

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC 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 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 that 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.

As of December 31, 2025 there were 44 franchises operating 75 territories in the Pestmaster® franchise system. The chart immediately below reflects historical Gross Sales for the 12-month period ended December 31, 2025 (the “Reporting Period”) for the 33 Pestmaster franchises operating 57 territories which reported Gross Sales for all 12 months in the Reporting Period (although some of the territories operated by the franchises may not have been operated in for the entire Reporting Period). The first of these franchises opened in 1991 and the most recent opened in 2024. We have also excluded 11 franchises operating 18 territories that did not report Gross Sales for all 12 months in the Reporting Period. The excluded franchises include two franchises owned by our Brand Leader which opened in 2025. No franchises permanently closed as a Pestmaster® franchise in 2025.

This Item 19 is broken into 3 sections. Section A provides Gross Sales information for the 12-month period ended December 31, 2025 for all 33 franchises operating 57 Territories, as discussed above. Section B provides this same information by quartile ranking these franchises by Gross Sales in descending order. The average and median information in this Section is for those franchises in each quartile. Section C provides this same Gross Sales information but separates the franchises by date opened as a Pestmaster franchise, providing Gross Sales information for those franchises that had been open for 9 or more years as of December 31, 2025, those open at least five but less than nine years as of December 31, 2025 and those open for more than 1 year but less than 5 years as of December 31, 2025.

2025 FRANCHISE GROSS SALES

SECTION A – TOTAL FRANCHISE GROSS SALES

Average Gross Sales	High and Low Franchise Gross Sales:	Median Gross Sales:	No./% of Franchises At or Above Average Gross Sales:
\$514,024	\$6,985,408 / \$26,724	\$148,210	7 / 21%

SECTION B – FRANCHISE GROSS SALES BY QUARTILE

First Quartile

Franchise	No. of Territories	Gross Sales¹
Franchise #1	2	\$6,985,408
Franchise #2	2	\$2,121,779
Franchise #3	5	\$1,229,236
Franchise #4	4	\$1,048,484
Franchise #5	2	\$599,509
Franchise #6	1	\$556,075
Franchise #7	1	\$554,519
Franchise #8	1	\$374,876

Franchise	No. of Territories	Gross Sales ¹
Average Gross Sales: \$1,683,735		
No./% of Franchises At or Above Average Gross Sales: 2 / 25%		
High/Low Gross Sales: \$6,985,408 / \$374,876		
Median Gross Sales: \$823,996		

Second Quartile

Franchise	No. of Territories	Gross Sales ¹
Franchise #9	1	\$365,526
Franchise #10	1	\$330,565
Franchise #11	1	\$267,570
Franchise #12	1	\$244,230
Franchise #13	1	\$242,823
Franchise #14	1	\$189,426
Franchise #15	1	\$174,414
Franchise #16	1	\$149,457
Franchise #17	2	\$148,210
Average Gross Sales: \$234,691		
No./% of Franchises At or Above Average Gross Sales: 5 / 55%		
High/Low Gross Sales: \$365,526 / \$148,210		
Median Gross Sales: \$242,823		

Third Quartile

Franchise	No. of Territories	Gross Sales ¹
Franchise #18	2	\$142,660
Franchise #19	2	\$133,199
Franchise #20	1	\$130,458
Franchise #21	5	\$128,159
Franchise #22	1	\$110,300
Franchise #23	1	\$100,146
Franchise #24	1	\$84,576
Franchise #25	2	\$84,262
Average Gross Sales: \$114,220		
No./% of Franchises At or Above Average Gross Sales: 4 / 50%		
High/Low Gross Sales: \$142,660 / \$84,262		
Median Gross Sales: \$119,230		

Fourth Quartile

Franchise	No. of Territories	Gross Sales ¹
Franchise #26	3	\$81,916
Franchise #27	2	\$80,478

Franchise	No. of Territories	Gross Sales ¹
Franchise #28	2	\$72,237
Franchise #29	1	\$64,174
Franchise #30	3	\$56,805
Franchise #31	1	\$47,892
Franchise #32	1	\$36,707
Franchise #33	1	\$26,724
Average Gross Sales: \$58,366		
No./% of Franchises At or Above Average Gross Sales: 4 / 50%		
High/Low Gross Sales: \$81,916 / \$26,724		
Median Gross Sales: \$60,489		

SECTION C - GROSS SALES BY YEAR OPENED

Franchises Open 9 Years or More

Franchise	No. of Territories	Gross Sales ¹
Franchise #1	2	\$6,985,408
Franchise #2	2	\$2,121,779
Franchise #3	5	\$1,229,236
Franchise #4	4	\$1,048,483
Franchise #6	1	\$556,075
Franchise #7	1	\$554,519
Franchise #10	1	\$330,565
Franchise #13	1	\$242,823
Franchise #18	2	\$142,660
Franchise #19	2	\$133,199
Franchise #28	2	\$72,237
Average Gross Sales: \$1,219,726		
No./% of Franchises At or Above Average Gross Sales: 3 / 27%		
High/Low Gross Sales: \$6,985,408 / \$72,237		
Median Gross Sales: \$554,519		

Franchises Open 5 Years or More but less than 9 Years

Franchise	No. of Territories	Gross Sales ¹
Franchise #5	2	\$599,509
Franchise #9	1	\$365,526
Franchise #11	1	\$267,570
Franchise #12	1	\$244,230
Franchise #16	1	\$149,457
Franchise #17	2	\$148,210
Franchise #27	2	\$80,478
Average Gross Sales: \$264,997		

Franchise	No. of Territories	Gross Sales ¹
No./% of Franchises At or Above Average: 3 / 43%		
High/Low Gross Sales: \$599,509 / \$80,478		
Median Gross Sales: \$ 244,230		

Franchises Open More than 1 Year but less than 5 Years

Franchise	No. of Territories	Gross Sales ¹
Franchise #8	1	\$374,876
Franchise #14	1	\$189,426
Franchise #15	1	\$174,414
Franchise #20	1	\$130,458
Franchise #21	5	\$128,159
Franchise #22	1	\$110,300
Franchise #23	1	\$100,146
Franchise #24	1	\$84,576
Franchise #25	2	\$84,262
Franchise #26	3	\$81,916
Franchise #29	1	\$64,174
Franchise #30	3	\$56,805
Franchise #31	1	\$47,892
Franchise #32	1	\$36,707
Franchise #33	1	\$26,724
Average Gross Sales: \$112,722		
No./% of Franchises At or Above Average: 5 / 33%		
High/Low Gross Sales: \$374,876 / \$26,724		
Median Gross Sales: \$84,576		

NOTES:

1. “Gross Sales” has the same meaning in the Franchise Agreement. If a Franchise had more than one Territory, the Gross Sales include revenues from all of the Franchise’s Territories.

2. The dollar amounts shown in this Item 19 have been rounded to the nearest dollar and the percentages to the nearest percent.

3. The above figures, which reflect Gross Sales, not profits, were calculated based upon information reported to us by our franchisees. The figures do not reflect all costs of sales, operating expenses or other costs and expenses that must be deducted from the Gross Sales figures to obtain net income or profit.

4. **Some outlets have sold these amounts. Your individual results may differ. There is no assurance that you will sell as much.**

5. Written substantiation for the financial performance representations will be made available to you in writing, upon reasonable request.

Other than the preceding financial performance representation, we do not make any representations about a franchisee’s future financial performance or the past financial performance of company-owned or FDD

franchised outlets. 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. You should conduct an independent investigation of the costs and expenses you will incur in operating your Pestmaster franchise. Other franchisees may be one source of this information. If you receive any other financial performance information or projections of your future income, you should report it to our management by contacting Kelli Schroeder at 17700 St. Clair Avenue, Cleveland, Ohio, 44110, Telephone: (617) 997-4729, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

All information in the tables below is as of December 31, 2025.

Table No. 1
SYSTEMWIDE OUTLET SUMMARY
FOR YEARS 2023 to 2025¹

(Column 1) Outlet Type	(Column 2) Year	(Column 3) Outlets at the Start of the Year	(Column 4) Outlets at the End of The Year	(Column 5) Net Change
Franchises	2023	52	52	0
	2024	52	57	+5
	2025	57	75	+18
Company Owned*	2023	6	4	-2
	2024	4	4	0
	2025	4	3	-1
Total Outlets	2023	58	56	-2
	2024	56	61	+5
	2025	61	78	+17

¹ For purpose of this Table, each franchisee’s Territory under a Franchise Agreement is considered a “Franchised Outlet”

*The “company-owned” outlets disclosed in the table above are owned and operated by our affiliates.

Table No. 2
TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS
(OTHER THAN THE FRANCHISOR)
FOR YEARS 2023 to 2025¹

(Column 1) State	(Column 2) Year	(Column 3) Number of Transfers
Georgia	2023	0
	2024	0
	2025	2
Florida	2023	0
	2024	1
	2025	0