window cleaning repairs, miscellaneous window cleaning supplies, pressure washing supplies and repair.

4. The Vehicle Expense represents fuel, maintenance, repairs, and lease/loan payment (if applicable).
5. Field Labor Cost as a percentage of reported revenue was taken from the standardized chart of accounts including the following categories: job payroll, job payroll taxes, and contractors.
6. Reported Gross Profit Margin is reported revenue divided by Reported Gross Revenue. Reported Gross Revenue is reported revenue less: window cleaning & pressure washing supplies, vehicle expense, field labor cost, and, for some locations, insurance and sales commissions (this is not consistent across P&Ls).
7. “Adjusted EBITDA %” is reported revenue divided by Adjusted EBITDA. Adjusted EBITDA is Reported Net Income plus: officer salary, charitable contributions, interest expense, depreciation expense, amortization expense, travel expense, gain/loss on sale of asset and purchase of large equipment that should be on the balance sheet.
8. Reported Net Income means reported revenue of the Franchised Business minus ordinary and recurring operating expenses incurred in operating the Franchised Business during the applicable period (including, as applicable, cost of goods sold, labor, occupancy costs, utilities, repairs and maintenance, marketing, insurance, and other operating expenses), before deducting (i) depreciation and amortization, (ii) interest expense, (iii) income taxes, and (iv) owner compensation and other discretionary or non-recurring items, unless otherwise stated.
9. This data was derived from our Business Management and Technology System.

PART IV

Job Size for 2025

Summary Job Statistics (2025)				
	High	Low	Median	Average
Job Statistics	\$159,530.00	\$31.00	\$400.00	\$740.85

Notes to Part IV:

1. The following table presents Job Size information realized by certain Window Hero franchisees during the Measurement Period. The information provided in the table above was compiled from 31 franchisees operating in 63 territories, that were operational and reported Revenue during the Reporting Period. There were 15,543 Accepted Contracts in the Reporting Period and 3,603 Accepted Contracts had values higher than the Average.
2. Job Size for purposes of Part IV is the value of an Accepted Contract. This data was collected from our Business Management and Technology System or Customer Management Software used by the Franchisees, for when a customer accepts a work order. Accepted Contract amounts are an accrual-based accounting method of tracking revenue. Franchisees report and pay royalties using a cash-based accounting method.

PART V

Job Size Per Drone Job for 2025

Summary Drone Cleaning Per Job Statistics (2025)				
	High	Low	Median	Average
Job Statistics	\$31,000	\$1,832	\$7,900	\$10,455

Notes to Part V:

1. The following table presents Drone Cleaning Per Job information realized by Window Hero franchisees during the Measurement Period that were open all year, part of the year, terminated in the year, or transferred during the year. The information provided in the table above was compiled from 31 franchisees operating in 63 territories, that were operational and reported Revenue during the Reporting Period.
2. Job Size for purposes of Part V is the value of an Accepted Contract for a Drone Cleaning job. This data was collected from our Business Management and Technology System or Customer Management Software used by the Franchisees, for when a customer accepts a work order. Accepted Contract amounts are an accrual-based accounting method of tracking revenue. Franchisees report and pay royalties using a cash-based accounting method.

PART VI

Created Proposals Figures 2023 - 2025

Window Hero Created Proposals from 2023 to 2025			
Year	Franchisee Proposal Created Count	Franchisee Proposal Created Value	Number of Territories Open as of Fiscal Year End
2023	26,833	\$18,133,519	35
2024	25,411	\$19,769,339	62
2025	26,846	\$26,271,484	64

Notes to Part VI:

1. The information represents the total aggregate dollar amount of all created proposals reported in our Business Management and Technology System from January 1 to December 31 of 2023, 2024, and 2025. Not all created proposals turn into Accepted Contracts.
2. The information includes all franchise locations that were open and reported a created proposal at any time during the measurement year.
3. This data was derived from our Business Management and Technology System.

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 Franchised Business, however, we may provide you with the actual records of that Franchised Business. If you receive any other financial performance information or projections of your future income, you should report it to our management by contacting our Chief Development Officer, Tom Ryan, at 107 Parr Drive, Huntersville, NC 28078, (980) 441-1121, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20 OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
System-wide 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	18	35	17
	2024	35	62	27
	2025	62	64	2
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	18	35	17
	2024	35	62	27
	2025	62	64	2

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