

Provision	Section in Franchise Agreement	Summary
Agreement		sign the General Release. We may unilaterally modify the Manual from time to time.
t. Integration/merger clause	21.1	The Franchise Agreement is the entire agreement and it supersedes all prior negotiations, commitments, representations, and undertakings; however, nothing in the Franchise Agreement or in any Related Agreement is intended to disclaim the representations we make in the Disclosure Document. Only the terms of the Franchise Agreement and other Related Agreements are binding (subject to state law). Any representations or promises outside of the Disclosure Documents and the Franchise Agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	24.1	Disputes must be informally negotiated before being submitted to non-binding mediation. If mediation does not resolve the dispute, except for certain disputes listed in the Franchise Agreement and as may be prohibited by applicable state law, all disputes, must be resolved by arbitration in the city in which our principal place of business is located (currently, Atlanta, Georgia).
v. Choice of forum	24.1.3 and 24.2.3	Subject to applicable state laws, all claims must be arbitrated or litigated in the city in which our principal place of business is located (currently, Atlanta, Georgia).
w. Choice of law	25	Subject to applicable state laws, Georgia law applies, without regard to Georgia conflict-of-laws rules.

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, 2024 (“**Fiscal Year 2024**”) for Franchise Ownership Groups. A “**Franchise Ownership Group**” or “**FOG**” consists of one or more Restore Franchises that are owned by one or more entities that are affiliated with each other by common ownership. 30.0% of our Franchise Ownership Groups have only one Restore Franchise (a “**Single-Franchise Ownership Group**”). If you are a new franchisee purchasing a single Restore Franchise, you will be a Single-Franchise Ownership Group. 70.0% of our Franchise Ownership Groups consist of one or more entities that own more than one Restore Franchise (a “**Multi-Franchise Ownership Group**”). We believe Franchise Operating 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 2024. An “**Active Franchise**” is a Restore Franchise that (i) opened their business prior Fiscal Year 2024 and had an active Franchise Agreement throughout all of Fiscal Year 2024, (ii) reported Gross Service Sales in at least six of the 12 months of Fiscal Year 2024, and (iii) was owned by the same Franchise Ownership Group throughout Fiscal Year 2024. Some Active Franchises that had active Franchise Agreements throughout Fiscal Year 2024 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 Restore Franchises owned by the same Franchise Ownership Group (for example, if a Franchise Ownership Group owned five Restore Franchises, they allocated all sales in a month to one of the five Restore 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 2024) and (ii) Franchise Operating Groups that did not have at least one Active Franchise operating throughout all of Fiscal Year 2024 because (a) they did not have any Restore Franchises that reported Gross Service Sales for at least six months of Fiscal Year 2024, (b) they transferred ownership of all of their franchises in Fiscal Year 2024, (c) they opened their first franchise during Fiscal Year 2024, or (d) they ceased operating all of their franchises in Fiscal Year 2024.

In the tables below, we have presented Gross Service Sales data for Single-Franchise Ownership Groups with one Active Franchise operating throughout Fiscal Year 2024 and for all Franchise Ownership Groups that had any Active Franchises operating throughout Fiscal Year 2024.

TABLE 1:
GROSS SERVICE SALES BY QUARTILES
SINGLE-FRANCHISE OWNERSHIP GROUPS
WITH ONE ACTIVE FRANCHISE
FOR FISCAL YEAR 2024

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	32	\$2,585,329	10 / 31.3%	\$2,068,591	\$1,194,252	\$7,513,212
2 nd Quartile	32	\$770,306	11 / 34.4%	\$723,120	\$525,619	\$1,191,066
3 rd Quartile	32	\$346,893	15 / 46.9%	\$333,714	\$190,851	\$524,762
Bottom Quartile	32	\$77,706	16 / 50.0%	\$76,348	\$4,158	\$152,773
Total	128	\$945,058	40 / 31.3%	\$525,191	\$4,158	\$7,513,212

Notes to Table 1:

1. As of December 31, 2024, there were 490 Franchise Ownership Groups that owned 1,939 Restore Franchises. Of those 490 Franchise Ownership Groups, there were 147 Single-Franchise Ownership Groups. Of those 147 Single-Franchise Franchise Ownership Groups, 128 Single-Franchise Ownership Groups had one Active Franchise throughout Fiscal Year 2024 and are represented in this table. This table does not include (i) 6 Single-Franchise Ownership Groups that operated throughout Fiscal Year 2024 but failed to report revenue in all 12 months, (ii) 6 Single-Franchise Ownership Groups that transferred ownership of their franchise in Fiscal Year 2024, and

(iii) 7 Single-Franchise Ownership Group that opened their franchise during Fiscal Year 2024. This table also does not include 9 Single-Franchise Ownership Groups that ceased operating its Restore Franchise in Fiscal Year 2024 (no Single-Franchise Ownership Groups opened their franchises within the 12 months prior to the date such franchises closed).

2. The 128 Single-Franchise Ownership Groups represented in this table include 70 Disaster Restoration Licenses and 58 Former Licenses (including three small market licenses and 55 on-location licenses). As described in Note 3 in the Notes to Table 19 below, we believe that these Former Licenses are substantially similar to the Disaster Restoration Licenses 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 2024

	Top Quartile	2 nd Quartile	3 rd Quartile	Bottom Quartile	Total
# of FOGs	114	113	114	113	454
# of Active Franchises	859	377	300	200	1,736
Average # of Active Franchises	7.54	3.34	2.63	1.77	3.82
# and % of FOGs at or above Average # of Active Franchises	33 / 28.9%	45 / 39.8%	47 / 41.2%	42 / 37.2%	155 / 34.1%
Median # of Active Franchises	5	3	2	1	3
Lowest # of Active Franchises	1	1	1	1	1
Highest # of Active Franchises	91	14	14	8	91
Average Gross Service Sales	\$8,151,999	\$1,950,638	\$913,751	\$261,003	\$2,826,896
# and % of FOGs at or above Average Gross Sales	30 / 26.3%	49 / 43.4%	58 / 50.9%	55 / 48.7%	115 / 25.3%
Median Gross Service Sales	\$5,479,400	\$1,854,156	\$922,732	\$253,957	\$1,261,049
Lowest Gross Service Sales	\$2,855,475	\$1,263,356	\$586,908	\$4,158	\$4,158
Highest Gross Service Sales	\$73,939,218	\$2,846,217	\$1,258,742	\$574,613	\$73,939,218

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 2024. 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) 128 Single-Franchise Ownership Groups that operated one Active Franchise in a single territory (which are the Active Franchises represented in Table 1) and (b) 326 Multi-Franchise Ownership Groups that operated (i) multiple types of SM Licenses (e.g., Disaster Restoration Licenses and Former Licenses) that offer similar or identical services in one territory, (ii) one type of SM License (e.g., a Disaster Restoration License) in multiple territories, or (iii) multiple types of SM Licenses in multiple territories. As explained in Note 4 in the Notes to Item 19 below, Restore 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, 2024, there were 490 Franchise Ownership Groups. Of those 490 Franchise Ownership Groups, 454 Franchise Ownership Groups had at least one Active Franchise throughout Fiscal Year 2024 and are represented in this table. This table does not include (i) 17 Franchise Ownership Groups that operated throughout Fiscal Year 2024 but failed to report revenue in all 12 months, (ii) 13 Franchise Ownership Groups that transferred ownership of all of their franchises in Fiscal Year 2024, and (iii) six Franchise Ownership Groups that opened their first franchise during Fiscal Year 2024. This table also does not include 13 Franchise Ownership Groups that ceased operating all of their franchises in Fiscal Year 2024 (one of which opened their franchises within the 12 months prior to closing it).
3. As of December 31, 2024, the 454 Franchise Ownership Groups that are represented in this table owned 1,736 Active Franchises throughout all of Fiscal Year 2024 (out of 1,939 total Restore Franchises that were in operation as of December 31, 2024). Thus, 203 Restore Franchises are not represented in the data in this table, including (i) 83 Restore Franchises that operated throughout Fiscal Year 2024 but failed to report revenue in all 12 months, (ii) 73 Restore Franchises that transferred ownership in Fiscal Year 2024, and (iii) 47 Restore Franchises that opened during Fiscal Year 2024. This table also does not include data from 67 Restore Franchises that ceased operating their franchises in Fiscal Year 2024 (one of which opened its franchise within the 12 months prior to the date such franchise closed).
4. The 1,736 Active Franchises operated by the 454 Franchise Ownership Groups represented in this table include 990 Disaster Restoration Licenses, 10 SRM Licenses, and 736 Former Licenses (including 79 small market licenses, 29 floor care licenses, 572 on-location licenses, 49 residential licenses, and 7 window and carpet licenses). As described in Note 3 in the Notes to Table 19 below, we believe that these Restore Franchises are substantially similar to the Disaster Restoration Franchise that we offer to new franchisees.
5. If a Franchise Ownership Group owned multiple Restore Franchises in Fiscal Year 2024, but some were not Active Franchises throughout all of Fiscal Year 2024, only the revenue from the Restore Franchises that were Active Franchises throughout all of Fiscal Year 2024 have been included in this table.
6. Out of the 454 Franchise Operating Groups included in the table, 128 Franchise Operating Groups owned one Restore Franchise, 153 owned two to three Restore Franchises, 91 owned four to five Restore Franchises, 64 owned six to 12 Restore Franchises, 13 owned 13 to 26 Restore Franchises, two owns 32 Restore Franchises, one owns 35 Restore Franchises, one owns 49 Restore Franchises, and one owns 91 Restore 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:
 - A. by, at, or in connection with the Restore Franchise or the use of any of the Marks;
 - B. relating to the kinds of goods or services available now or in the future through the Restore Franchise and/or distributed in association with the Marks or the licensed system of operations;

- C. 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 Restore Franchises);
- D. 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
- E. with respect to any other revenues of any kind received from third parties related to the operation of the Restore 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 abrasive blasting, anthrax or hazardous biological or chemical substance removal, asbestos abatement and removal, core services provided outside of the Territory, biological/chemical testing, specialty blind cleaning requiring special equipment, board-ups, carpentry, carpet installation, clearance testing, certain construction work, debris removal/hauling, large desiccants or drying services, certain demolition/removal services that require special skills, drapery cleaning, driveway blacktop maintenance, off-site dry cleaning, duct cleaning, electrical work, internal electronics cleaning, fire prevention material application, moving services, marble floor grinding, hazmat abatement and disposal, high-rise window cleaning, ice removal, industrial equipment cleaning that requires special equipment, lab analysis of samples, laundry cleaning, lawn maintenance, leather and plastic refinishing, general maintenance services, media blasting, microbial testing/sampling, packout and storage services, painting, plumbing, storage PODs, written remediation protocols, ride-on scrubbers, roof cleaning, specialty rug cleaning, security services, snow removal, soda blasting, specialty carpet cleaning, 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 large desiccants, floor strippers, mat rental, port-a-potties, 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, (xi) sales tax, and (xii) car rentals for certain projects. 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. Restore Franchises included in this Item 19 operate under Disaster Restoration Licenses, SRM Licenses, and Former Licenses. While we no longer offer Former Licenses to new franchisees, a Restore Franchise that operates under a Disaster Restoration License is authorized to offer all of the services that are offered by Restore Franchises that operate under the Former Licenses. Though Restore Franchises operated under the Former Licenses are not all authorized to offer all of the services that are offered by Restore Franchises operated under Disaster Restoration Licenses, they are otherwise substantially similar to Restore Franchises operated under Disaster Restoration Licenses, since they offer similar services under the SM Restore 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 Restore Franchise operating under a Disaster Restoration License will offer.

4. In practice, many Multi-Franchise Ownership Groups consolidate the revenue earned by all of their Restore Franchises and report such revenue under one or more of their Restore Franchises, causing their other Restore Franchises to report little or no revenue. In addition, Multi-Franchise Ownership Groups often own (a) multiple Restore Franchises operating under multiple types of SM Licenses in the same Territory (such as a Disaster Restoration License and a Former License) that offer identical services and (b) multiple Restore Franchises in the same category of SM License (i.e., multiple Disaster Restoration Licenses) that may have overlapping territorial rights (as Territories are not exclusive, some Territories overlap). As a result of this, Franchise Operating Groups do not consistently allocate revenue to individual Restore Franchises in the same manner, since the same revenue could reasonably be allocated to multiple Restore 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 Restore Franchises are typically operated as a single Franchise Ownership Group business and the revenue for such Restore 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 Restore 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 a Restore Franchise that operates under a Franchise Agreement. All year-end numbers appearing in the tables below are as of December 31.