

ITEM 18:
PUBLIC FIGURES

We do not have any public figures serving as a spokesperson for any of the ServiceMaster® brands.

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 Units, 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 Unit 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 fiscal year ended December 31, 2025 (“**Fiscal Year 2025**”) for Franchise Ownership Groups. A “**Franchise Ownership Group**” or “**FOG**” consists of one or more Clean Franchises that are owned by one or more entities that are affiliated with each other by common ownership. 58.3% of our Franchise Ownership Groups have only one Clean Franchise (a “**Single-Franchise Ownership Group**”). If you are a new franchisee purchasing a single Clean Franchise, you will be a Single-Franchise Ownership Group. 41.7% of our Franchise Ownership Groups consist of one or more entities that own more than one Clean Franchise (a “**Multi-Franchise Ownership Group**”). We believe Franchise Ownership Groups are the best measurement of our franchisee’s actual business operations.

In this Item 19, we have included data from Franchise Ownership Groups that owned at least one Active Franchise throughout Fiscal Year 2025. An “**Active Franchise**” is a Clean Franchise that (i) opened their business prior to Fiscal Year 2025 and had an active Franchise Agreement throughout all of Fiscal Year 2025, (ii) reported Gross Service Sales in at least six of the 12 months of Fiscal Year 2025, and (iii) was owned by the same Franchise Ownership Group throughout Fiscal Year 2025. Some Active Franchises that had active Franchise Agreements throughout Fiscal Year 2025 did not report Gross Service Sales in all 12 months of the year because they (a) did not have any sales in certain months despite being in operation, (b) allocated sales to other Clean Franchises owned by the same Franchise Ownership Group (for example, if a Franchise Ownership Group owned five Clean Franchises, they allocated all sales in a month to one of the five Clean Franchises), (c) failed to timely report sales in a given month, or (d) temporarily suspended operations for certain months for personal or other reasons.

This Item 19 does not include data related to (i) company-owned units (there were not any that operated in Fiscal Year 2025) and (ii) Franchise Ownership Groups that did not have at least one Active Franchise operating throughout all of Fiscal Year 2025 because (a) they did not have any Clean Franchises that reported Gross Service Sales for at least six months of Fiscal Year 2025, (b) they transferred ownership of all of their franchises in Fiscal Year 2025, (c) they opened their first franchise during Fiscal Year 2025, or (d) they ceased operating all of their franchises in Fiscal Year 2025.

In the tables below, we have presented Gross Service Sales data for Single-Franchise Ownership Groups with one Active Franchise operating throughout Fiscal Year 2025 and for all Franchise Ownership Groups that had any Active Franchises operating throughout Fiscal Year 2025.

TABLE 1:
GROSS SERVICE SALES BY QUARTILES
SINGLE-FRANCHISE OWNERSHIP GROUPS
WITH ONE ACTIVE FRANCHISE
FOR FISCAL YEAR 2025

Quartiles	Number of Single-FOGs	Average Gross Service Sales	Number and Percentage of Single-FOGs Attaining or Exceeding Average Gross Service Sales	Median Gross Service Sales	Lowest Gross Service Sales	Highest Gross Service Sales
Top Quartile	43	\$2,527,051	14 / 32.5%	\$1,891,122	\$947,815	\$14,513,966
2 nd Quartile	42	\$633,307	18 / 42.9%	\$624,849	\$392,208	\$926,270
3 rd Quartile	42	\$265,056	23 / 54.8%	\$270,505	\$148,587	\$385,457
Bottom Quartile	42	\$77,001	21 / 50.0%	\$82,229	\$9,052	\$147,218
Total	169	\$885,376	47 / 27.8%	\$392,208	\$9,052	\$14,513,966

Notes to Table 1:

- As of December 31, 2025, there were 319 Franchise Ownership Groups that owned 584 Clean Franchises. Of those 319 Franchise Ownership Groups, there were 186 Single-Franchise Ownership Groups. Of those 186 Single-Franchise Franchise Ownership Groups, 169 Single-Franchise Ownership Groups had one Active Franchise throughout Fiscal Year 2025 and are represented in this table. This table does not include (i) 15 Single-Franchise Ownership Groups that operated throughout Fiscal Year 2025 but failed to report in all 12 months, (ii) one Single-Franchise Ownership Groups that transferred ownership of their franchise in Fiscal Year 2025, and (iii) one Single-Franchise Ownership Group that opened their franchise during Fiscal Year 2025. This table also does not include 16 Single-Franchise Ownership Groups that ceased operating their franchises in Fiscal Year 2025 (none of which opened their franchise within the 12 months prior to the date such franchises closed).
- The 169 Single-Franchise Ownership Groups represented in this table include 127 Cleaning Services Franchises, 32 Contract Services Franchisees, 1 Small Market Franchise, 4 Floor Care Franchise, 3 Commercial Franchises, and 2 Small Business Franchises. As described in Note 3 in the Notes to Table 19 below, we believe that these Clean Franchises are substantially similar to the Cleaning Services Franchise that we offer to new franchisees.

TABLE 2:
GROSS SERVICE SALES BY QUARTILES
ALL FRANCHISE OWNERSHIP GROUPS
WITH AT LEAST ONE ACTIVE FRANCHISE
FOR FISCAL YEAR 2025

	Top Quartile	2 nd Quartile	3 rd Quartile	Bottom Quartile	Total
# of FOGs	76	75	75	75	301
# of Active Franchises	184	135	127	93	539
Average # of Active Franchises	2.42	1.80	1.69	1.24	1.79
# and % of FOGs at or above Average # of Active Franchises	27 / 35.5%	40 / 53.3%	25 / 33.3%	15 / 20.0%	128 / 42.5%

	Top Quartile	2 nd Quartile	3 rd Quartile	Bottom Quartile	Total
Median # of Active Franchises	2	2	1	1	1
Lowest # of Active Franchises	1	1	1	1	1
Highest # of Active Franchises	9	4	10	3	10
Average Gross Service Sales	\$4,961,391	\$1,019,194	\$417,476	\$106,077	\$1,637,115
# and % of FOGs at or above Average Gross Sales	21 / 27.6%	29 / 38.7%	38 / 50.7%	32 / 42.7%	74 / 24.6%
Median Gross Service Sales	\$2,890,336	\$947,815	\$418,153	\$98,228	\$653,563
Lowest Gross Service Sales	\$1,570,056	\$653,563	\$235,415	\$9,052	\$9,052
Highest Gross Service Sales	\$51,414,426	\$1,536,757	\$641,897	\$232,409	\$51,414,426

Notes to Table 2:

1. The data in Table 2 discloses the performance of Franchise Ownership Groups that operated one or more Active Franchises throughout Fiscal Year 2025. We have also included data about the number of Active Franchises operated by the Franchise Ownership Groups in each quartile. The table includes data from (a) 169 Single-Franchise Ownership Groups that operated one Active Franchise in a single territory (which are the Active Franchises represented in Table 1) and (b) 132 Multi-Franchise Ownership Groups that operated (i) multiple types of Clean Franchises (e.g., a Cleaning Services Franchise, Small Market Franchise, and Floor Care Franchise) that offer similar or identical services in one territory, (ii) one type of Clean Franchise (e.g., a Cleaning Services Franchise) in multiple territories, or (iii) multiple types of Clean Franchises in multiple territories. As explained in Note 4 in the Notes to Item 19 below, Clean Franchises are typically operated as a single Franchise Ownership Group business and report aggregated revenue by Franchise Ownership Group, rather than by territory or franchise type.
2. As of December 31, 2025, there were 319 Franchise Ownership Groups. Of those 319 Franchise Ownership Groups, 301 Franchise Ownership Groups had at least one Active Franchise throughout Fiscal Year 2025 and are represented in this table. This table does not include (i) 16 Franchise Ownership Groups that operated throughout Fiscal Year 2025 failed to report in all 12 months, (ii) one Franchise Ownership Group that transferred ownership of all of their franchises in Fiscal Year 2025, and (iii) one Franchise Ownership Group that opened their first franchise during Fiscal Year 2025. This table also does not include 18 Franchise Ownership Groups that ceased operating all of their franchises in Fiscal Year 2025 (none of which opened their franchise within the 12 months prior to closing it).
3. As of December 31, 2025, the 301 Franchise Ownership Groups that are represented in this table owned 539 Active Franchises throughout all of Fiscal Year 2025 (out of 584 total Clean Franchises that were in operation as of December 31, 2025). Thus, 45 Clean Franchises are not represented in the data in this table, including (i) 39 Clean Franchises that operated throughout Fiscal Year 2025 failed to report in all 12 months, (ii) two Clean Franchises that transferred ownership in Fiscal Year 2025, and (iii) four Clean Franchises that opened during Fiscal Year 2025. This table also does not include data from 33 Clean Franchises that ceased operating their franchises in Fiscal Year 2025 (none of which opened their franchises within the 12 months prior to the date such franchises closed).
4. The 539 Active Franchises operated by the 301 Franchise Ownership Groups represented in this table include 384 Cleaning Services Franchises, 84 Contract Services Franchisees, 4 Small Market Franchise, 42 Floor Care Franchise, 19 Commercial Franchises, and 6 Small Business Franchises.

As described in Note 3 in the Notes to Table 19 below, we believe that these Clean Franchises are substantially similar to the Cleaning Services Franchise that we offer to new franchisees.

5. If a Franchise Ownership Group owned multiple Clean Franchises in Fiscal Year 2025, but some were not Active Franchises throughout all of Fiscal Year 2025, only the revenue from the Clean Franchises that were Active Franchises throughout all of Fiscal Year 2025 have been included in this table.
6. Out of the 301 Franchise Ownership Groups included in the table, 169 Franchise Ownership Groups owned one Clean Franchise, 103 owned two to three Clean Franchises, 19 owned four to five Clean Franchises, and 10 owned six to ten Clean Franchises.

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 Service Sales”** means **(X)** all charges and/or revenues which are billed, received, or earned by you, your affiliates, your owners, any related parties (including your officers and family members), and/or your subcontractors:
 - i) by, at, or in connection with the Clean Franchise or the use of any of the Marks;
 - ii) relating to the kinds of goods or services available now or in the future through the Clean Franchise and/or distributed in association with the Marks or the licensed system of operations;
 - iii) relating to the operation of any similar businesses (that offers, is otherwise involved in, or deals with goods and services similar to those offered by Clean Franchises);
 - iv) with respect to any co-branding activities (including goods or services provided under, or in conjunction with, a mark other than the Marks); and/or
 - v) with respect to any other revenues of any kind received from third parties related to the operation of the Clean Franchise, including any revenue received from us or our affiliates (such as revenue we or our affiliates collect directly from customers that is related to work performed by you) or from vendors (such as rebates or referral fees); **less**

(Y) any approved adjustments that may be deducted in accordance with the royalty remittance policy in the Manual, as such policy may be revised from time to time. Currently, approved deductions include (i) bad debt, (ii) coupons, (iii) certain subcontracted services, including specialty blind cleaning requiring special equipment, debris removal/hauling, drapery cleaning, driveway blacktop maintenance, duct cleaning, internal electronics cleaning, moving services, marble floor grinding, hazmat disposal, high-rise window cleaning, ice removal, industrial equipment cleaning that requires special equipment, lab analysis of samples, laundry cleaning, lawn maintenance, general maintenance services, media blasting, microbial testing/sampling, painting, plumbing, storage PODs, ride-on scrubbers, roof cleaning, specialty rug cleaning, security services, snow removal, soda blasting, tree removal, and wood finishing, (iv) dumpster services and fuel provided at job sites, (v) equipment rented from other franchisees, (vi) rental equipment, provided it is not offered by us for purchase, including mat rental, scaffolding, and scissor lifts, (vii) off-site storage and on-site storage PODs, (viii) paper products requested by and separately billed to customer, (ix) certain permits, (x) referral fees paid to other franchisees, and (xi) sales tax. Unless otherwise specified in the Manual or by us in writing, Gross Service Sales includes all revenue at the time billed and must be reported monthly on an accrual basis in the month the work was billed to the customer, regardless of when and if such revenue is

collected by you. Unless otherwise specified in the Manual, any expenses related to goods or services provided to you or customers by any parties related to you (acting as a subcontractor, vendor, or otherwise) are not deductible as adjustments from Gross Service Sales.

3. Clean Franchises included in this Item 19 operate under Cleaning Services Licenses and Former Licenses. While we no longer offer Former Licenses to new franchisees, a Clean Franchise that operates under a Cleaning Services License is authorized to offer all of the services that are offered by Clean Franchises that operate under the Former Licenses. Though Clean Franchises operated under the Former Licenses are not all authorized to offer all of the services that are offered by Clean Franchises operated under Cleaning Services Licenses, they are otherwise substantially similar to Clean Franchises operated under Cleaning Services Licenses, since they offer similar services under the SM Clean Mark. Accordingly, we have not distinguished between the various types of SM Licenses in this Item 19, even though some of the Former Licenses earn revenue from fewer service offerings than a new Clean Franchise operating under a Cleaning Services License will offer.
4. In practice, many Multi-Franchise Ownership Groups consolidate the revenue earned by all of their Clean Franchises and report such revenue under one or more of their Clean Franchises, causing their other Clean Franchises to report little or no revenue. In addition, Multi-Franchise Ownership Groups often own (a) multiple Clean Franchises operating under multiple types of SM Licenses in the same Territory (such as a Cleaning Services Licenses and a Former License) that offer identical services and (b) multiple Clean Franchises in the same category of SM License (i.e., multiple Cleaning Services Licenses) that may have overlapping territorial rights (as Territories are not exclusive, some Territories overlap). As a result of this, Franchise Ownership Groups do not consistently allocate revenue to individual Clean Franchises in the same manner, since the same revenue could reasonably be allocated to multiple Clean Franchises that they own.

As a result, we are unable to reasonably present Gross Service Sales data that is organized by the number of Active Franchises owned (except for Single-Franchise Ownership Groups, since they have only one franchise to which such sales can be allocated) or by category of SM Licenses, because the average, median, low, and high figures for such data subsets would be unreliable and dissimilar. As the Clean Franchises are typically operated as a single Franchise Ownership Group business and the revenue for such Clean Franchises are aggregated by Franchise Ownership Group, we believe it is more reasonable to present data by Franchise Ownership Group.

5. These sales figures do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the Gross Service Sales figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating your Clean Franchise. Franchisees or former franchisees, listed in this disclosure document, may be one source of information.
6. We calculated the figures in the tables in these financial performance representations using financial reports submitted by franchisees.
7. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

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, ServiceMaster Clean/Restore 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 Clean Franchise operated under a Franchise Agreement. All year-end numbers appearing in the tables below are as of December 31.

**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	647	606	-41
	2024	606	611	+5
	2025	611	584	-27
Company Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	647	606	-41
	2024	606	611	+5
	2025	611	584	-27

- The franchised outlets are based on the number of SM Licenses that remain active. Previously, franchisees were granted Former Licenses and Cleaning Services Licenses to offer certain services to certain types of customers within the same territory. As a result, some franchisees owned multiple Former Licenses and a Cleaning Services License in same or similar Territories. As discussed in Item 1, we are in the process of transitioning the Former Licenses to a single Cleaning Service License upon renewal or transfer of each license. As of December 31, 2025, the 584 Clean Franchises were comprised of 419 Cleaning Services Licenses and 165 Former Licenses.

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

State	Year	Number of Transfers
AL	2023	1
	2024	0
	2025	0