

ITEM 18 PUBLIC FIGURES

We do not use any public figure to promote the franchise. No public figure is involved in our actual management or control.

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 financial performance information relates to certain financial factors reported to us by our franchisees. These factors can be helpful to you as you evaluate the franchise opportunity and discuss this opportunity with your advisors. The factors do not include all expenses you will incur in operating your Business.

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

The information in the table below is a historical financial performance representation for a subset of FISH WINDOW CLEANING businesses from January 1, 2022 until December 31, 2022, January 1, 2023 until December 31, 2023, and January 1, 2024 until December 31, 2024.

As of December 31, 2022, there were 263 franchised outlets in our system. The information in the tables below is based on information from 255 of these franchised outlets that were open and operating for the 12-month period from January 1, 2022 until December 31, 2022 ("2022 Outlets"). The remaining 8 franchised outlets that were open as of December 31, 2022 were not included in the table below for 2022 because they were not open and operating for the 12-month period ending December 31, 2022. 11 franchised outlets permanently closed during the 2022 fiscal year (0 of which had been open for less than 12 months) and were also excluded from this Item 19.

As of December 31, 2023, there were 264 franchised outlets in our system. The information in the tables below is based on information from 257 of these franchised outlets that were open and operating for the 12-month period from January 1, 2023 until December 31, 2023 ("2023 Outlets"). The remaining 7 franchised outlets that were open as of December 31, 2023 were not included in the table below for 2023 because they were not open and operating for the 12-month period ending December 31, 2023. 6 franchised outlets permanently closed during the 2023 fiscal year (0 of which had been open for less than 12 months) and were also excluded from this Item 19.

As of December 31, 2024, there were 269 franchised outlets in our system. The information in the tables below is based on information from 252 of these franchised outlets that

were open and operating for the 12-month period from January 1, 2024 until December 31, 2024 (“2024 Outlets”). The 16 franchised outlets were not included in the table below for 2024 because they were not open and operating for the 12-month period ending December 31, 2024. 11 franchised outlets permanently closed during the 2024 fiscal year (0 of which had been open for less than 12 months) and were also excluded from this Item 19.

The affiliate-owned outlet is excluded from tables below for the 2022 fiscal year, the 2023 fiscal year, and 2024 fiscal year data.

The information in the tables below was prepared from sales records and reports from the franchised businesses and the affiliate-owned business, though our affiliate-owned business is not included in the tables below. We do not know of an instance, nor do we have reason to believe, that a franchisee would overstate or understate the information in the table below. The FISH WINDOW CLEANING businesses included in this financial performance representation share similar characteristics in that they are in similar locations, have similar degrees of competition, offer similar services, are entitled to receive similar goods and services from us.

	Number of New Customers in 2022	Total Revenue in 2022	Number of New Customers in 2023	Total Revenue in 2023	Number of New Customers in 2024	Total Revenue in 2024
Average of Top 10%	652	\$1,150,446	596	\$1,290,413	609	\$1,376,037
Median of Top 10%	631	\$1,030,425	563	\$1,152,831	550	\$1,218,302
Range of Top – Bottom in Top 10%	961 to 507	\$2,276,616 to \$802,183	823to 488	\$2,517,481 to \$893,040	1274 to 497	\$2,651,069 to \$938,070
Average of Top 50%	402	\$665,763	356	\$734,360	352	\$775,483
Median of Top 50%	361	\$562,393	321	\$631,426	298	\$671,268
Range of Top – Bottom in Top 50%	961 to 217	\$2,276,616 to \$367,350	823 to 188	\$2,517,481 to \$388,411	1274 to 174	\$2,651,069 to \$417,898
Average of Bottom 50%	128	\$217,960	112	\$245,428	108	\$259,074
Median of Bottom 50%	137	\$220,063	116	\$248,388	115	\$270,229

	Number of New Customers in 2022	Total Revenue in 2022	Number of New Customers in 2023	Total Revenue in 2023	Number of New Customers in 2024	Total Revenue in 2024
Range Top – Bottom in Bottom 50%	217 to 13	\$359,639 to \$54,646	188 to 18	\$387,787 to \$68,316	174 to 6	\$411,609 to \$38,875
Average of Bottom 10%	55	\$104,252	46	\$121,556	51	\$125,424
Median of Bottom 10%	49	\$110,336	50	\$115,270	53	\$130,317
Range of Top – Bottom in Bottom 10%	70 to 13	\$134,492 to \$54,646	69 to 18	\$157,550 to \$68,316	70 to 6	\$170,997 to \$38,875

NOTES

1. Number of New Customers. This number represents the number of new commercial customers and new residential customers that outlets provided service to in the respective year.

a. 2022 Outlets: Specifically, 11 outlets (4% of the 255 outlets) attained or surpassed the average of the outlets in the top 10% for this category; 51 outlets (20% of the 255 outlets) attained or surpassed the average of the outlets in the top 50% for this category;. Additionally, 56 outlets (22% of the 255 outlets) met or were below the average of the outlets in the bottom 50% for this category; 15 outlets (6% of the 255 outlets) met or were below the average of outlets in the bottom 10% for this category.

b. 2023 Outlets: Specifically, 9 outlets (4% of the 257 outlets) attained or surpassed the average of the outlets in the top 10% for this category; 52 outlets (20% of the 257 outlets) attained or surpassed the average of the outlets in the top 50% for this category;. Additionally, 58 outlets (23% of the 257 outlets) met or were below the average of the outlets in the bottom 50% for this category; 18 outlets (7% of the 257 outlets) met or were below the average of outlets in the bottom 10% for this category.

c. 2024 Outlets: Specifically, 8 outlets (34% of the 252) attained or surpassed the average of the outlets in the top 10% for this category; 45 outlets (18% of the 252 outlets) attained or surpassed the average of the outlets in the top 50% for this category. Additionally, 58 outlets (23% of the 252 outlets) met or were below the average of the outlets

in the bottom 50% for this category; 12 outlets (5% of the 252 outlets) met or were below the average of outlets in the bottom 10% for this category.

2. Total Revenue. “**Total Revenue**” means the total revenues derived in and from the operation of the Business or Businesses referenced in each subgroup.

a. 2022 Outlets: Specifically, 9 outlets (4% of the 255 outlets) attained or surpassed the average of the outlets in the top 10% for this category; 48 outlets (19% of the 255 outlets) attained or surpassed the average of the outlets in the top 50% for this category. Additionally, 63 outlets (25% of the 255 outlets) met or were below the average of the outlets in the bottom 50% for this category; 12 outlets (5% of the 255 outlets) met or were below the average of the outlets in the bottom 10% for this category.

b. 2023 Outlets: Specifically, 9 outlets (4% of the 257 outlets) attained or surpassed the average of the outlets in the top 10% for this category; 44 outlets (17% of the 257 outlets) attained or surpassed the average of the outlets in the top 50% for this category;. Additionally, 63 outlets (25% of the 257 outlets) met or were below the average of the outlets in the bottom 50% for this category; 14 outlets (5% of the 257 outlets) met or were below the average of outlets in the bottom 10% for this category.

c. 2024 Outlets: Specifically, 10 outlets (4% of the 252 outlets) attained or surpassed the average of the outlets in the top 10% for this category; 47 outlets (18% of the 252 outlets) attained or surpassed the average of the outlets in the top 50% for this category. Additionally, 64 outlets (25% of the 252 outlets) met or were below the average of the outlets in the bottom 50% for this category; 16 outlets (64% of the 252 outlets) met or were below the average of the outlets in the bottom 10% for this category.

3. Outlet Results. The top outlet for one category in the table above may not be the top outlet for any other category. Similarly, the outlets in the top 10% or top 50% for one category in the table above may not be in the top 10% or top 50% for any other category.

4. Affiliate-Owned Business Results. The table above only includes information relating to franchised outlets. The one affiliate-owned business located in St. Louis, Missouri, had 1,139 new accounts and Total Revenue of \$1,579,839 in 2022, and had 926 new accounts and Total Revenue of \$1,830,572 in 2023, and had 1,184 new accounts of Total Revenue of \$2,053,271 in 2024.

The information in the table below is a historical financial performance representation for the 2022 Outlets, 2023 Outlets and 2024 Outlets. The information in the table below does not include any information from the affiliate-owned outlet.

	Average for 2022 Outlets	Median for 2022 Outlets	Range of Lowest to Highest Average Revenue 2021 Outlets	Average for 2023 Outlets	Median for 2023 Outlets	Range of Lowest to Highest Average Revenue 2023 Outlets	Average for 2024 Outlets	Median for 2024 Outlets	Range of Lowest to Highest Average Revenue 2024 Outlets
Average Revenue from a Residential Window Cleaning	\$329	\$318	L: \$111 H: \$731	\$339	\$331	L: \$113 H: \$718	\$359	\$345	L: \$136 H: \$806
Average Revenue from a Commercial Window Cleaning	\$69	\$65	L: \$33 H: \$262	\$75	\$72	L: \$39 H: \$231	\$80	\$74	L: \$42 H: \$249
Average Annual Price for a Commercial Route Job	\$957	\$852	L: \$471 H: \$4,264	\$1018	\$909	L: \$351 H: \$4,063	\$1054	\$935	L: \$538 H: \$3,786

NOTES:

1. Average Revenue from a Residential Window Cleaning. This average represents the average revenue received by the applicable outlets from a residential window cleaning in the respective calendar year.
2. Average Revenue from a Commercial Window Cleaning. This average represents the average revenue received by the applicable outlets from a commercial window cleaning in the respective calendar year.
3. Average Annual Price for a Commercial Route Job. A commercial route job is a recurring commercial window cleaning job that an outlet performs at least eight times in at least one of our 13 four-week accounting periods (we have 13 four-week accounting periods, not 12 monthly accounting periods). This average represents the average annual price scheduled in our proprietary software application to be charged for all of the window cleanings associated with a commercial route job in the respective calendar year. This average does not represent the average revenue that was received as a result of the window cleanings for a commercial route job in in the respective calendar year.
4. Affiliate-owned Business Results. This chart only includes information relating to franchised outlets.
 - a. 2022: The one affiliate-owned business located in St. Louis, Missouri had \$401 in Average Revenue from a Residential Window Cleaning, \$71 in Average Revenue from a Commercial Window Cleaning, and \$731 in Average Annual Price for a Commercial Route Job.

b. 2023: The one affiliate-owned business located in St. Louis, Missouri had \$422 in Average Revenue from a Residential Window Cleaning, \$79 in Average Revenue from a Commercial Window Cleaning, and \$760 in Average Annual Price for a Commercial Route Job.

c. 2024: The one affiliate-owned business located in St. Louis, Missouri had \$401 in Average Revenue from a Residential Window Cleaning, \$85 in Average Revenue from a Commercial Window Cleaning, and \$887 in Average Annual Price for a Commercial Route Job.

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

Other than the preceding financial performance representation, 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 Randy Cross, 217 Chesterfield Towne Centre, Chesterfield, Missouri 63005, (877) 707-3474, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20 OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
System-wide Outlet Summary
For Years 2022 to 2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	270	264	-6
	2023	263	264	+1
	2024	264	269	+5
Company-Owned	2022	1	1	0
	2023	1	1	0
	2024	1	1	0
Total Outlets	2022	271	264*	-6*
	2023	264	265	+1
	2024	265	270	+5