

ITEM 18
PUBLIC FIGURES

We do not use any public figures to promote the sale of 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 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.

This Item sets forth certain historical information for the Company-Owned Outlets operated by our affiliate, Weed Pro, Ltd. (“**WPL**”), in Ohio. The Company-Owned Outlets operated under the name “Weed Pro” until January 2024 and converted to the LAWN SQUAD brand at that time. There were no franchised LAWN SQUAD businesses in operation during 2023.

The Company-Owned Outlet in Cleveland, Ohio (Table 1-A and Table 2-A) has a population size equivalent to five standard Territories (as described in Item 12) and has been operating since 2001. The Company-Owned Outlet in Columbus, Ohio (Table 1-B and Table 2-B) has a population size equivalent to four standard Territories and has been operating since 2005.

Excluded from the Tables are two Territories in Cincinnati, Ohio that WPL operated as a Company-Owned Outlet until January 2024, when it was sold to a franchisee. This outlet did not operate for the full 12 months of 2024 as either a Company-Owned Outlet or as a Franchised Outlet. Also excluded from the Tables are 3 franchisees (representing 5 Territories) that opened during the 2024 fiscal year and did not operate for a full twelve (12) months.

The explanatory notes following the tables are an important part of the information presented.

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TABLE 1
GROSS REVENUE AND SELECTED OPERATING
EXPENSES FOR COMPANY-OWNED OUTLETS

Table 1 reports the 2024 Gross Revenue and certain Operating Expenses for the two Company-Owned Outlets operating in Ohio.

TABLE 1-A
CLEVELAND, OH

DESCRIPTION	TOTAL	PERCENTAGE OF GROSS REVENUE
Gross Revenue		
Gross Revenue	\$5,622,276	
TOTAL GROSS REVENUE	\$5,622,276	
Cost of Goods Sold		
Personnel Costs - Technicians	\$1,327,761	24%
Marketing Costs	\$189,066	3%
Program Costs	\$396,985	7%
Products Costs	\$835,183	15%
Royalty Fees	\$393,559	7%
Call Center Fees	\$334,752	6%
Brand Fund Contribution	\$48,649	1%
Technology Fees	\$98,682	2%
TOTAL COST OF GOODS SOLD	\$3,624,637	64%
GROSS PROFIT	\$1,997,639	36%
Operating Expenses		
Personnel Expenses – Admin	\$683,434	12%
Travel Expenses	\$9,005	0%
Professional Fees Expenses	\$136,129	2%
Facilities Expenses	\$131,584	2%
Insurance Expenses	\$34,595	1%
Office Expenses	\$86,135	2%
Other Operating Expenses	\$26,749	0%
TOTAL OPERATING EXPENSES	\$1,107,631	20%
NET ORDINARY INCOME	\$890,008	
EBITDA PERCENTAGE	16%	

TABLE 1-B
COLUMBUS, OH

DESCRIPTION	TOTAL	PERCENTAGE OF GROSS REVENUE
Gross Revenue		
Gross Revenue	\$2,779,818	
TOTAL GROSS REVENUE	\$2,779,818	
Cost of Goods Sold		
Personnel Costs - Technicians	\$813,799	29%
Marketing Costs	\$266,753	10%
Program Costs	\$179,492	6%
Products Costs	\$359,633	13%
Royalty Fees	\$194,587	7%
Call Center Fees	\$136,517	5%
Brand Fund Contribution	\$16,719	1%
Technology Fees	\$39,301	1%
TOTAL COST OF GOODS SOLD	\$2,006,802	72%
GROSS PROFIT	\$773,016	28%
Operating Expenses		
Personnel Expenses – Admin	\$76,618	3%
Travel Expenses	\$2,546	0%
Professional Fees Expenses	\$61,751	2%
Facilities Expenses	\$53,582	2%
Insurance Expenses	\$24,605	1%
Office Expenses	\$28,325	1%
Other Operating Expenses	\$9,663	0%
TOTAL OPERATING EXPENSES	\$257,089	9%
NET ORDINARY INCOME	\$515,927	
EBITDA PERCENTAGE	19%	

Notes:

- (1) **“Gross Revenue”** includes Gross Revenue derived from a service appointment, net of any applicable discounts or refunds provided to customers. Gross Revenue calculated on an average per Territory basis for Table 1-A is \$399,528 and \$192,254 for Table 1-B. The Cleveland outlet has 5 Territories, and the Columbus outlet has 4 Territories.
- (2) **“Personnel Costs – Technicians”** is defined as payroll for technicians and includes taxes and benefits costs. Costs for training and employee relations is also included. Personnel Costs – Technicians calculated on an average per Territory basis for Table 1-A is \$265,552 and \$203,450 for Table 1-B.

- (3) **“Marketing Costs”** is defined as costs for promoting the business including digital advertising, print, and other advertising methods. This does not include any salaries related to advertising. Marketing Costs also includes imputed amounts for Brand Fund Contributions the Company-Owned Outlets would have incurred as if operating as franchised businesses under the terms described in this disclosure document. Marketing Costs calculated on an average per Territory basis for Table 1-A is \$37,813 and \$66,688 for Table 1-B.
- (4) **“Program Costs”** is defined as the costs related to the operation of the business and providing services, including vehicle-related costs (insurance, gas, lease payments and repairs). Program Costs calculated on an average per Territory basis for Table 1-A is \$79,397 and \$44,873 for Table 1-B.
- (5) **“Product Costs”** is defined as the cost of all products purchased. The products in this category include technician uniforms, safety equipment, software, chemicals, equipment and equipment rental, and permits, and inspections. Product Costs calculated on an average per Territory basis for Table 1-A is \$167,037 and \$89,908 for Table 1-B.
- (6) **“Royalty Fees”** includes imputed amounts for Royalty Fees the Company-Owned Outlets would have incurred as if operating as franchised businesses under the terms described in this disclosure document. Royalty Fees calculated on an average per Territory basis for Table 1-A is \$78,712 and \$48,647 for Table 1-B.
- (7) **“Call Center Fees”** includes imputed amounts for Call Center Fees the Company-Owned Outlets would have incurred as if operating as franchised businesses under the terms described in this disclosure document. Call Center Fees calculated on an average per Territory basis for Table 1-A is \$66,950 and \$34,129 for Table 1-B.
- (8) **“Brand Fund Contribution”** includes imputed amounts for Brand Fund Contributions the Company-Owned Outlets would have incurred as if operating as franchised businesses under the terms described in this disclosure document. Brand Fund Contributions calculated on an average per Territory basis for Table 1-A is \$9,730 and \$4,180 for Table 1-B.
- (9) **“Technology Fees”** includes imputed amounts for Technology Fees the Company-Owned Outlets would have incurred as if operating as franchised businesses under the terms described in this disclosure document. Technology Fees calculated on an average per Territory basis for Table 1-A is \$19,736 and \$9,825 for Table 1-B.
- (10) **“Total Cost of Goods Sold”** is defined as the sum of Personnel Costs – Technicians, Marketing Costs, Program Costs, Product Costs, Royalty Fees, Call Center Fees, Brand Fund Contribution, and Technology Fees. Total Cost of Goods Sold calculated on an average per Territory basis for Table 1-A is \$724,927 and \$501,700 for Table 1-B.
- (11) **“Gross Profit”** is defined as the Total Gross Revenue minus the Total Cost of Goods Sold. Gross Profit calculated on an average per Territory basis for Table 1-A is \$399,528 and \$193,254 for Table 1-B.
- (12) **“Personnel Expenses – Admin”** is defined as expenses that include payroll for all team managers, accounting and sales salaries, training and employee relations. Personnel Expenses – Admin calculated on an average per Territory basis for Table 1-A is \$136,687 and \$19,155 for Table 1-B.
- (13) **“Travel Expenses”** is defined as expenses related to travel including transportation, lodging, meals and entertainment. Travel Expenses calculated on an average per Territory basis for Table 1-A is \$1,801 and \$636 for Table 1-B.

- (14) “**Professional Fees Expenses**” is defined as expenses for legal advice, accounting services, and other professional services. Professional Fees Expenses calculated on an average per Territory basis for Table 1-A is \$27,226 and \$15,438 for Table 1-B.
- (15) “**Facilities Expenses**” is defined as the expenses related to the facility the business is operated from and includes payments for rent, utilities, maintenance, supplies and taxes. Facilities Expenses calculated on an average per Territory basis for Table 1-A is \$26,317 and \$13,396 for Table 1-B.
- (16) “**Insurance Expenses**” is defined as the expenses related to insurance premiums for general liability, property, workers compensation, and umbrella insurance policies. Insurance Expenses calculated on an average per Territory basis for Table 1-A is \$6,919 and \$6,151 for Table 1-B.
- (17) “**Office Expenses**” is defined as the expenses related to office-related materials, services, supplies and equipment, including cleaning, telephones, shipping, and other miscellaneous equipment and supplies. Office Expenses calculated on an average per Territory basis for Table 1-A is \$17,227 and \$7,081 for Table 1-B.
- (18) “**Other Operating Expenses**” is defined as other expenses related to bad debt or past due payments from customers. Other Operating Expenses calculated on an average per Territory basis for Table 1-A is \$5,350 and \$2,416 for Table 1-B.
- (19) “**Total Operating Expenses**” is defined as the sum of Personnel Costs–Admin, Travel Expenses, Professional Fees Expenses, Facilities Expenses, Insurance Expenses, Office Expenses, and Other Operating Expenses. Total Operating Expenses calculated on an average per Territory basis for Table 1-A is \$221,526 and \$64,272 for Table 1-B.
- (20) “**Net Ordinary Income**” is defined as Gross Profit minus Total Operating Expenses. Net Ordinary Income calculated on an average per Territory basis for Table 1-A is \$178,002 and \$128,982 for Table 1-B.
- (21) “**EBITDA Percentage**” is defined as Net Ordinary Income divided by Total Gross Revenue.

TABLE 2
SELECT PERFORMANCE METRICS

The tables below set forth certain performance metrics, including Production, Customer Payment, Marketing, and Customer (Value and Lifetime), for the two Company-Owned Outlets operating in Ohio.

TABLE 2-A

PRODUCTION METRICS		
	CLEVELAND	COLUMBUS
Gross Revenue Per Vehicle	\$336,112	\$297,000
Average Application Price	\$124	\$111
Service Call Rate	2%	4%
Revenue Per Hour Produced	\$175	\$167

- (1) “**Revenue Per Vehicle**” is calculated as total Gross Revenue divided by the number of vehicles used in production of revenue throughout the year.
- (2) “**Average Application Price**” is calculated as total revenue divided by total customer visits.
- (3) “**Service Call Rate**” is calculated as service calls (i.e., calls outside of scheduled visits and/or re-treatment calls) as a percentage of total customer visits.

- (4) ***“Revenue Per Hour Produced”*** is calculated as total revenue divided by total technician payroll hours.

TABLE 2-B

CUSTOMER PAYMENT METRICS		
	CLEVELAND	COLUMBUS
Customer Prepayment Percent	24%	26%
Customer Autopayment Percent	41%	45%

- (1) ***“Customer Prepayment Percent”*** represents the proportion of total revenue collected from customers prior to service beginning each year.
- (2) ***“Customer Autopayment Percent”*** represents the proportion of customers set up to automatically pay for services through recurring credit card payments.

TABLE 2-C

CUSTOMER METRICS		
	CLEVELAND	COLUMBUS
Average Customer Value	\$810	\$696
Lifetime Customer Value	\$4,051	\$3,478
Annual Retention Rate	80%	80%

- (1) ***“Average Customer Value”*** is calculated by dividing 2024 total revenue by the number of unique customers in 2024.
- (2) ***“Lifetime Customer Value”*** is calculated by multiplying 2024 average customer value by the average customer lifetime of former and continuing customers. This figure assumes that customers continue service for the average historical retention period.
- (3) ***“Annual Retention Rate”*** is calculated as the percent of 2023 customers retained into 2024.

TABLE 3
CALL CENTER PERFORMANCE METRICS

Table 3 reports select performance metrics for the Lawn Squad Call Center.

CALL CENTER METRICS		
	CLEVELAND	COLUMBUS
Call Answer Rate	95%	95%
Sales Conversion Rate	71%	66%
Upsell Revenue Rate	36%	35%

- (1) ***“Call Answer Rate”*** is calculated as calls answered by representatives as a percent of total calls received.
- (2) ***“Sales Conversion Rate”*** is the number of potential customers who requested an estimate and converted into sales as a percentage of total potential customers who requested an estimate.
- (3) ***“Upsell Revenue Rate”*** is the Gross Revenue sold by the Call Center representatives over and above the customers’ initial service requests, expressed as a percent of total Gross Revenue.

* * *

Some outlets have sold this amount. Your individual results may differ. There is no assurance

that you'll sell as much.

The financial information we utilized in preparing the preceding financial performance representations is from the operating records of our affiliate.

Written substantiation for these financial performance representations will be made available to you upon reasonable request.

Other than the preceding financial performance representations, we do not make any representations. 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 Jordan Wilson, Lawn Squad Franchising LLC, 7120 Samuel Morse Drive, Suite 300, Columbia, Maryland, 21046 and (410) 740-1900, the Federal Trade Commission, and the appropriate state regulatory agencies.

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ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

TABLE 1
Systemwide Outlet Summary For Years 2022 to 2024⁽¹⁾⁽²⁾⁽³⁾

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	0	0	0
	2023	0	0	0
	2024	0	7	+7
Company-Owned ⁽⁴⁾	2022	10	10	0
	2023	10	10	0
	2024	10	9	-1
TOTALS	2022	10	10	0
	2023	10	10	0
	2024	10	16	+6

Notes:

- (1) Our fiscal year ends December 31. The figures in the tables are as of our fiscal year end each year.
- (2) The figures are for the number of territories in operation at year-end. Each franchise territory has a separate Franchise Agreement.
- (3) As of December 31, 2024, there were 4 franchisees in operation; the number of territories in operation for each franchisee is shown in Exhibit F. See Table 5 below regarding territories that were not yet in operation under Franchise Agreements that had been signed as of year-end.
- (4) The Company-Owned Outlets of our affiliate, Weed Pro, Ltd., operate in one area equivalent to 9 standard franchise territories (as described in Item 12). The Company-Owned Outlets operated under the name “Weed Pro” until January 2024 and converted to the LAWN SQUAD brand at that time.

TABLE 2
Transfers of Outlets from Franchisee to New Owners (other than the Franchisor)
For Years 2022 to 2024

State	Year	Number of Transfers
All States	2022	0
	2023	0
	2024	0
TOTALS	2022	0
	2023	0
	2024	0