Provision	Section in Franchise Agreement	Summary
s. Modification of the agreement	21.4(d)	All changes must be in writing, signed by both parties.
t. Integration/merger clause	21.4	Any representations or promises outside of the Franchise Disclosure Document and other agreements may not be enforceable (subject to applicable state law).
u. Dispute resolution	22.7	First mediation; then arbitration or litigation (subject to applicable state law).
v. Choice of forum	22.7	Charlotte, North Carolina (subject to applicable state law).
w. Choice of law	22.1	North Carolina law (subject to applicable state law).
x. Waiver of jury trial	22.8	You waive jury trial.
y. Limitation on remedies	22.9	Right to settle by repurchase; waiver of punitive and tort damages.

Note: Certain states have laws that may supersede the Franchise Agreement and related agreements in your relationship with us, including the areas of termination and renewal of your franchise. Some states may have court decisions that may override the Franchise Agreement and related agreements in your relationship with us, including the areas of termination and renewal of your franchise.

ITEM 18

PUBLIC FIGURES

We do not use any public figure to promote 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 documents. 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.

Historically, we granted our franchisees a single large territory without an MTA ("Existing Larger Territory Franchises"). Existing Larger Territory Franchises only offered restroom hygiene services. As our franchise system has matured and our offerings have expanded to include power washing, window washing, and new products, our targeted territory per franchisee and the resulting market saturation has evolved. Currently, we offer single territories encompassing approximately 10,000 to 25,000 businesses ("Smaller Territory Franchises"), which are smaller than our Existing Larger Territory Franchisees, but the Smaller Territory Franchises have a lower initial franchise fee and have an option to develop multiple territories (each encompassing approximately 10,000 to 25,000 businesses) by signing our MTA. We and some of our Existing Larger Territory Franchises have elected to enter into new franchise agreements with an MTA, which allows them to operate Smaller Territory Franchises within some or all of their prior geographic territory. We call those franchises "Existing Smaller Territory Franchises." As used in this Disclosure Document, "New Smaller Territory Franchises" refers to those newer franchisees who purchased Smaller Territory Franchises, and who never had Existing Larger Territory Franchises.

As of December 28, 2025, there were 84 Franchised Businesses operating in 167 territories, and there were 4 Company-Owned Businesses operating 4 territories. In Tables 19-1 and 19-2, we excluded 6 Franchised Businesses operating in a combined 12 territories because they opened during the 2025 calendar year and were open for less than 12 months as of December 28, 2025 (EMS of Phoenix West, EMS of Mission Viejo, EMS of North Bay, EMS of North Dallas, EMS of University Park, and EMS of Milwaukee). We also excluded 1 Franchised Business operating in 2 territories because they operate a business that is not substantially similar to the franchised business offered under this Disclosure Document (EMS of Pittsburgh). Excluded from Item 19 was one franchisee that operated in one territory that had opened in 2024 and was terminated in 2025. Therefore, Tables 19-1 and 19-2 present data for the 80 Franchised Businesses and Company-Owned Businesses operating in 157 territories that had been open and operating for at least 12 months as of December 28, 2025.

In Tables 19-3, we included all 4 company-owned businesses operating in 4 territories.

The right-most column in Table 19-1 and 19-2, and the top of each table in Tables 19-3, shows the number of businesses in the applicable Franchised Business or Company-Owned Business territory as of December 28, 2025.

The Gross Revenue presented below for each Franchised Business is taken from QuickBooks or Acumatica and has not been audited. The business counts reflected in the tables below are taken from real-time market analytics software programs.

Background for Table 19-1

Table 19-1 discloses the Gross Revenue for the calendar year 2025 of Company-Owned and Franchised Businesses operating in one territory who had been open and reporting revenue for the entire calendar year of 2025.

Table 19-1

Gross Revenue for Single Territory Franchised and Company-Owned Businesses (2025)

No.	Territory	Gross Revenue	Business Count in Territory
Top Quartile			
1	EMS of Charlotte**	$3,457,293.62	119,215

No.	Territory	Gross Revenue	Business Count in Territory
2	EMS of St. Louis	$2,980,553.51	110,959
3	EMS of Utah	$2,408,943.97	210,917
4	EMS of Chicago	$2,381,197.23	361,742
5	EMS of Redondo Beach	$1,881,256.97	96,349
6	EMS of Denver South	$1,679,791.02	75,927
7	EMS of Baltimore	$1,656,833.38	74,153
8	EMS of Austin	$1,576,269.47	135,161
9	EMS of Atlanta West*	$1,472,186.03	194,301
10	EMS of San Antonio	$1,470,930.78	95,486
11	EMS of Greenville	$1,440,635.42	75,293
12	EMS of Cincinnati	$1,417,170.86	171,822
13	EMS of Sacramento	$1,399,859.15	92,060
Top Quartile Average		**$1,940,224.72**	
Top Quartile Median		**$1,656,833.38**	
2nd Quartile			
14	EMS of Ventura	$1,330,722.64	98,932
15	EMS of Portland	$1,311,196.25	128,112
16	EMS of Columbia*	$1,299,726.62	65,055
17	EMS of Columbus	$1,296,730.29	74,429
18	EMS of Memphis	$1,181,273.00	62,499
19	EMS of Savannah/Charleston	$1,159,584.94	59,415
20	EMS of Reno - Lake Tahoe	$1,109,539.55	25,625
21	EMS of Atlanta SE	$1,009,700.16	143,273
22	EMS of Phoenix East	$1,001,619.03	121,205
23	EMS of Nashville	$1,001,057.66	98,918
24	EMS of Omaha	$971,474.17	45,775
25	EMS of Chattanooga/Knoxville	$860,104.30	85,510
26	EMS of Albany	$838,880.63	50,161
2nd Quartile Average		**$1,105,508.40**	
2nd Quartile Median		**$1,109,539.55**	
3rd Quartile			
27	EMS of Atlanta East	$829,246.20	122,834
28	EMS of Van Nuys	$784,648.31	174,737
29	EMS of Seattle	$694,081.04	127,634
30	EMS of San Diego	$691,825.37	126,805
31	EMS of Mobile	$592,990.11	83,805
32	EMS of Tulsa	$537,488.54	44,850
33	EMS of Louisville	$528,200.29	61,192
34	EMS of Pinellas County	$431,195.04	68,892
35	EMS of Las Vegas	$417,416.86	81,208
36	EMS of Fort Worth	$385,925.36	88,445

No.	Territory	Gross Revenue	Business Count in Territory
37	EMS of Oklahoma City	$368,942.67	59,863
38	EMS of Roanoke	$328,702.06	17,552
3rd Quartile Average		**$549,221.82**	
3rd Quartile Median		**$532,844.42**	
Bottom Quartile			
39	EMS of New Jersey Central	$319,466.21	102,077
40	EMS of Central Pennsylvania	$292,905.26	77,928
41	EMS of Birmingham	$290,738.96	103,795
42	EMS of Madison	$272,686.42	40,396
43	EMS of Philadelphia	$265,923.89	99,428
44	EMS of Myrtle Beach*	$245,154.00	25,318
45	EMS of El Paso	$223,053.69	36,323
46	EMS of Wichita	$181,529.61	24,695
47	EMS of Houston Metro West	$157,923.18	77,423
48	EMS of Richmond Virginia	$129,975.78	75,546
49	EMS of Albuquerque	$112,924.38	54,142
50	EMS of Newnan/Auburn	$75,954.91	21,728
51	EMS of Houston Metro North	$42,364.23	57,352
Bottom Quartile Average		**$200,815.42**	
Bottom Quartile Median		**$223,053.69**	
Total Average		**$956,780.26**	
Total Median		**$838,880.63**	

* Designates a Company-Owned Business.

** Designates a Company-Owned Business that acquired territory from a franchisee during 2025.

Of the 51 Company-Owned and Franchised Businesses in the table above, 24 or 47% met or exceeded the average Gross Revenue for 2025.

<u>Background for Table 19-2</u>

Table 19-2 discloses the Gross Revenue for the calendar year 2025 of Franchised Businesses operating in two or more territories who had been open and reporting revenue for the entire calendar year of 2025.

<u>Table 19-2</u>

<u>Gross Revenue for Multiple Territory Franchised Businesses (2025)</u>

No.	Territories	Gross Revenue	Business Count in Territories
1.	EMS of San Jose (2 Territories)	$2,455,983.44	222,287
2.	EMS of Raleigh (2 Territories)	2,365,720.16	95,497

No.	Territories	Gross Revenue	Business Count in Territories
3.	EMS of Orlando (8 Territories)	$1,981,966.33	186,646
4.	EMS of Minneapolis (2 Territories)	$1,865,791.78	83,159
5.	EMS of Jacksonville (2 Territories)	$1,642,291.93	114,241
6.	EMS of District of Columbia (7 Territories)	$1,627,204.52	177,843
7.	EMS of Denver North (5 Territories)	$1,571,052.99	112,313
8.	EMS of South Broward (2 Territories)	$1,508,957.33	130,573
9.	EMS of Grand Rapids (2 Territories)	$1,445,504.35	29,637
10.	EMS of North Texas (5 Territories)	$1,135,643.94	102,039
11.	EMS of Detroit South (2 Territories)	$1,028,112.03	53,183
12.	EMS of Greensboro (2 Territories)	$986,215.31	73,445
13.	EMS of Miami (8 Territories)	$974,342.25	171,784
14.	EMS of North Detroit (2 Territories)	$923,267.94	47,438
15.	EMS of San Bernardino (5 Territories)	$897,683.69	172,765
16.	EMS of Indianapolis (5 Territories)	$881,584.83	111,236
17.	EMS of Providence (2 Territories)	$873,041.99	109,223
18.	EMS of Palm Beach (4 Territories)	$857,631.54	153,893
19.	EMS of Kansas City (3 Territories)	$853,930.52	97,917
20.	EMS of Boston South (4 Territories)	$808,541.31	139,427
21.	EMS of Tampa (2 Territories)	$709,559.83	147,792
22.	EMS of Houston SW (2 Territories)	$653,847.93	119,593
23.	EMS of Fort Myers (5 Territories)	$633,675.34	75,525
24.	EMS of Northern Virginia (8 Territories)	$597,933.96	84,233
25.	EMS of Westchester/Rockland NY (2 Territories)	$570,788.91	83,525
26.	EMS of New Jersey North (5 Territories)	$464,047.66	65,184
27.	EMS of Treasure Coast (4 Territories)	$458,033.04	109,788
28.	EMS of Delaware (2 Territories)	$426,999.05	78,419
29.	EMS of Sarasota (3 Territories)	$305,464.85	81,040
Total Average		**$1,086,373.06**	
Total Median		**$897,683.69**	

^ Designates a Franchised Business that converted from an Existing Larger Territory Franchise to an Existing Smaller Territory Franchise in 2025.

Of the 29 Franchised Businesses in the table above, 10 (or 34%) met or exceeded the average Gross Revenue for 2025.

Background for Tables 19-3

Tables 19-3 disclose the profit and loss statement for the calendar year 2025 of Company-Owned Businesses that were open and operating as a Company-Owned Business for the entire calendar years of 2025. As of December 28, 2025, there were 4 Company-Owned Businesses. In 2025, one Company-Owned Business acquired the territory of a franchisee to become a single-territory business operating in a large territory.

Tables 19-3

Profit and Loss Statements for Company-Owned Businesses (2025)

Columbia:

Columbia					
	Actual				
	Q1	Q2	Q3	Q4	Total
	2025	2025	2025	2025	2025
Business Count in Territory: 65,055					
Total Service Revenue	$299,604	$260,218	$269,647	$226,755	$1,056,223
Cost of services	$131,814	$97,058	$97,002	$89,978	$415,852
Services Gross Margin	$167,790	$163,160	$172,646	$136,776	$640,371
Services Gross Margin %'age	*56%*	*63%*	*64%*	*60%*	*61%*
Total Product Revenue	$48,439	$34,636	$35,829	$34,507	$153,412
Product cost of goods sold	$20,436	$18,864	$20,313	$19,605	$79,218
Product gross margin	$28,003	$15,772	$15,517	$14,902	$74,195
Product gross margin %'age	*58%*	*46%*	*43%*	*43%*	48%
Install revenue	$5,314	$2,063	$ 2,119	$ 2,265	$ 11,760
Trip charge	$18,892	$14,231	$13,641	$13,296	$ 60,061
Grand Total Revenue	$372,248	$311,148	$321,237	$276,823	$1,281,456
Grand Total Cost of Goods Sold	$152,249	$115,922	$117,315	$109,583	$495,069
Grand Total Gross Margin	$219,998	$195,226	$203,922	$167,240	$786,386
Total Employee Expenses	$53,598	$49,216	$57,097	$71,620	$231,531
Franchise Fees	$45,920	$39,903	$42,773	$35,705	$164,301
Other S, G, & A	$37,225	$40,002	$46,008	$40,379	$163,614
Total S, G & A	$83,145	$79,905	$88,781	$76,084	$327,915
Total Operating Expenses	$136,743	$129,121	$145,878	$147,703	$559,446
EBITDA	$83,255	$66,105	$58,044	$19,537	$226,941
EBITDA as % of revenue	22%	21%	18%	7%	18%

Atlanta West:

Atlanta-West					
	Actual				
	Q1	Q2	Q3	Q4	Total
	2025	2025	2025	2025	2025
Business Count in Territory: 194,301					
Total Service Revenue	$325,924	$279,771	$272,591	$264,753	$1,143,039

Atlanta-West					
	Actual				
	Q1	Q2	Q3	Q4	Total
	2025	2025	2025	2025	2025
Business Count in Territory: 194,301					
Cost of services	$145,926	$128,924	$117,156	$103,379	$495,385
Services Gross Margin	$179,998	$150,847	$155,435	$161,374	$647,654
Services Gross Margin %'age	*55%*	*54%*	*57%*	*61%*	*57%*
Total Product Revenue	$68,062	$53,176	$55,756	$45,520	$222,514
Product cost of goods sold	$37,758	$26,464	$38,725	$32,291	$135,238
Product gross margin	$30,304	$26,712	$17,031	$13,229	$$87,277
Product gross margin %'age	*45%*	*50%*	*31%*	*29%*	*39%*
Install revenue	$$7,407	$$3,770	$$2,646	$$1,444	$$15,267
Trip charge	$25,273	$18,623	$18,153	$17,254	$$79,302
Grand Total Revenue	$426,666	$355,340	$349,146	$328,971	$1,460,123
Grand Total Cost of Goods Sold	$183,684	$155,388	$155,881	$135,670	$630,623
Grand Total Gross Margin	$242,982	$199,952	$193,265	$193,301	$829,500
Total Employee Expenses	$89,150	$64,281	$67,696	$62,823	$283,948
Franchise Fees	$55,307	$47,204	$46,246	$44,767	$193,524
Other S, G, & A	$61,750	$47,332	$49,903	$66,711	$225,696
Total S,G&A	$117,057	$94,536	$96,149	$111,478	$419,220
Total Operating Expenses	$206,207	$158,816	$163,845	$174,300	$703,168
EBITDA	$36,775	$41,135	$29,420	$19,001	$126,332
EBITDA as % of revenue	9%	12%	8%	6%	9%

Charlotte:

Charlotte					
	Actual				
	Q1	Q2	Q3	Q4	Total
	2025	2025	2025	2025	2025
Business Count in Territory: 119,215					
Total Service Revenue	$884,985	$711,478	$572,664	$571,746	$2,740,873
Cost of services	$327,244	$262,049	$239,831	$227,339	$1,056,463
Services Gross Margin	$557,741	$449,429	$332,832	$344,408	$1,684,410
Services Gross Margin %'age	*63%*	*63%*	*58%*	*60%*	*61%*
Total Product Revenue	$104,607	$84,928	$88,635	$85,258	$363,428

Charlotte					
	Actual				
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Total 2025
Business Count in Territory: 119,215					
Product cost of goods sold	$70,618	$42,345	$54,370	$101,911	$269,244
Product gross margin	$33,989	$42,582	$34,265	$(16,652)	$ 94,184
Product gross margin %'age	*32%*	*50%*	*39%*	*-20%*	*26%*
Install revenue	$$18,303	$$3,897	$$2,742	$$5,479	$$30,421
Trip charge	$$58,999	$45,589	$44,709	$42,086	$191,384
Grand Total Revenue	$1,066,894	$845,892	$708,749	$704,570	$3,326,106
Grand Total Cost of Goods Sold	$397,862	$304,395	$294,201	$329,249	$1,325,707
Grand Total Gross Margin	$669,033	$541,497	$414,548	$375,321	$2,000,399
Total Employee Expenses	$205,344	$134,186	$95,548	$233,817	$668,895
Franchise Fees	$136,277	$108,752	$98,164	$101,632	$444,825
Other S, G, & A	$133,544	$74,753	$44,747	$140,305	$393,349
Total S,G&A	$269,821	$183,505	$142,911	$241,937	$838,174
Total Operating Expenses	$475,165	$317,691	$238,459	$475,754	$1,507,069
EBITDA	$193,868	$223,806	$176,089	$(100,433)	$493,330
EBITDA as % of revenue	18%	26%	25%	-14%	14.83%

Myrtle Beach:

Myrtle Beach					
	Actual				
	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Total 2025
Business Count in Territory: 25,318					
Total Service Revenue	$59,111	$41,570	$42,738	$ 46,286	$189,705
Cost of services	$21,280	$14,965	$15,386	$ 16,663	$68,294
Services Gross Margin	$37,831	$26,605	$27,352	$29,623	$121,411
Services Gross Margin %'age	*64%*	*64%*	*64%*	*64%*	*64%*
Total Product Revenue	$7,008	$8,051	$7,532	$6,020	$28,611
Product cost of goods sold	$4,555	$5,233	$4,896	$3,978	$18,663
Product gross margin	$2,453	$2,818	$2,636	$2,042	$9,949
Product gross margin %'age	*35%*	*35%*	*35%*	*34%*	*35%*
Install revenue	$502	$462	$3,568	$$834	$5,365
Trip charge	$4,990	$3,875	$4,007	$3,983	$16,855

Myrtle Beach					
	Actual				
	Q1	Q2	Q3	Q4	Total
	2025	2025	2025	2025	2025
Business Count in Territory: 25,318					
Grand Total Revenue	$71,610	$53,958	$57,844	$57,123	$240,535
Grand Total Cost of Goods Sold	$25,835	$20,198	$20,281	$ 20,641	$86,956
Grand Total Gross Margin	$45,775	$33,760	$37,563	$36,481	$153,579
Total Employee Expenses	$10,769	$8,077	$8,077	$8,077	$35,000
Franchise Fees	$9,048	$6,506	$6,086	$7,222	$28,862
Other S, G, & A	$7,287	$8,947	$2,454	($1,308)	$17,380
Total S,G&A	$16,335	$15,453	$8,540	$5,914	$46,242
Total Operating Expenses	$27,104	$23,530	$16,617	$13,991	$81,242
EBITDA	$18,671	$10,230	$20,946	$22,490	$72,337
EBITDA as % of revenue	26%	19%	36%	39%	30%

Notes to Item 19:

A. The terms used throughout this Item 19 have the following meanings:

1. "Gross Revenues" is defined as all revenues and income earned, received or accrued by, as a result of or on behalf of the Franchised Business from any source, whether for cash, credit or barter, including without limitation, fees charged to customers such as "service fees," "cleanout fees," "delivery fees," "installation fees," and "installation deposits." "Gross Revenues" exclude sales taxes you pay to a governmental agency, and revenues not generated by the operations of the Franchised Business (e.g. investment income). You may deduct refunds, discounts or allowances from Gross Revenues only if you include such amounts in Gross Revenues, and only if you comply with our policies for reporting and taking the deductions.

2. "Total Service Revenue" is defined as all the portion of Gross Revenue that is attributable to the services sold and performed by the business.

3. "Services Costs of Goods Sold" is defined as all the direct costs associated with the services sold and performed by the business, and includes expenses like raw materials, direct labor and manufacturing overhead directly tied to production.

4. "Services Gross Margin" is calculated by subtracting Services Costs of Goods Sold from Total Service Revenue.

5. "Services Gross Margin Percentage" is calculated by subtracting Services Costs of Goods Sold from Total Service Revenue, dividing by Total Service Revenue, and then multiplying by 100 to get a percentage.

6. "Total Product Revenue" is defined as the portion of Gross Revenue that is attributable to the products sold and delivered by the business.

7. “<u>Product Costs of Goods Sold</u>” is defined as all the direct costs associated with the products sold and delivered by the business, and includes expenses like raw materials, direct labor and manufacturing overhead directly tied to production.

8. “<u>Product Gross Margin</u>” is calculated by subtracting Product Costs of Goods Sold from Total Product Revenue.

9. “<u>Product Gross Margin Percentage</u>” is calculated by subtracting Product Costs of Goods Sold from Total Product Revenue, dividing by Total Product Revenue, and then multiplying by 100 to get a percentage.

10. “<u>Install Revenue</u>” is defined as the portion of Gross Revenue that is attributable to the installation services sold and performed by the business.

11. “<u>Trip Charge</u>” is defined as the portion of Gross Revenue that is attributable to service delivery charges.

12. “<u>Grand Total Revenue</u>” is calculated by adding together Total Service Revenue, Total Product Revenue, Install Revenue, and Trip Charge. Grant Total Revenue is equal to the total Gross Revenue for the business during the relevant period.

13. “<u>Grand Total Cost of Goods Sold</u>” is calculated by adding together Services Costs of Goods Sold and Product Costs of Goods Sold.

14. “<u>Grand Total Gross Margin</u>” is calculated by subtracting Grant Total Cost of Goods Sold from Grant Total Revenue.

15. “<u>Grand Total Gross Margin Percentage</u>” is calculated by is calculated by subtracting Grant Total Cost of Goods Sold from Grant Total Revenue, dividing by Grant Total Revenue, and then multiplying by 100 to get a percentage.

16. “<u>Total Employe Expenses</u>” is defined as all employees that are not directly involved in activities that correspond with the servicing of revenue generating activities.

17. “<u>Total S, G & A</u>” is defined as operating expenses a business incurs that are not directly tied to the production of goods or delivery of services. Total S, G & A will vary depending on the business, but the following categories of expenses are included: Franchise Fees and Other S, G & A costs, such as insurance, rent, and all other selling, general, and administrative expenses.

18. “<u>Total Operating Expenses</u>” is calculated by adding together the Total Employee Expenses and Total S, G & A.

19. “<u>EBITDA</u>” is calculated by subtracting Grand Total Cost of Goods Sold and Total Operating Expenses from Grand Total Revenue. EBITDA stands for “Earnings Before Interest, Taxes, Depreciation, and Amortization” and is a financial metric used to evaluate a company’s operating performance. It removes the effects of financing and certain accounting decisions, giving a clearer view of operational performance.