

Provision	Section in Franchise Agreement (unless otherwise specified)	Summary
		Only if a court invalidates a jury waiver or a class action waiver will the dispute be resolved through arbitration, subject to state law.
v. Choice of venue	14(H)	Unless state law supersedes this provision, venue for mediation, arbitration, and litigation is in McLennan County, Texas.
w. Choice of law	14(G)(1)	Texas law applies unless state law supersedes this provision.

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 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.

The following charts and tables are a historic financial performance representation about a subset of the franchise system's existing outlets' past performance during the calendar year beginning on January 1, 2024 and ending on December 31, 2024 (the "Reporting Period") and are not a forecast of your future financial performance. Franchise owners are not required to use generally accepted accounting principles when reporting these figures.

As of December 31, 2024, there were 448 open Molly Maid franchises in the United States. These franchises were owned and operated by 204 franchise owners (collectively, "Operators"). The tables in this Item 19 include data from 197 Operators ("Reporting Franchisees") representing 417 franchised businesses, which were all in operation and reporting sales during the entire Reporting Period. The tables in this Item 19 exclude data from (a) 9 businesses that opened during the Reporting Period; (b) 13 businesses that underwent a transfer during the Reporting Period and so were not operating and reporting data for the entire Reporting Period; (c) 2 businesses that did not report reliable data for the Reporting Period; and (d) 6 businesses that expanded their territory sizes during the Reporting Period and so did not have the same Target Household number in their territory for the entire Reporting Period.

Twenty-five businesses closed during the Reporting Period and therefore did not report data for the entire Reporting Period and so they are also excluded from this Item 19. Of the 25 businesses that closed during the Reporting Period, no business closed after being open for less than 12 months.

For purposes of the representations below, "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)

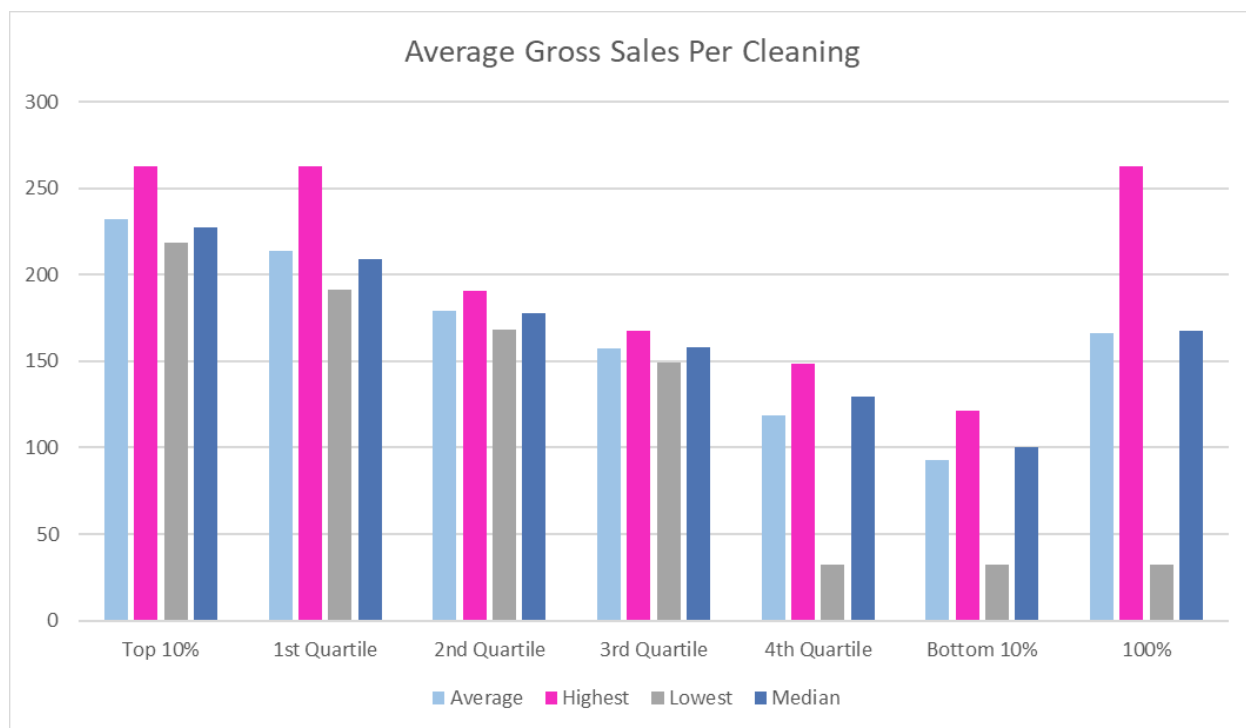
that arise, directly or indirectly, from the operation of – or in connection with, a Molly Maid franchised business, whether under any of the Marks or otherwise. Gross Sales exclude sales taxes collected from customers and paid to the appropriate taxing authority and any other bona fide refunds, rebates 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)).

PART I – 2024 AVERAGE AND MEDIAN GROSS SALES PER CLEANING

The two charts below in this Part I of this Item 19 show the average and median Gross Sales per service (i.e., Cleaning) data for the 2024 Reporting Period for all Reporting Franchisees. The Reporting Franchisees are divided into groups based on the level of Reporting Franchisee's Average Gross Sales Per Cleaning (as defined below) achieved during the Reporting Period (i.e., top 10%, 1st, 2nd, 3rd and 4th quartile, bottom 10%, and all (100%)).

Average and Median Gross Sales Per Cleaning – 2024

Percentage or Quartile Rank (in Terms of Level of Average Gross Sales Per Cleaning) of Reporting Businesses	Average Gross Sales Per Cleaning Attained by this Group¹	Highest Gross Sales Per Cleaning Attained by This Group²	Lowest Gross Sales Per Cleaning by Attained by This Group²	Median Gross Sales Per Cleaning Attained by this Group¹	Number in This Group	Number and Percent in Group That Attained the Average or Greater³
Top 10%	\$231.12	\$263.02	\$217.24	\$228.83	20	9 / 45%
1st Quartile	\$213.76	\$263.02	\$191.31	\$211.62	49	24 / 49%
2nd Quartile	\$178.88	\$190.87	\$169.75	\$179.79	50	26 / 52%
3rd Quartile	\$159.33	\$169.70	\$152.11	\$159.25	49	24 / 49%
4th Quartile	\$132.70	\$151.95	\$89.51	\$133.99	49	27 / 55%
Bottom 10%	\$112.19	\$131.41	\$89.51	\$114.68	20	12 / 60%
100%	\$173.43	\$263.02	\$89.51	\$169.75	197	83 / 42%



¹ We calculated the average and median Gross Sales Per Cleaning as follows: (i) first, we calculated the average Gross Sales Per Cleaning during the Reporting Period for each Reporting Franchisee, based on information provided by the Reporting Franchisees to us through our Software System (the “Individual Business Average Gross Sales Per Cleaning”) and (ii) then we calculated the average and median of all Reporting Franchisees’ Individual Business Average Gross Sales Per Cleaning (as determined in clause (i)) during the Reporting Period.

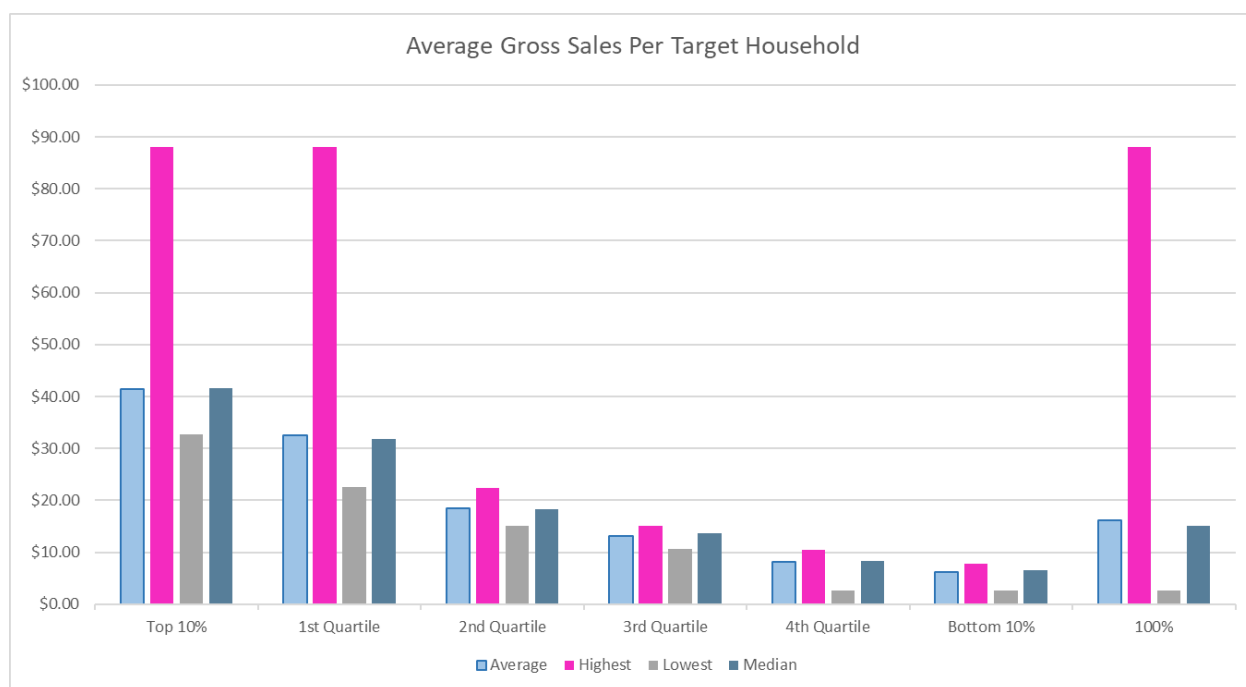
² This is the range between the Reporting Franchisees’ lowest Individual Business Average Gross Sales Per Cleaning and the highest Individual Business Average Gross Sales Per Cleaning during the Reporting Period, based on information provided by the Reporting Franchisees to us.

³ This is the number and percentage of Reporting Franchisees within the applicable group that achieved or exceeded the Average Gross Sales Per Cleaning applicable to the group.

PART II – 2024 AVERAGE AND MEDIAN GROSS SALES PER TARGET HOUSEHOLD

The two charts below in this Part II of this Item 19 show the average and median Gross Sales per Target Household (TH) data for the Reporting Period for all Reporting Franchisees. The Reporting Franchisees are divided into groups based on the level of Reporting Franchisee’s Average Gross Sales Per Target Household (TH) (as defined below) achieved during the Reporting Period (i.e., top 10%, 1st, 2nd, 3rd, and 4th quartile, bottom 10% and all (100%)). “Target Household” or “TH” for each Reporting Franchisee refers to the total number of Target Households specified in each of the Reporting Franchisee’s franchise agreements, or if any of the Reporting Franchisee’s franchise agreements do not identify the Target Households, then the total number of Target Households that we calculate (using third-party mapping software) based on the Reporting Franchisee’s territory size under each of the Reporting Franchisee’s franchise agreements.

Percentage or Quartile Rank (in Terms of Level of Gross Sales per TH) of Reporting Businesses	Average Gross Sales Per TH Attained by this Group ¹	Highest Gross Sales per TH Attained by This Group ²	Lowest Gross Sales per TH Attained by This Group ²	Median Gross Sales per TH g Attained by this Group ¹	Number in This Group	Number and Percent in Group That Attained the Average or Greater ³
Top 10%	\$41.42	\$88.13	\$32.68	\$41.58	20	10 / 50%
1st Quartile	\$32.60	\$88.13	\$22.59	\$31.75	49	20 / 41%
2nd Quartile	\$18.39	\$22.44	\$15.17	\$18.36	50	25 / 50%
3rd Quartile	\$13.04	\$15.12	\$10.63	\$13.59	49	27 / 55%
4th Quartile	\$8.10	\$10.52	\$2.59	\$8.26	49	27 / 55%
Bottom 10%	\$6.14	\$7.71	\$2.59	\$6.60	20	12 / 60%
100%	\$16.23	\$88.13	\$2.59	\$15.17	197	89 / 45%



¹ We calculated the average and median Gross Sales Per Target Household as follows: (i) first, we calculated the average Gross Sales Per Target Household during the Reporting Period for each Reporting Franchisee, based on information provided by the Reporting Franchisees to us through our Software System (the “Individual Franchisee Average Gross Sales Per Target Household”) and (ii) then we calculated the average

and median of all Reporting Franchisees' Individual Franchisee Average Gross Sales Per Target Household (as determined in clause (i)) during the Reporting Period.

² This is the range between the Reporting Franchisees' lowest Individual Franchisee Average Gross Sales Per Target Household and the highest Individual Franchisee Average Gross Sales Per Target Household during the Reporting Period, based on information provided by the Reporting Franchisees to us.

³ This is the number and percentage of Reporting Franchisees within the applicable group that achieved or exceeded the Average Gross Sales Per Target Household applicable to the group.

PART III – 2024 RECURRING AND OCCASIONAL CUSTOMERS

The below table in this Part III shows the percentage of services (i.e., cleanings) provided by Reporting Franchisees during the Reporting Period that were performed for recurring customers versus the percentage of services/cleanings performed for occasional customers. Recurring customers are customers for whom a franchisee provided at least two cleanings during the Reporting Period.

	Average Percentage of Cleanings performed for this type of customer	Median Percentage of Cleanings performed for this type of customer	Number of Reporting Franchisees	Number of Reporting Franchisees at or above Average	Percent of Reporting Franchisees at or above Average
Recurring Customers	91%	92%	197	110	56%
Occasional Customers	9%	8%	197	87	44%

PART IV – 2024 Same Business Sales Performance

The below table in this Part IV shows the percentage increase from year 2023 to year 2024 in annual Gross Sales of Reporting Franchisees that were in business and reporting sales for the entire 12 months in both year 2023 and year 2024, which represents 197 of the Reporting Franchisees, which operated the same 417 franchised businesses in both year 2023 and year 2024.

	Number of Reporting Franchisees in Group	Percentage of Reporting Franchisees in Group
Gross Sales Growth 2023 vs. 2024 More than 20%	10	5%
Gross Sales Growth More than 10% and up to 20%	34	17%
Gross Sales Growth More than 5% and up to 10%	52	27%
Gross Sales Growth More than 0% and up to 5%	59	30%
Gross Sales Decline More than 0% and up to 5%	20	10%

	Number of Reporting Franchisees in Group	Percentage of Reporting Franchisees in Group
Gross Sales Decline More than 5% and up to 10%	14	7%
Gross Sales Decline More than 10% and up to 20%	6	3%
Gross Sales Decline More than 20%	2	1%

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

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

Except for the information that appears in this Item 19, we do not furnish or authorize our salespersons or affiliates to furnish any oral or written information or representations or statements of actual sales, costs, income or profits. 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 our management by contacting Marla Mock, President (at 1010 North University Parks Drive, Waco, Texas 76707 or (254) 745-2400, the Federal Trade Commission and the appropriate state regulatory agencies).

ITEM 20. OUTLETS AND FRANCHISEE INFORMATION.

TABLE NO.1
SYSTEMWIDE OUTLET SUMMARY
FOR YEARS 2022 TO 2024

Outlet Type	Year	Outlets at Start of Year	Outlets at End of Year	Net Change
Franchised	2022	501	481	-20
	2023	481	464	-17
	2024	464	448	-16
Company-Owned	2022	0	0	0
	2023	0	0	0
	2024	0	0	0
Total Outlets	2022	501	481	-20
	2023	481	464	-17
	2024	464	448	-16