

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.

We have included below a historic financial performance representation setting forth Gross Revenues information for existing Squeegee Squad franchised Businesses and an affiliate-owned Business that had been open and continuously operating in the U.S. on a full-time basis for at least one full calendar year as of December 31, 2025 ("Qualifying Businesses").

The figures shown are unaudited results that Qualifying Businesses reported to us for operations in the 2025 calendar year.

In Section A below, the information discloses the annual Gross Revenue of each Qualifying Business, and the total population of each Qualifying Business's Territory(ies).

In Section B below, the information discloses the annual difference in percent of total systemwide Gross Revenues from 2024 and 2025 for all franchise Qualifying Businesses that were open and operating for at least two full years as of December 31, 2025. Section B excludes the affiliate-owned Qualifying Business.

For purposes of this Item 19, "Gross Revenues" means all income of the reported Qualifying Businesses from the sale of services and products, by both cash and credit. Gross Revenues does not include any sales, use or gross receipts taxes if the amount of the tax was added to the selling price, charged to the customer, and paid to the appropriate taxing authority. Gross Revenues are reported for the applicable period using cash basis accounting.

Written substantiation of the data contained in this financial performance representation will be made available to you upon reasonable request. We do not otherwise furnish to prospective franchisees any oral or written information concerning the actual or potential sales, income or profits of a Squeegee Squad Business.

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Section A. Annual Gross Revenue Based by Qualifying Business

As of December 31, 2025, there were 72 US-based franchised Squeegee Squad Businesses operating in 84 territories and one Squeegee Squad Business operated by our affiliate. The table below includes data from 70 franchised Squeegee Squad Businesses operating in 80 territories and one Squeegee Squad Business operated by our affiliate. One franchised Squeegee Squad Business was excluded from the below financial performance representations because that business was not operated on a full-time basis during 2025. One franchised Squeegee Squad Business was excluded from the below financial performance representations because that business was non-compliant throughout 2025 and effectively ceased on operating. Also excluded from this Item 19 are 2 franchised businesses that ceased operations in 2025. We also exclude from this Item 19 one affiliate-owned Squeegee Squad business because that business is not operated in the same manner as a franchised Squeegee Squad business.

	Franchise or Affiliate Qualifying Business	Annual Gross Revenues	Total Territory Population	Calculated Years in Business	Location
1.	Affiliate	\$4,122,227.52	2,760,873	19 Yrs & 10 Mths	Minnesota
2.	Franchise	\$2,141,612.12	3,068,487	10 Yrs & 4 Mths	Florida
3.	Franchise	\$1,776,027.69	3,958,946	7 Yrs & 2 Mths	Colorado
4.	Franchise	\$1,074,931.28	455,990	1 Yrs & 11 Mths	Alabama
5.	Franchise	\$1,032,425.62	654,379	9 Yrs & 7 Mths	Oklahoma
6.	Franchise	\$1,018,244.74	939,877	7 Yrs & 6 Mths	Michigan
7.	Franchise	\$1,016,081.25	442,022	12 Yrs & 11 Mths	Arizona
8.	Franchise	\$1,013,647.79	570,428	4 Yrs & 4 Mths	Minnesota
9.	Franchise	\$915,032.18	963,610	2 Yrs & 4 Mths	Tennessee
10.	Franchise	\$895,297.16	359,875	6 Yrs & 0 Mths	Kansas
11.	Franchise	\$854,888.54	404,892	13 Yrs & 6 Mths	Missouri
12.	Franchise	\$803,989.56	330,342	11 Yrs & 8 Mths	Wisconsin
13.	Franchise	\$789,247.87	564,245	11 Yrs & 9 Mths	Illinois
14.	Franchise	\$778,739.42	1,372,749	3 Yrs & 2 Mths	Illinois
15.	Franchise	\$761,025.64	2,179,019	15 Yrs & 9 Mths	Florida
16.	Franchise	\$756,150.17	1,261,935	14 Yrs & 7 Mths	Florida
17.	Franchise	\$752,158.04	313,720	1 Yrs & 9 Mths	Indiana
18.	Franchise	\$729,704.67	1,944,375	2 Yrs & 4 Mths	Florida
19.	Franchise	\$638,763.46	599,702	9 Yrs & 7 Mths	Pennsylvania
20.	Franchise	\$566,056.98	2,895,105	10 Yrs & 1 Mths	Texas
21.	Franchise	\$545,932.56	1,492,191	2 Yrs & 4 Mths	Florida
22.	Franchise	\$545,591.05	674,721	2 Yrs & 1 Mths	Alabama
23.	Franchise	\$542,465.63	547,836	2 Yrs & 4 Mths	Alabama
24.	Franchise	\$499,872.36	110,395	15 Yrs & 4 Mths	Minnesota
25.	Franchise	\$466,047.65	2,009,324	4 Yrs & 5 Mths	Texas
26.	Franchise	\$434,361.58	466,091	1 Yrs & 9 Mths	Florida
27.	Franchise	\$407,621.99	382,368	6 Yrs & 8 Mths	Kansas
28.	Franchise	\$401,031.17	581,091	10 Yrs & 6 Mths	Texas
29.	Franchise	\$373,371.00	421,810	1 Yrs & 6 Mths	Arkansas
30.	Franchise	\$372,162.29	987,662	3 Yrs & 2 Mths	Illinois
31.	Franchise	\$364,171.06	824,788	3 Yrs & 3 Mths	Louisiana
32.	Franchise	\$346,509.58	1,066,710	3 Yrs & 6 Mths	Georgia
33.	Franchise	\$338,189.37	415,754	10 Yrs & 11 Mths	Kentucky
34.	Franchise	\$298,685.21	764,382	2 Yrs & 7 Mths	Georgia
35.	Franchise	\$273,049.66	229,853	8 Yrs & 2 Mths	Maine
36.	Franchise	\$249,099.59	369,150	2 Yrs & 4 Mths	Texas

37.	Franchise	\$239,960.26	670,386	3 Yrs & 8 Mths	Florida
38.	Franchise	\$236,089.21	384,592	12 Yrs & 6 Mths	Florida
39.	Franchise	\$220,863.31	1,917,742	16 Yrs & 10 Mths	Wisconsin
40.	Franchise	\$220,032.80	544,179	6 Yrs & 5 Mths	Kansas
41.	Franchise	\$219,112.70	627,177	1 Yrs & 3 Mths	Texas
42.	Franchise	\$180,762.81	500,912	1 Yrs & 5 Mths	Oklahoma
43.	Franchise	\$170,359.05	560,836	0 Yrs & 11 Mths	Georgia
44.	Franchise	\$169,767.17	751,270	1 Yrs & 5 Mths	Florida
45.	Franchise	\$169,346.10	301,249	1 Yrs & 3 Mths	North Carolina
46.	Franchise	\$158,655.74	878,812	0 Yrs & 11 Mths	Kentucky
47.	Franchise	\$124,018.72	584,526	3 Yrs & 0 Mths	Nebraska
48.	Franchise	\$113,572.00	729,845	0 Yrs & 11 Mths	California
49.	Franchise	\$109,310.72	573,519	1 Yrs & 8 Mths	Tennessee
50.	Franchise	\$108,751.65	243,960	15 Yrs & 1 Mths	North Dakota
51.	Franchise	\$106,717.16	403,279	3 Yrs & 3 Mths	Minnesota
52.	Franchise	\$105,188.42	535,284	3 Yrs & 3 Mths	Minnesota
53.	Franchise	\$99,862.32	264,570	2 Yrs & 11 Mths	Louisiana
54.	Franchise	\$95,262.89	305,813	0 Yrs & 11 Mths	Ohio
55.	Franchise	\$94,014.70	292,452	8 Yrs & 5 Mths	Kentucky
56.	Franchise	\$92,079.91	541,205	0 Yrs & 11 Mths	Texas
57.	Franchise	\$85,785.00	142,451	7 Yrs & 11 Mths	Arizona
58.	Franchise	\$80,944.69	1,017,432	1 Yrs & 8 Mths	Georgia
59.	Franchise	\$80,748.55	493,378	0 Yrs & 11 Mths	Iowa
60.	Franchise	\$71,188.90	194,312	4 Yrs & 3 Mths	Missouri
61.	Franchise	\$65,689.38	318,668	3 Yrs & 0 Mths	Missouri
62.	Franchise	\$64,729.98	498,845	0 Yrs & 9 Mths	Arizona
63.	Franchise	\$58,511.50	441,158	0 Yrs & 4 Mths	Wisconsin
64.	Franchise	\$49,450.62	339,240	1 Yrs & 5 Mths	South Carolina
65.	Franchise	\$41,130.11	408,793	0 Yrs & 5 Mths	Texas
66.	Franchise	\$25,053.63	561,891	0 Yrs & 11 Mths	Florida
67.	Franchise	\$18,275.00	386,126	2 Yrs & 1 Mths	South Carolina
68.	Franchise	\$9,564.74	902,894	0 Yrs & 8 Mths	Washington D.C.
69.	Franchise	\$6,869.25	294,044	0 Yrs & 5 Mths	Illinois
70.	Franchise	\$4,337.35	308,825	0 Yrs & 4 Mths	North Carolina
71.	Franchise	\$2,667.95	604,496	0 Yrs & 4 Mths	New Jersey

Section B. Change in Percent of Systemwide Gross Revenues from 2024 to 2025 for Franchise Qualifying Businesses

The table below shows the difference in percent of total systemwide Gross Revenues between all franchised Squeegee Squad Businesses operating in 2025 and all franchised Squeegee Squad Businesses operating in 2024. The change in percent was calculated by aggregating the 2025 Gross Revenue of all franchised Squeegee Squad Businesses operating in 2025 and dividing it by the aggregate 2024 Gross Revenue of all franchised Squeegee Squad Businesses operating in 2024.

	Percent Change
Change in % of Systemwide Gross Revenue from 2024 to 2025	25.4%

Some Businesses have sold the amounts listed above. Your individual results may differ. There is no assurance that you'll sell as much.

Other than the preceding financial performance representations, 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 contact Jack Ruegsegger, 8427 172nd Ave NE, Columbus, MN 55025, or Joe Ruegsegger, 30 Water St. W., St. Paul, Minnesota 55107, or Joe Antonello 9873 55th St. N., Lake Elmo, MN 55042, or 763-286-3465, 612-919-7130, or 612-859-3013the 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	49	59	+10
	2024	59	70	+11
	2025	70	83	+13
Company-Owned	2023	2	3	+1
	2024	3	1	-2
	2025	1	1	0
Total Outlets	2023	51	62	+11
	2024	62	71	+9
	2025	71	84	+13

All numbers are as of December 31 of each calendar year.

**Table No. 2
Transfers of Outlets From Franchisee
to New Owners (Other than the Franchisor)
For years 2023 to 2025**

State	Year(1)	Number of Transfers
Georgia	2023	0
	2024	0
	2025	1
Ohio	2023	0
	2024	0
	2025	1
Illinois	2023	1
	2024	0
	2025	1
Texas	2023	0
	2024	1
	2025	1
TOTAL	2023	1