



Franchise Disclosure Document

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FlyFoe, LLC
A Massachusetts limited liability company
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Boston, MA 02114
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www.FlyFoe.com



As a FlyFoe franchisee you will operate a business providing residential and commercial mosquito and tick control services and other related services the Franchisor authorizes (the “Franchised Business”).

The total investment necessary to begin operation of a FlyFoe Franchised Business ranges from \$90,690 to \$131,990, which includes \$35,000 to be paid to the franchisor.

This disclosure document summarizes certain provisions of your Franchise Agreement and other information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least 14 calendar days before you sign a binding agreement with, or make any payment to the franchisor or an affiliate in connection with the proposed franchise sale. **Note, however, that no government agency has verified the information contained in the document.**

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact James Nichols at 77 North Washington Street, 3rd Floor, Boston, Massachusetts 02114, Telephone 877-624-3776, FDD@flyfoe.com.

The terms of your contract will govern your franchise relationship. Don’t rely on the disclosure document alone to understand your contract. Read all of your contract carefully. Show your contract and this disclosure to an advisor like a lawyer or accountant.

Buying a franchise is a complex investment. The information in this disclosure document can help you make up your mind. More information on franchising such as “[A Consumer Guide to Buying a Franchise](#)”, which can help you understand how to use this disclosure document is available from the Federal Trade Commission. You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue NW, Washington, DC 20580. You can also visit the FTC’s home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

Issuance date: May 25, 2021, as amended January 5, 2022.

How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

QUESTION	WHERE TO FIND INFORMATION
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or Exhibit F.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit B includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only FlyFoe business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What's it like to be a FlyFoe franchisee?	Item 20 or Exhibit F lists current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need To Know About Franchising *Generally*

Continuing responsibility to pay fees. You may have to pay royalties and other fees even if you are losing money.

Business model can change. The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

Supplier restrictions. You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to customers, what you sell, how you market, and your hours of operation.

Competition from franchisor. Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

Renewal. Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

When your franchise ends. The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit A.

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

Special Risks to Consider About *This Franchise*

Certain states require that the following risk(s) be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by mediation, arbitration and/or litigation only in Massachusetts. Out-of-state mediation, arbitration, or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate, or litigate with the franchisor in Massachusetts than in your own state.
2. **Financial Condition.** The franchisor's financial condition, as reflected in its financial statements (see Item 21), calls into question the franchisor's financial ability to provide services and support to you.
3. **Short Operating History.** The franchisor is at an early stage of development and has a limited operating history. This franchise is likely to be a riskier investment than a franchise in a system with a longer operating history.
4. **Mandatory Minimum Payments.** You must make minimum royalty or advertising fund payments, regardless of your sales levels. Your inability to make the payments may result in termination of your franchise and loss of your investment.

Certain states may require other risks to be highlighted. Check the "State Specific Addenda" (if any) to see whether your state requires other risks to be highlighted.

**NOTICE REQUIRED
BY
STATE OF MICHIGAN**

The State of Michigan prohibits certain unfair provisions that are sometimes in franchise documents. If any of the following provisions are in these franchise documents, according to the Michigan Department of Attorney General, Consumer Protection Division (the “Division”), the provisions are void and cannot be enforced against you:

- (a) A prohibition on the right of a franchisee to join an association of franchisees.
- (b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protections provided by the Michigan Franchise Investment Law. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.
- (d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee’s inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (i) the term of the franchise is less than 5 years and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor’s intent not to renew the franchise.
- (e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This subsection does not require a renewal provision.
- (f) A provision requiring that arbitration or litigation be conducted outside the State of Michigan. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.
- (g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:

(i) The failure of the proposed transferee to meet the franchisor's then current reasonable qualifications or standards.

(ii) The fact that the proposed transferee is a competitor of the franchisor or subfranchisor.

(iii) The unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations.

(iv) The failure of the franchisee or proposed transferee to pay any sums owing to the franchisor or to cure any default in the franchise agreement existing at the time of the proposed transfer.

(h) A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor a right of first refusal to purchase the assets of a franchise on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants the franchisor the right to acquire the assets of a franchise for the market value or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c) above.

(i) A provision which permits the franchisor to directly or indirectly convey, assign, or otherwise transfer its obligations to fulfill contractual obligations to the franchisee unless provision has been made for providing the required contractual services.

The fact that there is a notice of this offering on file with the Attorney General of Michigan does not constitute approval, recommendation, or endorsement by the Attorney General.

Any questions regarding this notice should be directed to:

Franchise Administrator
Antitrust and Franchise Unit
Michigan Department of Attorney General
670 Law Building
Consumer Protection Division
Lansing, Michigan 48913
(517) 373-7117

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ITEM 1

THE FRANCHISOR AND ANY PARENTS, PREDECESSORS AND AFFILIATES

To simplify the language in this disclosure document, “FlyFoe”, “our”, “us”, “we”, or “Franchisor” refers to FlyFoe, LLC, the franchisor. “You” or “Franchisee” refers to the person, or any corporation, partnership or legal entity who buys a FlyFoe franchise, including the franchisee’s owners.

The Franchisor

We are a Massachusetts limited liability company formed on November 30, 2017. Our principal business address is 77 North Washington Street, 3rd Floor, Boston, Massachusetts 02114. We conduct business under our corporate name, under the trade name and service mark “FLYFOE”, URLs, domain names, website addresses, email addresses, digital cellular addresses, wireless web addresses and the like (“e-names”) and associated logos, designs, symbols and trade dress (collectively, the “Marks”). We have never operated a business similar to the Franchised Business. We do not conduct business under any other name.

We started offering FlyFoe franchises on February 15, 2018 and had 7 franchisees as of December 31, 2020. We have not offered franchises in any other line of business and have never operated a business similar to the Franchised Business.

Parent, Predecessors, and Affiliates

On August 13, 2020 all of our membership interests were acquired by HS Group Holding Company, LLC (“HSGH”). Effective August 27, 2021, Threshold Brands, LLC (“Threshold Brands”), acquired all of our membership interests from HSGH. Threshold Brands maintains its principal place of business at 77 North Washington Street, Boston, MA, 02114. Threshold Brands is a wholly owned subsidiary of HSGH. HSGH maintains its principal place of business at Rockefeller Center, 630 Fifth Avenue, Suite 400, New York, New York 10111.

Our affiliate MaidPro Franchise, LLC (“MaidPro”) is a franchisor of businesses providing residential and commercial cleaning and other related services to individuals and businesses. Its principal business address is 77 North Washington Street, Boston, MA 02114. MaidPro has been offering residential and commercial cleaning service franchises since February 1997. As of December 31, 2020 it had 258 franchised locations.

Our affiliate Men In Kilts US, LLC (“MIK”), is a franchisor of businesses providing window cleaning, gutter cleaning, pressure washing, siding cleaning, snow removal and other related services. MIK’s principal business address is 77 North Washington Street, Boston, Massachusetts 02114. MIK began offering franchises in March, 2019 and as of December 31, 2020 had 8 franchises.

Our affiliate Pestmaster Franchise Network, LLC (“Pestmaster”), is a franchisor of businesses providing structural and agricultural pest control and related services. Pestmaster’s principal business address is 9716 South Virginia Street, Suite E, Reno, Nevada 89511. Pestmaster, through its predecessor, has been offering franchises since June 1991 and as of December 31, 2020 had 39 franchises.

Our affiliate USA Insulation Franchise, LLC (“USA Insulation”) is a franchisor of businesses providing residential insulation services. Its principal business address is 17700 Saint Clair Avenue, Cleveland, Ohio 44110. It, through its predecessor, has been offering franchises since March 2006 and as of December 31, 2021 had 54 franchises.

Our affiliate Men In Kilts Canada Inc. (“MIK Canada”), is the franchisor of the Men In Kilts brand in Canada. Its principal business address is 77 North Washington Street, Boston, Massachusetts 02114. MIK Canada through its predecessor has been offering Men In Kilts franchises since 2011 and as of December 31, 2020 had 15 Men In Kilts franchises in Canada.

Our affiliate PHP Franchise, LLC (“PHP”), is the franchisor of the Plumbing Paramedics and Heating & Air Paramedics franchises. Its principal place of business is 9750 E. 150th Street Noblesville, IN 46060. Beginning in November 2020, PHP began offering Plumbing Paramedics and Heating & Air Paramedics franchises.

Our affiliate Sir Grout Franchising, LLC is the franchisor of the Sir Grout franchise system. Its principal business address is 484 Plainsman Circle, Cumming, GA 30028. Sir Grout has been offering franchises since August 2007 and as of December 31, 2020 had 45 franchises.

We have no predecessors.

Except as disclosed above, neither we, nor our parent, nor our affiliates, currently operates any other types of businesses which offer franchises or provide products or services to our franchisees. Except as disclosed above, we have no parent, predecessors or affiliates required to be disclosed in this Item. Neither we nor any of our affiliates disclosed above have offered franchises in any line of business except as disclosed above. We have no affiliates who have ever conducted the type of business a FlyFoe franchisee will operate.

Agents for Service of Process

Please refer to Exhibit A for our agents for service of process.

The Business We Offer

Under the Franchise Agreement (“Franchise Agreement”), we franchise and grant to qualified parties the right to operate a Franchised Business to provide our mosquito and tick control and other related services to the public, utilizing our established FlyFoe system as we may modify it (“System” or “FlyFoe System”) and Marks within a designated area we refer to as your “Territory”.

FlyFoe Franchised Businesses will offer and sell mosquito and tick control services for residential and commercial customers. This treatment is applied at customers’ locations by technicians using specialized spray equipment.

The distinguishing characteristics of the System include, without limitation, our distinctive Marks, uniform standards, specifications, and procedures for operations; quality and application of the mosquito and tick control products, equipment and services provided by licensed professionals; our confidential techniques for selling products, services, contracts; route optimization; day-to-day operations; marketing techniques; logos; uniforms; instructional materials and training courses; advertising and promotional programs related to the operations of your FlyFoe Franchised Business.

The Franchise Agreement allows you to use our Marks in the operation of the franchise. You must conduct the franchise according to our confidential Operations Manual, and other manuals and instructional materials, that we create for use in the System (“Confidential Manuals”). You must offer only those services, equipment and products we specify, and in the manner we specify. You must use only the business management software and credit card processing service approved by us, and you must obtain certain equipment, supplies, products, services and printed materials only from us, or third-party suppliers who meet our specifications, and whom we have approved in advance.

We also offer conversion franchises to qualified individuals and entities that have offered mosquito and tick control services similar or identical to the services of the Franchised Business for at least 6 months and that have generated more than \$25,000 in sales during the latest six-month period in that business. Conversion franchisees will sign the Franchise Agreement (see Exhibit C) and Conversion Franchise Addendum (see Exhibit G). The Conversion Franchise Addendum waives the Initial Franchise Fee; and for the first 3 years only, reduces the monthly Continuing Royalty to 2% of Gross Consumer Sales and the monthly Minimum Royalty to \$150. All other terms of the Franchise Agreement will apply to the conversion franchisee, unless otherwise specified in the Conversion Franchise Addendum.

Market/Competition

The market for mosquito and tick control is well established and growing. Your competition may include other mosquito and tick control companies or services, self-employed individuals and stores and outlets that sell insect control products.

The mosquito and tick control business is seasonal. Your spraying season will vary based on the geographical location of your Territory. Generally, the spraying season will last between 5 and 9 months per year.

Applicable Regulations, Licenses and Permits

In addition to laws and regulations that apply to all businesses in general, there are specific regulations pertaining to this industry you must comply with, including all local, state and federal pesticide codes and regulations, Environmental Protection Agency (“EPA”), and other environmental regulations pertaining to the use, disposal and storage of pesticides. You may have requirements set by local and state authorities to obtain certain permits, registrations, certifications or licenses to operate a mosquito and tick control business in your state. You should consult with your local agencies and/or your attorney. You must obtain all required licenses and permits and ensure your employees, and others providing mosquito and tick control services to customers on behalf of your FlyFoe Franchised Business, have all required licenses and permits, relating to the operation of your mosquito and tick control business. In certain jurisdictions, you must have between 1-3 years of experience to qualify for an individual pesticides license. If you are located in any of those jurisdictions and do not have the required experience, you must hire at least one individual with the necessary license, or partner with an individual with the necessary license. Additionally, various jurisdictions require every employee involved in the application of pesticides to be trained and to pass certain testing requirements, and you must ensure compliance with all such requirements. You must comply with all federal, state and local laws that apply to businesses in general, including the Americans with Disabilities Act, building and construction laws and codes, health and sanitation, permits and waste disposal. You are responsible for complying with all applicable laws and regulations. You should research these requirements before you invest.

ITEM 2 **BUSINESS EXPERIENCE**

Chairman of the Board of Managers – Ervin Cash

Mr. Cash has served as the Chairman of our Board of Managers since August 2020. Since August 2021 Mr. Cash has been the Chairman of the Board of Managers for our parent, Threshold Brands, LLC, and since August 2020 Mr. Cash has been Chairman of the Board of Managers of Threshold Brands’ parent, HS Group Holdings, LLC. Since May 2018, Mr. Cash has been CEO and President of Strategies for Impact, Inc., located in Montecito, California. From March 2016 to May 2018, Mr. Cash was CEO & President of SloanLED, located in Ventura, California.

Vice President and Manager – Caroline Peck

Ms. Peck has been our Vice President and a member of our Board of Managers since August 2020. Since August 2021 Ms. Peck has been the Vice President and a Manager of our parent, Threshold Brands, LLC, and since August 2020 Ms. Peck has been the Vice President and a Manager of Threshold Brands' parent, HS Group Holdings, LLC. Since June 2017, Ms. Peck has been an Associate with The Riverside Company, located in Cleveland, Ohio.

Vice President, Secretary and Manager – Stephen Rice

Mr. Rice has been our Vice President and Secretary and a member of our Board of Managers since August 2020. Since August 2021 Mr. Rice has been the Vice President, Secretary and a Manager of our parent, Threshold Brands, LLC, and since August 2020 Mr. Rice has been the Vice President, Secretary and a Manager of Threshold Brands' parent, HS Group Holdings, LLC. Since October 2010, Mr. Rice has been a Principal of The Riverside Company, located in Cleveland, Ohio.

Manager – Ryan Farris

Mr. Farris joined us as a member of our Board of Managers in November 2021. Mr. Farris has been with AlphaGraphics since September 2015 and has been the President and COO of AlphaGraphics since October 2017 and, since August 2020, he has also served as the President and COO of PostNet International Franchise Corp., both located in Lakewood, Colorado.

Manager – Steven Siegel

Mr. Siegel has been a member of our Board of Managers since August 2020. Since August 2021 Mr. Siegel has served as a Manager of our parent, Threshold Brands, LLC, and since August 2020 Mr. Siegel has served as a Manager of Threshold Brands' parent, HS Group Holdings, LLC. Since January 2005, Mr. Siegel has served as a Managing Partner at Brookside Consulting located in Thornton, New Hampshire.

Manager – Mark Kushinsky

Since our formation in November 2017, Mark Kushinsky has been a member of our Board of Managers and was our CEO from November 2017 to April 2021. Since August 2021 Mr. Kushinsky has served as a Manager of our parent, Threshold Brands, LLC and since August 2020 Mr. Kushinsky has served as a Manager of Threshold Brands' parent, HS Group Holdings, LLC. From April 2008 to July 2020, Mr. Kushinsky was Chief Executive Officer of MaidPro Franchise Corporation, located in Boston, MA.

Chief Executive Officer – Hagan Kappler

Since July 2021 Ms. Kappler has been our Chief Executive Officer ("CEO"). She also serves as the CEO of our affiliated companies Men In Kilts US, LLC, Men In Kilts Canada Inc., Pestmaster Franchise Network, LLC, Pestmaster GP, LLC, Pestmaster Services, L.P., Kaigan LLC, FlyFoe, LLC, USA Insulation Franchise, LLC, USA Enterprises, LLC, FDIE, LLC, and Plumbing Heating Paramedics LLC. From April 2018 to January 2021, Mrs. Kappler was the Division President for ServiceMaster Clean and Merry Maids in Memphis, TN. From October 2014 to March 2018, Ms. Kappler was Vice President of Corporate Development for Ingersoll Rand in Davidson, NC.

Chief Legal Officer – Robert G. Huelin

Since May 2021 Mr. Huelin has been our Chief Legal Officer (“CLO”). He also serves as the CLO of our affiliated companies Men In Kilts US, LLC, Men In Kilts Canada Inc., Pestmaster Franchise Network, LLC, Pestmaster GP, LLC, Pestmaster Services, L.P., Kaigan LLC, FlyFoe, LLC, USA Insulation Franchise, LLC, USA Enterprises, LLC, FDIE, LLC, and Plumbing Heating Paramedics LLC. From December 2014 to May 2021 Mr. Huelin was the Vice President, Legal and Compliance for Wireless Zone, LLC in Rocky Hill, CT.

Chief Growth Officer – R. Scott Sutton

Since July 2021, Mr. Sutton has been Chief Growth Officer of the Franchisor, our various affiliated companies, Men In Kilts US, LLC, Men In Kilts Canada Inc., Pestmaster Franchise Network, LLC, Pestmaster GP, LLC, Pestmaster Services, L.P., Kaigan LLC, FlyFoe, LLC, USA Insulation Franchise, LLC, USA Enterprises, LLC, FDIE, LLC, and Plumbing Heating Paramedics LLC. From August 2010 to July 2021, he was VP of Business Development at Deluxe Corporation (d/b/a/ Safeguard Business Systems) in Dallas TX.

Chief Operating Officer – Andrea Hohermuth

Since January 2021, Ms. Hohermuth has been our Chief Operating Officer (“COO”). From January 2021 to July 2021 Ms. Hohermuth served as our Interim Chief Executive Officer. Since our formation in July 2020, Andrea Hohermuth has been our Senior Vice President of Technology & Operations. From December 2018 to July 2020, Ms. Hohermuth was our Senior Vice President of Technology & Operations. From November 2015 to December 2018, Ms. Hohermuth was our Vice President of Technology. Since February 2021, Ms. Hohermuth has been the Senior Vice President of Technology & Operations of Men In Kilts Canada Inc. Since December 2020, Ms. Hohermuth has been Senior Vice President of Technology & Operations of USA Insulation Franchise, LLC. Since December 2018, Ms. Hohermuth has been FlyFoe's Senior Vice President of Technology & Operations. From November 2017 to December 2018, Ms. Hohermuth was FlyFoe's Vice President of Technology. Since December 2019, Ms. Hohermuth has been MIK's Senior Vice President of Technology & Operations. From February 2019 to December 2019, Andrea Hohermuth was MIK's Vice President of Technology.

Vice President, Franchise Development – James Nichols

Mr. Nichols joined us as Vice President, Franchise Development in June 2020. Before that Mr. Nichols was the Director of Sales for Authority Brands in Columbia, Maryland from July 2019 to June 2020. From January 2012 to July 2019 Mr. Nichols was the Director of Sales for Direct Energy in Houston, Texas.

Vice President, Consumer Marketing – James Doyle

Since July 2020, Mr. Doyle has been our Vice President, Consumer Marketing. From June 2009 to July 2020, Mr. Doyle was MaidPro's Vice President, Consumer Marketing. Since November 2017, Mr. Doyle has been FlyFoe's Vice President, Consumer Marketing. Since February 2019, Mr. Doyle has been MIK's Vice President, Consumer Marketing.

Director of Central Coaching – Somerset Buchanan

Since December 7, 2020, Ms. Buchanan has been our Director of Central Coaching. From May 2012 to June 2020, Ms. Buchanan was Director of Field Learning and New Franchisee Learning for Dunkin Brands Inc., located in Canton, Massachusetts.

Director of Operations – Brett H. Shraiar

Since November 2017, Mr. Shraiar has been our Director of Operations. From July 2011 to November 2017, Mr. Shraiar was MaidPro’s Manager of Business Coaching.

ITEM 3
LITIGATION

No litigation is required to be disclosed in this Item.

ITEM 4
BANKRUPTCY

No bankruptcy information is required to be disclosed in this Item.

ITEM 5
INITIAL FEES

You will pay us an initial franchise fee of \$35,000 (the “Initial Franchise Fee”). The Initial Franchise Fee is due at the time you sign the Franchise Agreement.

We currently offer to a first-time franchisee, who is not a franchisee (or the owner of a franchisee) of a brand owned by any of our franchisor affiliates, the option to waive the Initial Franchise Fee in exchange for an increase to the Continuing Royalty rate by an additional 1.5% of Gross Consumer Sales (example a 4% royalty will increase to 5.5%) for 10 years (the Initial 5 year term and the first 5 year renewal term, if renewed). See Franchise Agreement, Addendum I.

We may offer a cross-brand discount of up to 20% off the Initial Franchise Fee to any franchisee (or an owner of a franchisee) of a brand owned by our parent or one of our franchisor affiliates, who is in good standing with that brand, meets our then current criteria for franchisees, and desires to purchase its first FlyFoe franchise.

We may offer financing up to the full amount of the Initial Franchise Fee to any of our franchisees purchasing their second (or more) FlyFoe franchise. All offers of financing are made at our discretion, based on our assessment of the creditworthiness and qualifications of the applicant. An offer of financing will be subject to interest charges and will offer a repayment term of no more than twenty-four (24) months.

If you are a conversion franchise, you will sign the Franchise Agreement and the Conversion Franchise Addendum and we will waive the Initial Franchise Fee. This amount is due at the time you sign the Franchise Agreement.

You must also pay to us a \$500 Technology Fee, and a \$745 set-up fee for Advanced Marketing Services.

We currently offer a “Local Hero” discount to police officers, firefighters, doctors, nurses and paramedics/emergency medical technicians (EMT). We also participate in the International Franchise Association’s VetFran program. If you are a qualified veteran of the United States Armed Forces or Local Hero, we offer a 20% discount off the Initial Franchise Fee.

We pay a referral fee (“Referral Fee”) to any current franchisee for each candidate referred to us who meets our qualifications and signs a Franchise Agreement. Currently, the Referral Fee is \$10,000 for each successful referral of a candidate who is not a current franchisee of our brand or any of our affiliate brands.

We reserve the right to change, modify or discontinue any of these discount and referral programs at any time.

All amounts in this Item 5 are deemed fully earned and non-refundable when due. You pay us, or our affiliates, no other fees or payments for services or goods before your Franchised Business opens.

ITEM 6

OTHER FEES

Type of Fee	Amount	Due Date	Remarks
Continuing Royalty	The following percentages are based on your monthly Gross Consumer Sales: \$0 -\$50,000 9% \$50,000.01-\$100,000 8% \$100,000.01-\$200,000 7% over \$200,000 6% -or- the Minimum Royalty, whichever is greater.	Due by automatic debit/electronic fund transfer ("EFT") at the end of the following month beginning immediately after completion of Initial Training Program.	You will pay a Minimum Royalty based on months in business. See Notes 1 & 2
Additional Premium Royalty	An additional 2.5% royalty must be paid on services provided to customers geographically located outside your assigned territory	Due by automatic debit/EFT at the end of the following month	See Notes 1 & 2
Technology Fee	\$500 per month	Due by automatic debit/EFT at end of the following month	See Notes 2 & 3
Advertising Fee	Greater of 2% of your Gross Consumer Sales or 30% of the Minimum Royalties	Due by automatic debit/EFT at end of the following month	See Notes 2 & 4
Local Advertising	If you fail to satisfy our local advertising requirements you must pay us the amount you underspent and we will put it into the Advertising Fund.	Upon demand.	Only due if you fail to satisfy our local advertising requirements. See Note 4
Subsequent Initial Training Fee for additional employees	\$500 per person	Before training	See Note 5
Ongoing Training	Registration Fees, costs and expenses	Before training	See Note 6
Super Support Program	\$500/visit for 2 days on-site training plus expenses of trainers	Upon receipt of invoice	We provide on-site training at your request but are not obligated to do so.
Late Submission Fee	Late Submission Fee of \$100 per violation, for any payment (including a late fee), request for information, forms, data, or item/information not received when due, plus 12% interest/year, or the	Due by automatic debit/EFT at the end of the following month	See Notes 2 & 7

Type of Fee	Amount	Due Date	Remarks
	maximum rate allowed by law, from date the payment amounts were originally due until paid		
Transfer Fee	\$5,000	Before transfer	Payable by you or the buyer. See Note 8
Resale Assistance Fee	\$5,000	Before transfer	Payable by you if we find a buyer for your franchise.
National Sales Center	3% of your monthly Gross Consumer Sales	Due by automatic debit/EFT at end of the following month	See Notes 2 & 9
Product/Supplier Approval Costs	Cost of inspection or testing, plus actual cost of laboratory fees, professional fees and travel and living expenses of our personnel	When billed	We may require you to pay us, or an independent laboratory, for the cost of inspection or testing, if you desire to purchase or lease items to be used in the Franchised Business from sources we have not previously approved.
Advanced Marketing Services (A.M.S.)	\$745 to set-up; then 20% of amount spent on pay per click type advertising and \$395 per month	Set-up fee due at opening and other fees due at end of following month by automatic debit/EFT	See Notes 2 & 10
Audit Costs	Cost of Audit plus underpayment amount and 12% interest/year, or maximum legal rate allowed by law, whichever is lower	Due by automatic debit/EFT within 15 days of audit if incurred	Payable only if audit shows an understatement of at least 2% of Gross Consumer Sales for any month. See Notes 2 & 11
Costs and Attorneys' Fees	Will vary under the circumstances	As incurred	Payable if you fail to comply with the Franchise Agreement.
Indemnification	Will vary under the circumstances	As incurred	You must indemnify and hold us harmless for all claims, losses, costs, expenses, and damages arising from the operation of your Franchised Business and from the exercise of our step-in rights.
Convention Registration Fee	\$100 per month	Due by automatic debit/EFT at end of the following month	See Note 12
Customer Complaints	100% of customer payment	Upon receipt of invoice	Applies if we intervene on your behalf. See Note 13

Type of Fee	Amount	Due Date	Remarks
Return Failure	Amount of Minimum Royalties	Due on demand each month until you return all of our property.	Only due if you fail to return to us all of our property, such as our manuals, at termination, or you fail to certify their return to us.
Step In Fee	Cost of our representatives to operate your Franchised Business.	Due on demand.	Only due if you are in default under the Franchise Agreement and you don't cure or can't cure, you take actions that jeopardize the integrity of our System, you are absent, incapacitated or die, and we step in to operate your business.
Liquidated Damages	Amount equal to the net present value of the Continuing Royalties and Advertising Fees that would have become due for 1 year period following termination of Franchise Agreement. See Note 14	Due on demand	Only due if we terminate your Franchise Agreement because of your default.
Renewal Fee	20% of then-current initial franchise fee	Before renewal	Only if you decide to renew your franchise.
Non-compete Fee	Amount equal to our then-current initial franchise fee for each Competitive Business identified plus 7% of the Competitive Business' gross sales until expiration of the non-competition period. Amount equal to Continuing Royalties payable on Gross Consumer Sales on similar services sold by you during 18 month period after end of Franchise Agreement.	Monthly	Only if you breach the noncompetition provisions in your Franchise Agreement. Only if the noncompetition provisions in your Franchise Agreement are found unenforceable and you compete with us during the 18 month period following the end of your Franchise Agreement.

NOTES:

Note 1

You must pay all fees, payments, and charges described in Item 6 to us, through EFT. All fees are uniformly imposed by us. No fees are refundable. We do not collect or impose fees on behalf of any third party.

You must pay us a monthly Continuing Royalty, which is a percentage of your Gross Consumer Sales or a Minimum Royalty, whichever is greater. Under certain circumstances, the Minimum Royalty may be greater than the royalty based on the percentage of your Gross Consumer Sales.

Following your or your Operating Principal's successful completion of the Initial Training Program, you must pay the Continuing Royalty, as described in the table above but if your Royalty for any month falls below the Minimum Royalty, you must pay the Minimum Royalty for that month described in the table

below.

The Minimum Royalty will begin from date of completion of Initial Training Program	Minimum Royalty Payable
For first 35 months	\$300
For month 36 through all following years, including any extensions, the greater of:	Amount equal to \$.03 multiplied by the number of Qualified Households

Gross Consumer Sales include all of your billings, whether collected or not, cash sales and sales on account, monies billed for mosquito and tick control services whether performed by you or subcontracted, monies billed in connection with trade or barter agreements, or monies billed for any other service provided by the Franchise, excluding sales tax. You may not deduct customer discounts, allowances, rebates or referral fees from Gross Consumer Sales without our prior written permission.

With our permission, which we may withdraw at any time, you may perform services for customers geographically located outside of your Territory, so long as the customer is not geographically located within a territory assigned to another franchisee and you pay us an additional monthly royalty (“Premium Royalty”) of 2.5% of your monthly Gross Consumer Sales for these customers.

Note 2

You must authorize your bank to accept automatic withdrawals through EFT of this amount from your bank into our bank account on a monthly basis. You must provide us with all documents necessary to direct your bank to honor these pre-authorized bank debits (see Franchise Agreement, Addendum G - EFT Authorization).

Note 3

The Technology Fee includes our current software which is a proprietary cloud-based platform (“FlyFoe Software”) developed by us that organizes the management process of your office for up to 5 users, which you must use as your primary office management tool. Also included is use of our toll-free phone number and call routing system and up to 5 email addresses. We can change this fee quarterly. The Technology Fee will commence on the earlier of 2 months from your or your Operating Principal’s successful completion of the Initial Training Program, or 6 months from the date you sign the Franchise Agreement.

Note 4

Our current Advertising Fee is 2% of your monthly Gross Consumer Sales or 30% of your monthly Minimum Royalty, whichever is greater (see Franchise Agreement - Section 8(f)). The Advertising Fee is non-refundable.

You must spend on local advertising we approve each calendar year after the first calendar year that your Franchised Business is open for business, a minimum of the greater of (a) \$35,000 or (b) 5% of Gross Consumer Sales.

Note 5

If you want additional personnel (besides you and/or your Operating Principal) to attend the Initial Training Program, you must pay to us a \$500 per person Training Fee for each person/designee to attend the Initial Training Program. The fee is subject to change by us with without notice, must be paid before the beginning

of the Initial Training Program, and is offered on an “as available/space available” basis. You will be solely responsible for all travel, transportation, hotel/lodging, food/meal expenses and wages incurred for all your additional personnel who attend the Initial Training Program. If, after attending your Initial Training Program, you want to send personnel to attend a subsequent Initial Training Program, you will be obligated to pay for each person’s attendance as described here. We will schedule any subsequent Initial Training Programs at our convenience.

Note 6

You must attend on-going training or conferences we specify. We may charge a registration fee to subsidize the costs but the registration fee will not exceed the actual costs associated with the event. If you do not attend any required training event, we may charge you an additional fee due to the additional cost associated with providing additional training. You will be responsible for all out-of-pocket expenses incurred for you and any of your personnel who attend any such on-going training or conferences, including travel, hotel/lodging, meals, transportation, and any employee wages.

Note 7

If any fee or payment due under the Franchise Agreement is not paid on the date it is due, you must pay to us interest at the rate of the lesser of 12% per annum, or the maximum rate permitted by applicable law, from the date these amounts were originally due. If any payment, request for information, forms, data or any item related to the Franchised Business is not received by the established due date, you must pay a Late Submission Fee of \$100 per violation.

Note 8

The costs and fees for transferring or assigning the Franchise Agreement are described in Section 20(c) of the Franchise Agreement. In addition to legal costs, the Transfer Fee covers the cost of training the new buyer.

Note 9

The National Sales Center is a required service provided by us. The current monthly fee for utilizing the National Sales Center varies based on the number of inquiries processed by the National Sales Center, and is as follows:

The National Sales Center provides telephone answering services to prospective customers (inquiries) and processes orders on your behalf from inquiries generated from within your territory. You may make a request, in writing, to withdraw from this program and process your sales inquiries on either a full or part time basis, if you meet our then-current guidelines. Our current guidelines for opting-out include: you must successfully demonstrate an aggressive advertising budget on a consistent basis, you must have a strong overall sales ability and your business telephone must be consistently answered live, not by any answering product or answering service, during normal business operating hours. If at any time we believe that you are no longer meeting all of our then-current guidelines, we may require you to immediately commence using the National Sales Center. We may increase this fee based on market rates for similar services.

Note 10

FlyFoe Advanced Marketing Services, also known as A.M.S, is a social media and internet marketing management program developed by us. The FlyFoe A.M.S. team will build and manage your Facebook page and local website page (“Pages”) and develop and manage a program for internet Search Engine

Optimization and lead generation through sites like Google, Bing, Yahoo and Facebook. When you open your Franchised Business, you must pay us a \$745 Set-up Fee to build your Pages. Once we have completed the build of your Pages, you must pay us a monthly fee of \$395 and 20% of your Pay-Per-Click advertising. We can increase this fee as we see fit. All A.M.S costs count toward your minimum marketing spend requirement further described in Item 11.

Note 11

You must submit to us sales reports and financial statements and data files during the term of the Franchise Agreement. To verify the accuracy of the reports, you must permit us, or an authorized representative, to inspect or audit your books, records and tax returns at times we deem appropriate.

If our audit discloses an understatement of your Gross Consumer Sales for any period or periods, you must pay us within 15 days of the audit report, the underpayment plus interest at a rate of 12% per annum, or the maximum permitted by law, whichever is lower. The audit will be conducted at our expense unless the audit discloses an understatement by you of 2% or more of your Gross Consumer Sales for any period being examined. In this event, you must reimburse us for the cost of the inspection including the charges, expenses and fees of any independent auditor and the travel/transportation expenses, hotel/room and board and compensation of our employees.

Note 12

We may from time-to-time conduct conventions or host meetings of some or all of our franchisees. ("Conventions"). You may be required to attend one or more of our Conventions, and to pay all of your expenses incurred in connection with attending the Conventions, including transportation cost, meals, lodging and living expenses. We determine the duration, curriculum and location of the Conventions. We charge a \$100 per month Convention Registration Fee that is paid to us via EFT as part of your standard monthly billing. We may credit to you a portion of the Convention Registration Fee we collect from you, if you attend one or more Conventions and stay at our recommended Convention hotel. This fee is not refundable and will be collected even if you do not attend any Convention(s).

Note 13

If we feel that you did not fairly handle a customer complaint, we may intervene and satisfy the customer. You must reimburse us for all our costs associated with satisfying the customer.

Note 14

Continuing Royalties and Advertising Fees calculated based on the Franchised Business' average monthly Gross Consumer Sales for the 12 months preceding the termination date. If Franchised Business not operated for at least 12 months preceding the termination date, Continuing Royalties and Advertising Fees calculated based on the average monthly Gross Consumer Sales of all Men In Kilts franchised businesses during last fiscal year.

ITEM 7
ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is to be Made
Initial Franchise Fee (Note 1)	\$35,000	Lump Sum	At Signing of Franchise Agreement	Us
Travel and Living Expenses while Training (Note 2)	\$1,500 - \$2,500	As Incurred	During Training	Airlines, Hotels and Restaurants
Tools & Equipment (Note 3)	\$4,250	As Incurred	As Incurred	Suppliers
FlyFoe Advanced Marketing Services	\$1,140	As Incurred	As Incurred	Us
Office Equipment & Licensing (Note 4)	\$1,500 - \$21,500	As Incurred	As Incurred	Us, Suppliers and Governmental Agencies
Vehicle w/customization & wrap (lease) (Note 5)	\$5,300 - \$8,000	As Incurred	As Incurred	Leasing Company Vendor
Trade show booth (Note 6)	\$2,500 - \$3,800	As Incurred	As Incurred	Suppliers
Real Estate (Note 7)	\$0 - \$4,800	As Incurred	As Incurred	Landlord
Initial Local Advertising (Note 8)	\$35,000	As Incurred	Prior to Opening	Suppliers
Professional fees (Note 9)	\$1,000 - \$2,500	As Incurred	As Incurred	Attorney and Accountant
Insurance— 3 Months (Note 10)	\$500 - \$3,000	As Arranged	Before Opening	Insurance Agent or Carrier
Additional funds – 3 Months (Note 11)	\$3,000-\$10,000	As Incurred	As Incurred	Various
Total (Note 12)	\$90,690 - \$131,490			

NOTES:

1. The Initial Franchise Fee is \$35,000. You will receive a territory in which to operate your Franchise with approximately 35,000 Qualified Households. For discounts and waivers of the Initial Franchise Fee see Item 5.
2. We do not charge you for our training programs for new franchisees. This training consists of self-directed and instructor led programs that may be remote/virtual or on-site as we designate. We provide this training to you at no cost for up to two individuals. These are your estimated expenses for one to two persons for travel, lodging and food while attending the on-site training.
3. The minimum estimated amount includes all equipment needed to equip one service vehicle to provide mosquito and tick control services and which is designated in the confidential manuals ("Manuals"), including a set of chemical sprayers and chemicals. The variance between minimum and maximum

costs depend upon the equipment requirements for the market. The maximum estimated cost includes additional supplies and equipment which may or may not be required in your market.

4. Includes computer, software, incorporation fees and licensing fees. The cost of equipment you purchase will vary depending on the amount purchased by you, the supplier you choose and the current economic conditions in your area. You may need to pay for classes, tests or other instruction as part of applying for and receiving a license necessary to operate the Franchised Business. You may also need to hire a licensed tradesman to manage or perform work for your business or under whom you may apprentice while you pursue the necessary licensing. You may need to retain a broker or recruiter to assist you in finding a licensed tradesman to hire. The costs of licensing and use of a broker or recruiter are included in the higher estimated amount.
5. This is an estimated initial fee for leasing a vehicle that meets our specifications. Costs will vary based on type of vehicle leased. The estimate does not include ongoing gas and maintenance expenses. If you purchase the vehicle you use, the initial investment could be significantly higher. We require that the vehicle display our FlyFoe wrap. The cost for the wrap has been included in the estimate. A conversion franchisee may have previously purchased a vehicle, but the vehicle will need to be re-branded with our wrap and equipped to our specifications.
6. You must purchase an approved trade show display, promotional materials and items, currently available through our suppliers, within 90 days of signing your Franchise Agreement.
7. You must have an office location for your Franchised Business. You should anticipate leasing approximately 300 – 1,000 square feet of space. While we do not specify where you must locate the office, it must be within your territory, we both must agree upon a suitable location, and we must provide our consent. We anticipate that in most parts of the country you will pay monthly rent of approximately \$.85 to \$1.50 per square foot. Most landlords provide some, and under certain circumstances, all of the leasehold improvements as consideration for the lease. Most leases will carry additional common area maintenance, insurance and tax expenses. You will generally be required to make a rent deposit (equal to 1 to 2 months of your base rent, plus a Security Deposit) and utility deposits. All associated costs for an office location that meets our requirements have been added to our estimate.
8. You must spend a minimum of \$35,000 on approved local marketing annually. The required schedule and timeframe of the marketing is described in greater detail in our Operations Manual. For your initial operating season, the majority of the \$35,000 will be spent before and during the first 3 months of the operating season. With our permission, this expenditure may be postponed to the following season if you open your FlyFoe Franchised Business after August 1.
9. This estimate is for initial consultations with legal, accounting, and financial advisors regarding this franchise opportunity.
10. You must purchase and maintain throughout the term of the Franchise Agreement, insurance we require. Your cost for the insurance will vary from state to state and within each state. Dependent upon sales, payroll and number of employees, your estimated costs for insurance during the first year of operating a Franchised Business is between \$2,000 and \$12,000. The estimate above is the cost of down payment required to activate policy coverage, plus 2 months of payments. See Item 8 for detailed information. The actual cost may be more than shown here. We may adjust the minimum policy limits and require different or additional kinds of insurance. You may obtain additional insurances or insurance above the minimums without our consent.

11. Funds are for budgeting purposes to account for unanticipated expenses, as well as expenses, such as payroll, fuel, other supplies and operating costs. We relied on the past experience of our franchisees in making these estimates.
12. We do not offer financing to you for any items except for the amounts disclosed in Item 5 for certain specified franchisee prospects. See Item 10 for financing terms. We are unable to estimate whether you will be able to obtain financing from third parties or the terms of any third-party financing. These figures are estimate only. Your cost will vary widely, and you should review these figures carefully with a business advisor before making any decision to purchase a franchise. All costs given, except for the Initial Franchise Fee, are estimates only and can vary for many reasons. Your actual costs will vary depending on location and a number of other factors. All payments to us are non-refundable. Any refund of payments made to various vendors will depend on the terms you arrange with those vendors. You should review these estimates with an advisor before you make any decision to purchase a franchise. Many of the expenses listed are not within our direct control and are determined more by general and local economic conditions than our actions.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Required Purchases

All equipment and products used in the operations of your FlyFoe Franchised Business, must meet our then-current standards and specifications, as established in the Operations Manual, or otherwise provided in writing by us. Except as otherwise provided in the Franchise Agreement, you must purchase all equipment and products used or offered for sale by your FlyFoe Franchised Business for which we have established standards or specifications, solely from approved suppliers (including distributors and other sources) which demonstrate, to our continuing reasonable satisfaction, the ability to meet our standards and specifications, and who have been approved by us in the Operations Manual, or otherwise in writing.

We have standards and specifications for your computer hardware, software, products, services offered, storage facility, equipment, tools, vehicle, insurance, supplies, uniforms, inventory, forms, and advertising materials, along with most other items used in, sold or provided through your FlyFoe Franchised Business (“Required Items”). If you request, we will notify you of our specifications and standards of Required Items. To maintain our standards of consistent, high quality products, customer recognition, advertising support, value and uniformity in your FlyFoe Franchised Business, you must purchase or lease all of your Required Items per our specifications and standards, only from us, or our designated or approved suppliers. The term “suppliers,” also includes vendors, manufacturers and distributors.

We are the sole supplier of the following Required Items: trademarked materials, our National Sales Center, the FlyFoe Software, and our FlyFoe A.M.S. We reserve the right, at any time to designate ourselves, or one of our affiliates, as the only designated or approved supplier, or one of several designated or approved suppliers, of any additional Required or recommended Items. As of the original issuance date of this Disclosure Document, neither we nor our affiliates earned revenue on your purchase of any products and services, however we reserve the right to do so in the future.

You must use only Business Forms, business stationery, business cards, marketing materials, advertising materials, permanent materials, signage, forms or anything visible to the public, that have been approved by us, in advance. We can require that supplies and materials purchased, leased or licensed by you, must meet our standards.

You must use, and have at all times, one vehicle in the operation of your Franchised Business. It must be equipped with racking systems, shelving, a water-fill system, and an external graphic wrap, all as we require in the Operations Manual. It must be of the specified and approved model and body style as described in our Manuals, or must be approved by us, in writing. It must be painted to the FlyFoe System body color and suitably be identified with the “FlyFoe” decals and graphics, which conform to FlyFoe specifications. The vehicle shall be maintained by you, at your cost, and must be, at all times, in good appearance and operating condition.

Required and Approved Suppliers & Revenue from Franchisee Purchases

We have established approved suppliers and specifications and standards that you must follow. Approved suppliers are disclosed in our Operations Manual. Approved suppliers and specifications and standards are determined based on the current needs for operating a FlyFoe business. The identity of approved suppliers and these specifications and standards are updated periodically by modifying the Operations Manual and notifying you of these updates.

We are the only approved supplier of our FlyFoe Advanced Marketing Services (A.M.S.). During our last fiscal year, we derived revenue as the approved vendor for A.M.S. that we provide to you. In our last fiscal year ending December 31, 2020, we derived revenue as a result of purchases by franchisees for A.M.S. Services in the amount of \$30,104.53, which accounted for 29.18% of our total revenues of \$103,168.21.

We are the only approved supplier for the National Sales Center. During our last fiscal year, we derived revenue as an approved vendor for the National Sales Center that we provide to you. In our fiscal year ending December 31, 2020, we realized \$18,509.40 in revenue from your purchase of National Sales Center services which accounted for 17.94% of our total revenues of \$103,168.21.

We are the only approved supplier of our proprietary cloud-based FlyFoe Software. During our last fiscal year, we derived revenue as an approved vendor for the software that we provide to you. In our fiscal year end December 31, 2020, we realized \$15,600 in revenue from our FlyFoe software license fees collected from you, which accounted for 15.12% of our total revenues of \$103,168.21.

We, or our affiliates, may derive revenue from your required purchases. Except for us, and our affiliates, none of our officers own any interest in any supplier with whom you are required or recommended to do business. As of the date of this Disclosure Document, neither we, nor our affiliates, earned revenue on your purchase of any products and services, however we reserve the right to do so in the future. We do not intend to make a profit on the above listed supplier services but do strive to cover our costs and expenses.

We estimate that your purchase or lease of products, supplies and services from approved suppliers (or those which meet our specifications), will represent approximately 80% of your costs to establish your FlyFoe Franchised Business, and approximately 80% of your costs for ongoing operation.

We do approve franchisees to use alternate suppliers for products or services for which there is not a sole supplier, if the franchisee (a) requests permission in writing and (b) the supplier can meet our criteria for approval. These criteria are not available to franchisees. We do not charge any fees to investigate an alternative supplier you would like to use. But you must provide us with all information we request about that supplier and its products or services. We will notify you within 30 days of our receipt of all information from you regarding whether we will approve the supplier. We can revoke our approval of a supplier at any time upon notice to our franchisees.

Except for the materials and services described above, there are currently no other items or services for which we, or our affiliates, are approved suppliers or the only approved suppliers. Except for us, there are no approved suppliers in which any of our officers owns an interest.

Other than the Required Items and the services we provide above, you are not required to purchase or lease, products, equipment, or services that meet our specifications. Although we do not provide our specifications without a request, if you request them for the items above we will provide them to you. We can modify the specifications at any time upon notice to our franchisees.

Negotiated Prices

We may negotiate purchase arrangements with our approved suppliers on your behalf, including price terms.

Material Benefits

We do not provide any material benefits to you based on your use of designated or approved sources. Except as disclosed above, neither we, nor our affiliates, receive any revenue or other material consideration from your required purchases or leases.

Insurance Specifications

You must obtain and maintain insurance, at your expense, as we require, in addition to any other insurance required by law, described in the Manuals. We may, periodically modify the minimum insurance limits and require different or additional kinds of insurance. All insurance policies must name us and any affiliates that we designate as additional insureds and give us at least 30 days prior written notice of termination, amendment, or cancellation. You must provide us with certificates of insurance evidencing your insurance coverage no later than 10 days before your Franchised Business opens.

The minimum policy limits for the required insurances are as follows: (i) Broad Form Comprehensive General Liability insurance with policy limits of at least \$1,000,000; (ii) Automobile Liability insurance with policy limits of at least \$1,000,000 including hired and non-owned automobiles; (iii) Workers' Compensation and Employer's Liability insurance, as well as such other insurance as may be required by statute or rule of the state(s) in which the Franchise Business is located and operated, in the amounts required by applicable law; and (iv) Third Party Bonding coverage with minimum limits of at least \$25,000 per loss.

Cooperatives

We do not have any purchasing or distribution cooperatives.

ITEM 9 FRANCHISEE'S OBLIGATIONS

This table lists your principal obligations under the franchise and other agreements. It will help you find more detailed information about your obligations in these agreements and in other items of this disclosure document.

	Obligation	Section in Agreement	Disclosure Document Item
A.	Site selection and acquisition/lease	Sections 2(a), 4, 7(f) of Franchise Agreement	Item 7

	Obligation	Section in Agreement	Disclosure Document Item
B.	Pre-opening purchases/leases	Section 7 of Franchise Agreement	Items 6, 7 and 8
C.	Site development and other pre-opening requirements	Section 7 of Franchise Agreement	Items 6 and 7
D.	Initial and ongoing training	Sections 5, 6, 7, 8, 16, 20, and 23 of Franchise Agreement	Items 6, 7 and 11
E.	Opening	Section 7(f) of Franchise Agreement	Item 11
F.	Fees	Sections 3, 5, 7, 8, 12, 13, 15, 17, 20, 24, 25, 29, 30, 33, 36, and 37 of Franchise Agreement, Sections 3 and 4 of Conversion Franchise Addendum	Items 5, 6, 8 and 11
G.	Compliance with standards and policies/operating Manual	Section 6 of Franchise Agreement	Item 11
H.	Trademarks and proprietary information	Section 15 of Franchise Agreement	Items 8, 13 and 14
I.	Restrictions on products/services offered	Section 7(t) of Franchise Agreement	Items 8 and 16
J.	Warranty and customer service requirements	Section 7(k) of Franchise Agreement	Item 6
K.	Territorial development and sales quotas	Section 4 of Franchise Agreement	Item 12
L.	Ongoing product/service purchases	Sections 6, 7 and 8 of Franchise Agreement	Item 8
M.	Maintenance, appearance and remodeling requirements	Section 6 of Franchise Agreement	Not Applicable
N.	Insurance	Section 14 of Franchise Agreement	Items 6, 7 and 8
O.	Advertising	Sections 7, 8, 9 and 10 of the Franchise Agreement	Items 6 and 11
P.	Indemnification	Sections 14, 24, 30, and 31 of Franchise Agreement	Not Applicable
Q.	Owner's participation / management / staffing	Section 7(c), 7(m) of Franchise Agreement	Items 11 and 15
R.	Records and reports	Section 11 of Franchise Agreement	Item 6
S.	Inspections and audits	Section 11 of Franchise Agreement	Items 6 and 11
T.	Transfer	Section 20 of Franchise Agreement	Items 6 and 17
U.	Renewal	Section 3 of Franchise Agreement	Item 17
V.	Post-termination obligations	Section 17 of Franchise Agreement	Item 6 and 17
W.	Non-competition	Section 25 of Franchise Agreement	Item 17
X.	Dispute resolution	Section 29 of Franchise Agreement	Item 17
Y.	Conversion Franchisee's Obligations	Sections 5 and 6 of Conversion Franchise Addendum	Items 9, 11 and 17
Z.	Extra Territorial Obligations	Section 4(b), 8(e) of Franchise Agreement	Item 12
aa.	Guaranty of franchisee obligations	Sections 7(b) and 7(aa) of Franchise Agreement, Addendum E	Item 15
bb.	Spousal Non-Disclosure and Non-Competition Agreement	Section 27 of Franchise Agreement	Item 15 and Exhibit H

ITEM 10

FINANCING

Except as stated below, we offer no financing arrangements to FlyFoe franchisees, and we do not receive payment or other consideration for the placing of financing. We do not guaranty any note, lease or obligation you enter into for your FlyFoe Franchised Business. We do not sell, assign or discount to a third party all or part of any Notes described below.

We may offer financing up to the full amount of the Initial Franchise Fee as disclosed in Item 5 to qualified credit worthy prospective franchisees, who are buying their second (or more) franchise.

If you qualify and accept financing from us, you must sign the Promissory Note and Security Agreement attached as Addendum H to the Franchise Agreement. The Promissory Note will provide for an annual interest rate of 8%. The Promissory Note must be paid by electronic funds transfer (EFT) in scheduled monthly installments of not more than 24 months. The Promissory Note may be prepaid at any time without penalty. We may retain a security interest in your Franchised Business or other assets.

Under the Promissory Note, you waive: (1) the right to claim or enforce any right of offset, counterclaim, recoupment or breach in any action brought to enforce your obligations under the Note (Section 7); (2) the right to demand, presentment for payment, notices of nonperformance or nonpayment, protest and notice of protest, notice of dishonor, diligence in bringing suit and notice of acceleration (Section 8); (3) questions of governing law, personal jurisdiction and convenience of forum and venue (Section 14 and 16); (4) trial by jury (Section 15); and (5) all claims that you may have against us and any persons and entities related to us, other than our obligations under the Franchise Agreement, accruing on or before the date of the Promissory Note (Section 18). If any of the events of default described in Section 5 of the Note occur, the entire unpaid principal and accrued interest of the Note will become immediately due and payable without further notice. Under Section 9 of the Note, you must pay all of our expenses and costs of collection, including attorneys' fees and expenses, court costs, costs of sale and costs of maintenance and repair we incur in connection with the enforcement of the Note, collection of amounts due and sale or other disposition of any collateral.

Under the Security Agreement, you waive: (1) questions of governing law, personal jurisdiction and convenience of forum and venue (Sections 7.3 and 7.5); and (2) trial by jury (Section 7.4).

A default under the Franchise Agreement or any other agreement with us constitutes a default under the Promissory Note (Section 5) and the Security Agreement (Section 5). A default under the Promissory Note or the Security Agreement constitutes a default under the Franchise Agreement, which gives us the right, among other remedies, to terminate the Franchise Agreement. We may assign or discount any Promissory Note you sign.

ITEM 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

Except as listed below, we are not required to provide any assistance to you.

Pre-Opening Assistance

Before you open your Franchised Business, we will:

1. Designate the Territory for your Franchised Business. (Franchise Agreement - Section 2(a)).

2. At your request, provide input regarding the site of your Franchised Business office location; however, you select the location for your office, subject to our consent. We will provide you with our site selection guidelines, which we may change. (Franchise Agreement – Section 7(f)).
3. Provide to you in writing, or through our Manuals, as we deem appropriate for use in your Franchised Business, our standards and specifications for certain items in your Franchised Business such as your insurance, trademarked materials, vehicles and approved supplies, equipment, uniforms and products and services you must offer. All supplies and products for use in your Franchised Business must meet any quality standards and specifications set forth in our Manuals. (Franchise Agreement - Sections 5(e)(ii); 6(a) & (e); 7(d), (n), (o-p) & (s)).
4. Loan to you after training our Manuals and Employee Training Materials (“Training Materials”), proprietary Business Forms (“Business Forms”) and current management software (“Software”) (Franchise Agreement - Sections 5(h) and 6).
5. Train you in the FlyFoe System by providing our Initial Training Program to you and one other person. (Franchise Agreement - Section 5(a)). This is described in more detail below.

Post-Opening Assistance

During the operation of the Franchised Business, we will:

1. Maintain a toll-free telephone number and call-routing system you may use to communicate and consult with us (according to our scheduling availability) about your Franchised Business; and, your customers (including potential ones) can use to contact you (see below for further details, including information on our call-routing system). (See Item 6 for your costs for this service.) (Franchise Agreement - Sections 5(e) and 8(c)).
2. Provide you with information about advertising and promotional programs. Our marketing department will develop ads for direct mail and print advertisements on a local level and coordinate regional or national campaigns at your request. (Franchise Agreement - Section 5).
3. Provide you with information about establishing and implementing administrative, bookkeeping, accounting and general operating procedures in the operation of the Franchised Business. (Franchise Agreement - Section 5).
4. Provide you with limited support and updates when you are licensed to use the required management computer software. (Franchise Agreement - Section 5(h)).
5. Provide you access to our National Sales Center. The National Sales Center provides telephone answering services to current and prospective customers (inquiries) and processes orders on your behalf. (Franchise Agreement – Section 8(j)).
6. Provide you with our Advance Marketing Services which will provide assistance with your local marketing Search Engine Optimization and Social Media creation and maintenance, and lead generation through sites like Google, Bing, Yahoo and Facebook. (Franchise Agreement – Section 8(k)).

Advertising Programs

Initial Local Advertising

You must develop and conduct, at your own expense, initial local marketing for your Franchised Business within the first 90 days that your FlyFoe Franchised Business is in operation, or such other time that we require in writing. You must spend a minimum of \$35,000 for this purpose, unless we approve a lesser amount in writing. You must purchase a trade show display and promotional materials within 90 days of signing your Franchise Agreement. (Franchise Agreement, Section 9). All of your advertising and the media in which you advertise must be pre-approved by us before use or marketing.

Subsequent Local Advertising

In addition to the opening advertising and the Advertising Fund described below, in each calendar year after the first calendar year that your Franchised Business is open for business, you must spend a minimum of the greater of (a) \$35,000 or (b) 5% of Gross Consumer Sales, on local marketing, advertising, and promotion in the manner as we may direct in the Operations Manual, or otherwise in writing. We may approve a lesser amount in writing. If we determine that you have not spent the requisite amounts, we may require you to pay such unexpended amounts into the Advertising Fund. You must submit to us, in a format that we prescribe and at a time and schedule that we prescribe in the Operations Manual, reports showing your expenditure for all marketing and advertising. All of your A.M.S costs count toward your minimum local marketing spend requirement. (Franchise Agreement, Section 9).

Advertising Fund

We are currently collecting an Advertising Fee to support our national Advertising Fund. The Advertising Fee is the greater of either 2% of your monthly Gross Consumer Sales or 30% of the monthly Minimum Royalty for your Territory. The Advertising Fee is non-refundable. (For additional information, see Item 6 of this disclosure document and Franchise Agreement - Sections 8(f), 8(g)).

The Advertising Fund is administered by us. We will develop and place advertising for the FlyFoe System; decide whether to use advertising agencies and which ones; and decide which media to use, which may include Internet, print, radio, television, direct mail, or local in-store promotions. We may use the Advertising Fund to defray our costs for the research, development, preparation, administration and implementation of the FlyFoe System's advertising and promotional programs which includes, among other things, managing and updating our website, A/B testing, reviewing marketing results and hiring personnel to perform the above tasks. The Advertising Fund will prepare annual income and expense statements. Income and expense statements will be available to you upon request. Excess funds not spent in any given fiscal year will be carried forward to the next fiscal year. If any taxes become due based upon the activities of the Advertising Fund, these taxes may be paid out of the funds in the Advertising Fund. We can terminate the fund only after all monies have been spent for advertising and promotion. As our franchise system expands, we may create an advertising council. (Franchise Agreement – Section 9(d)).

We require all FlyFoe Franchised Businesses to contribute to the Advertising Fund based on the terms of their Franchise Agreement. We will, with respect to FlyFoe businesses operated by us or our affiliates, contribute to the Advertising Fund on the same basis. The expenditure of funds will be limited to administration, research, development, advertising, promotion and marketing the services and employment opportunities offered by the FlyFoe System. No portion of the funds collected will be used principally to sell franchises. However, a brief statement about availability of information regarding the purchase of FlyFoe franchises may be included in advertising and other items produced and/or distributed using the Advertising Fund. We will spend funds to benefit the FlyFoe franchise system and may collaborate with

the advertising and marketing funds of certain franchise systems affiliated with us. There can be no assurance that the Advertising Fund's participation in these collaborations and joint efforts will benefit FlyFoe franchisees proportionately or equivalently to the benefits received by the other franchised businesses or the other franchised systems affiliated with us that also participate. We are not obligated to make proportionate expenditures of your contributions per market area or otherwise. Portions of the fund will be used to administer the promotional programs. (Franchise Agreement – Section 9(d)).

In our most recent fiscal year, 2020, the National Advertising Fund collected \$5,789 and expended \$2,578 as follows: 71% Website Development and Hosting, 19% TV/Radio/Video Production, 10 % Administration.

Referral Programs

You must participate in and comply with all of our policies regarding the use and acceptance of customer referral, loyalty and/or rewards programs, which we may develop in the future for the purposes of promoting the FlyFoe System. (Franchise Agreement - Section 7(g)).

We currently do not have any advertising cooperatives and have no plans to form such cooperatives in the immediate future. You must join and actively participate in any organizations or associations of franchisees or advertising cooperatives that we establish or that are established at our direction for the purpose of promoting, coordinating, and purchasing advertising in local, regional, or national areas where there are multiple FlyFoe Franchised Businesses. If we create a cooperative you will not be required to contribute more than \$20,000 per year to the cooperative, unless two-thirds or greater of the members of the cooperative vote in favor of a greater contribution. Your contributions to a cooperative will be credited towards your local advertising expenditure requirements. (Franchise Agreement – Section 9(f)).

Confidential Manuals

Upon your request, we will permit you to view our Confidential Manuals, at our headquarters before you sign the Franchise Agreement. The Manuals are confidential and our property. (Franchise Agreement, Sections 6(a) and 6(b)).

Computer Equipment, Software, Hardware, and Systems

You must, at your own expense, purchase or lease and install computer equipment with full internet access, to run our management software (see below for our minimum hardware and software requirements). Our currently required software is our proprietary FlyFoe Software for managing your business – including marketing, sales and service (see Item 6 for your costs for this service and Franchise Agreement Section 8(d)). You must enter into an agreement to use the FlyFoe Software in your Franchised Business (see Franchise Agreement –Addendum C). Your data can be accessed by us for any reason (see Franchise Agreement Section 11(j)). We reserve the right to require you, at your expense and in the timeframe determined by us, to update or upgrade the hardware and or software you use to conform to new standards or specifications, and we have no limitations on our ability to do so. You must keep your computer equipment in good repair, and you are responsible, at your own expense, for the ongoing maintenance and repairs for your computer equipment and internet. (Franchise Agreement - Sections 5(h); 8(c); 11(j)).

Unless otherwise indicated, the FlyFoe Software will be accessible via the web-based cloud application 24 hours a day, 7 days a week, except for scheduled maintenance, updates, changes, required repairs, and except for any loss or interruption due to causes beyond our control or which are not reasonably foreseeable by us, including, interruption or failure of telecommunication or digital transmission links and Internet slow-downs or failures. In the event of any loss or interruption of the software, our sole and exclusive

liability will be only for loss or interruption due to (i) causes resulting from our failure to maintain and/or repair the application, (ii) other causes exclusively within our control, or (iii) causes reasonably foreseeable by the us, and which loss or interruption exceeds a continual period of 24 hours. Your sole and exclusive remedy will be a credit against future software fees required by us, if any, equal to a pro-rata portion of said software fees for the period of downtime. (Franchise Agreement – Section 5(h)).

You must purchase and use computer hardware and software that complies with our requirements.

We estimate the cost of the computer equipment to range between \$850 and \$2,300. We estimate the cost of annual updates and upgrades to range between \$350 and \$950.

We have the right to utilize an on-line computer monitoring system to remotely access your records to monitor your productivity on your computer and we have no limitations on our ability to do so. (Franchise Agreement - Section 11(j)).

Neither we, nor any affiliate nor any third party has an obligation to provide ongoing maintenance, repairs, upgrades or updates to your computer systems.

Telephone Numbers and Directory Listings

You may have as many local telephone numbers and telephone directory listings for your Franchised Business as you choose. However, we will own all rights to the telephone listings, and you must transfer them to us on the expiration, termination, repurchase or transfer of your franchise, at your expense. You must sign an authorization that grants us the right to change, transfer, or terminate your telephone listings on your behalf upon expiration, termination, repurchase, or transfer of your franchise. (Franchise Agreement – Section 17(l)).

Internet and Website Use

We restrict, designate, and have the right to approve or control your electronic and social media activities, if any, including Internet. We alone may establish, maintain, modify, or discontinue all internet, worldwide web and electronic commerce activities pertaining to the FlyFoe System. We may require that you utilize e-commerce products or services designated by us. You are prohibited from producing and or posting any website, web pages, web videos or anything on the web for use with the Franchised Business, unless specific written permission is given by us or it complies with all of our requirements. You must promote only the main corporate website, which is currently www.FlyFoe.com (see Franchise Agreement - Section 7(u)), unless specific written permission is given by us. You must sign an authorization that grants us the right to change, transfer, or terminate your email addresses, domain names and comparable electronic identities, on your behalf upon expiration, termination, repurchase, or transfer of your Franchised Business. (Franchise Agreement – Sections 7(u); 17(l)).

Location Selection

You will select the location for the office of your Franchised Business, subject to our consent. We will provide you with our site selection guidelines, which may change from time to time. We will designate your Territory for your Franchised Business and attach it as Addendum B to your Franchise Agreement. You must operate the Franchised Business only from the approved location within your Territory. You must adhere to our standards of professional content in all interactions with the public. (Franchise Agreement, Sections 7(e); 7(l).) You have 9 months to obtain our approval of a location for your Franchised Business. If you do not obtain our approval of the location within this time period we can terminate your Franchise Agreement (Franchise Agreement – Section 16(a)(ii)) and retain all amounts you have paid us and our affiliates.

Before acquiring or leasing a location you must submit to us, in the form we specify in the Operations Manual, location information, as we may reasonably require. We will have 14 days after receipt of information and materials we require from you to approve or disapprove the proposed site as the location for the Franchised Business. If we do not disapprove a proposed site by written notice to you within this time period, the site will be deemed disapproved. If we do not approve your location, you cannot open the Franchised Business. In approving a location for the Franchised Business, we consider various factors, such as proximity to employees and customers, demographics, property desirability and the area surrounding the proposed location. (Franchise Agreement – Sections 2(a); 7(f)).

Length of Time to Open the Franchised Business

Our franchisees typically open for business in 2 to 6 months after signing the Franchise Agreement. Some factors that may affect this timing are your ability to acquire a storage facility through lease negotiations, your ability to secure any necessary financing, your ability to comply with local zoning and other ordinances, your ability to obtain any necessary licenses, permits and certifications, the timing of acquiring equipment, the time of year you execute a Franchise Agreement in relation to the typical season for your specific geographical location, time to convert, and any buildout or renovations needed for the storage facility. If you fail to obtain our approval of a site for your Franchised Business, or open your Franchised Business, in either case within 9 months of signing the Franchise Agreement, we can terminate the Franchise Agreement. (Franchise Agreement, Section 16(a)(ii)). If you are a conversion franchisee you must successfully complete our Initial Training Program; complete all necessary construction, renovations, or refurbishing; comply with all of our standards and specifications with respect to goods, materials, equipment and services; and begin operation of the Franchised Business within 60 days after you sign the Franchise Agreement. If you miss any of these deadlines we can terminate your Franchise Agreement. (Conversion Franchise Addendum – Section 5(f)). If we terminate the Franchise Agreement as discussed in this paragraph we will retain any fees you have paid us before the termination.

You must research and comply with all applicable ordinances, building codes, permit requirements and lease requirements and restrictions. You must apply for all required pesticide licenses and permits within 30 business days after signing the Franchise Agreement. If you do not receive all required pesticide licenses and permits within 6 months of signing the Franchise Agreement or arrange to work under an employee's or minority owner's pesticide license in accordance with all local, state and federal regulations, we may terminate the Franchise Agreement. If you have arranged to work under an employee's or minority owner's pesticide license, you or your Operating Principal must obtain the required pesticide licenses and permits within 2 years of executing the Franchise Agreement or we may terminate the Franchise Agreement. (Franchise Agreement - Section 7(a), 7(j)).

You may not open your Franchised Business until: (1) initial training is completed to our satisfaction; (2) all amounts due to us have been paid; (3) we have been furnished with copies of all insurance policies and certificates required by the Franchise Agreement, or other documentation of insurance coverage and payment of premiums that we request; (4) you notify us that all approvals and conditions set forth in the Franchise Agreement have been met; (5) you have received all required permits and licenses or have made arrangements acceptable to us to operate under another existing license; (6) you have found an acceptable location if needed; and (7) you have ordered, received and installed your equipment, supplies, inventory and required software. You must begin operating your Franchised Business immediately after we approve it for opening. If you fail to open your Franchised Business within 9 months of signing the Franchise Agreement, we can terminate the Franchise Agreement (Franchise Agreement, Section 7) and retain all amounts you have paid us and our affiliates.

The Initial Training Program and Other Training

Initial Training Program

You, or your Operating Principal (if you are an entity), must successfully complete our Initial Training Program to our satisfaction, before you may open your Franchised Business. Our Initial Training Program consists of both the Pre-Opening SmoothStart Training (see below) which is a self-paced program conducted via the telephone and the FlyFoe Intranet, and In-House Corporate Training (see below) held at our headquarters in Boston, Massachusetts, or another location designated by us, or by remote/virtual means. Training is scheduled as needed. We do not charge for the Initial Training Program for you or your Operating Principal; however, you are solely responsible for all costs incurred for attendees including travel, lodging, meals, transportation, and wages. If you would like to send additional personnel you may as long as we have room and you pay the training fee for them, which is currently \$500 per person. Your costs and expenses for the Initial Training Program are discussed in detail in Item 6. We estimate the Initial Training Program will consist of approximately 200 hours, as described below. (Franchise Agreement - Section 5(a-b)).

Your Franchise Agreement may be terminated if, for any reason, you or your Operating Principal do not successfully complete the Initial Training Program to our satisfaction within 9 months from the date of execution of the Franchise Agreement, which is non-refundable. We will not reimburse you any of your costs or expenses you incur to attend or participate in the Initial Training Program, nor costs related to opening the Franchised Business. (Franchise Agreement – Sections 5(a); 16(a)(ii)).

Pre-Opening SmoothStart Training Program

The Pre-Opening SmoothStart Training Program is a self-paced program conducted via telephone and the FlyFoe Intranet. We expect the Pre-Opening SmoothStart Training to take you 8-12 weeks to complete, but this could vary depending on how much time you can devote to training and how quickly you are able to absorb the materials. You will receive a Startup Checklist to guide you through the process. The checklist will require you to complete tasks on your own, as well as participating in training calls with members of our training team. The instructional materials used in the SmoothStart Training Program is our confidential Operations Manual, SmoothStart Manual and the FlyFoe Intranet. (Franchise Agreement – Section 5(a)). The Pre-Opening SmoothStart Training Program includes instruction in the following subject matters:

PRE-OPENING SMOOTHSTART TRAINING PROGRAM

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Administration	25	0	Via Telephone, Intranet & Web-Conference
Managerial & Financials	20	0	Via Telephone, Intranet & Web-Conference
Marketing & Advertising	35	0	Via Telephone, Intranet & Web-Conference
Product, Supplies & Operations & Product Education	50	0	Via Telephone, Intranet & Web-Conference
Technology & Software & Daily	25	0	Via Telephone, Intranet & Web-Conference

Routine			
Total Hours:	155	0	

In-House Corporate Training Program

Our In-House Corporate Training Program consists of no less than 5 days of training and includes instruction in the following subject matters.

IN-HOUSE CORPORATE TRAINING PROGRAM

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Welcome	.5	0	Boston, MA
History of FlyFoe	.5	0	Boston, MA
Mosquito & Tick Educational Review	4	5	Boston, MA
FlyFoe University	2	0	Boston, MA
Marketing & Advertising	2	0	Boston, MA
Storage Facility Setup	2	0	Boston, MA
Equipment	3	4	Boston, MA
Customer Service	2	.5	Boston, MA
Sales/National Sales Center	2	0	Boston, MA
Daily Routine	1	0	Boston, MA
Product, Supplies & Operations	1	4	Boston, MA
Technology & Software Review	2	0	Boston, MA
Key Ratios, Accounting & Reporting	4	0	Boston, MA
Performance Management	1	0	Boston, MA
Initial Training Review	2	0	Boston, MA
Wrap Up & Commencement	1	0	Boston, MA
Total Hours:	30	13.5	

TOTAL ESTIMATED INITIAL TRAINING PROGRAM – 198.5 HOURS

It is the nature of the business that all aspects of training are integrated, that is, there are no definitive starting and stopping times. Time and content are subject to change without notice. You will be scheduled for your Initial Training Program by written notice. Cancellation policies will be included in the written notice of class schedules. The instructional material used in the In-House Corporate Training Program is our confidential Operations Manual and the FlyFoe Intranet. We may provide some or all of this training virtually.

The primary instructors that conduct our training are our corporate staff members identified in Item 2, including Brett Shraiar, Director of Operations. Mr. Shraiar has 3 years' experience with us and 11 years' experience in business operations. Occasionally, the individuals instructing the training may vary. But all of our instructors have at least 1 to 3 years of relevant service business experience.

Conferences and Training Sessions

We, at our option, will conduct conferences or training sessions (Franchise Agreement - Section 5(g)). We may charge registration fees to subsidize the costs associated with performing these activities (see Item 6 for fees and costs). You may be required to attend the conferences or training sessions/programs. We may, at our option conduct a Convention that you must attend. You are solely responsible for paying all related expenses, including travel, transportation, food/meals, hotel/lodging and wages (with payment to be made at the time and upon the terms specified by each vendor) while attending the conferences, conventions, and training sessions/programs. You must pay us a monthly Convention Registration Fee of \$100 per month which is not refundable (Franchise Agreement - Section 5(d)).

Subsequent Initial Training

After your, or your Operating Principal's, successful completion of the Initial Training Program, you can designate additional persons to attend other sessions of the Initial Training Program held in conjunction with our Initial Training Program schedule for other FlyFoe System franchise owners. You must pay us a Subsequent Initial Training Fee of \$500 per person or our then-current fee for such training, before the beginning of any such Subsequent Initial Training Program, for each additional person/designee to attend the Subsequent Initial Training Program, which will be offered on an "as available/space available" basis. You will be solely responsible for payment of all costs and expenses incurred by your personnel/designee during attendance of said Subsequent Initial Training Program including, without limitation, travel, transportation, hotel/lodging and food/meal expenses. All executive, administrative and marketing personnel employed by you in the Franchised Business must successfully complete the Initial Training Program within 90 days following the date on which they commence work. We may approve you to provide the Initial Training to these individuals. (Franchise Agreement – Section 5(c)).

Super Support Program

We also offer a Super Support Program. The Super Support Program is a hands-on training program that can be received anytime during the operation of your Franchised Business. One of our trainers will work directly within your office for a minimum of 2 consecutive business days. If you request the Super Support Program, the cost is \$500 per visit for 2 days, plus travel and associated expenses. We are under no obligation to provide the Super Support Training Program, but it is our current policy to do so. (Franchise Agreement – Section 5(f)).

ITEM 12 **TERRITORY**

You will be awarded and may serve customers within a "Territory" which will be delineated by one or more of the following: zip codes; hard boundaries, such as streets, highways, rivers or other identifiable physical boundaries; or Census Tract. A Territory is a defined geographical area containing a certain number of "Qualified Households" at the time of the grant of the Franchise. Currently a Qualified Household is a single-family household with gross annual income over \$75,000. 35,000 "Qualified Households" is the minimum number within any Territory. Currently, the source of data we use to determine the number of "Qualified Households" within any Territory is census data and customer analytic profiling. We may change our demographics provider at our discretion. Before you sign the Franchise Agreement, you will be given a written description of your Territory, including your Qualified Household Number for purpose of calculating your Minimum Royalty (see Addendum B to the Franchise Agreement). We have the final say in any dispute about Territory.

You must operate the Franchised Business from only one location we approve within your Territory. You

must receive our prior written approval before opening additional offices or relocating from this location.

We will not establish or license another to establish any other FlyFoe Franchised Businesses that is physically located within your Territory while your Franchise Agreement is in effect and you are not in default. Except when advertising cooperatively with others (see Item 11), you may not advertise or solicit sales or accept orders within the territory of another FlyFoe franchisee. You may not perform services for customers geographically located within the territory of another FlyFoe franchisee.

You may not relocate the Franchised Business outside the Territory. With our permission, which we may withdraw at any time, you may perform services for customers geographically located outside of your Territory, so long as the customer is not geographically located within a territory assigned to another franchisee or affiliate of ours, and you pay an additional royalty, currently 2.5% of your monthly Gross Consumer Sales, for such customers. While we do not recommend "out of Territory" marketing, if you have our permission to service outside the Territory, we do not restrict your use of other channels of distribution, such as the Internet, telemarketing, or other direct marketing, to make sales outside your Territory so long as the customer is not located in another franchisee's territory.

As long as you are in compliance with the terms and conditions of the Franchise Agreement, we will not alter your territorial rights described above; however, if you fail to satisfy the terms and conditions in the Franchise Agreement, we may develop the FlyFoe System and business in your Territory. Your territorial rights are not dependent on achievement of a certain sales volume or market penetration or any other contingencies; however, a minimum royalty will be set for your Territory. You retain the rights to your Territory even if the population in the Territory increases.

Reserved Rights

Among other things, we and our affiliates have the right to (a) establish or license franchises and/or company-owned residential and commercial mosquito and tick and other related services businesses offering similar or identical products and services, and using the FlyFoe System or elements of the System, (i) under the Marks anywhere outside of the Territory or (ii) under names, symbols, or marks other than the Marks anywhere, including inside and outside of the Territory; (b) sell or offer, or license others to sell or offer, any products and services using the Marks or other marks through any similar and dissimilar channels of distribution, including, without limitation, through telephone, mail order, kiosk, retail, co-branded sites and sites located within other retail businesses, Intranet, Internet, web sites, wireless, email or other forms of e-commerce, for distribution inside and outside of the Territory; (c) advertise, or authorize others to advertise, using the Marks anywhere, including inside and outside of the Territory; and (d) acquire, be acquired by, or merge with other companies with existing mosquito and tick control businesses, and other related services anywhere (including inside or outside of the Territory) and, even if such businesses are located in the Territory, provided the other businesses to continue to operate under another name. We will not compensate you for any of our activities, including soliciting or accepting orders in your Territory, even if they have an impact on your Franchised Business.

National Accounts

We retain the right to approach and solicit customers within your territory, regardless of whether you currently provide services to them, to develop them as a national account ("National Account"). A National Account is a customer or group of customers or a potential customer that operates under common ownership or control, or under the same trademarks or service marks through independent franchisees, independent dealerships, or some other association as we may designate, and which operates in two or more locations that are not exclusively within the territory of one FlyFoe franchisee.

We retain the exclusive right to negotiate National Accounts and set the contract terms, conditions, and prices. If you have a pre-existing relationship with a National Account location in your Territory and it is willing to allow it, you may continue to provide services to that location under the terms of its existing arrangement with you.

Unless we independently determine that you are unable to provide the services needed to maintain a specific National Account location in your Territory, we will notify you in writing of the opportunity to service that National Account location under the terms, conditions and prices that we and the National Account have contracted to. Within 10 days of this notice, you must notify us in writing whether or not you accept the duties, obligations and rights under the National Account contract and will render such services to the National Account location at the prices in the contract (these prices may be less than the prices normally charged by you to your customers). Your failure to timely respond to any notice will constitute your election not to service the National Account location in your Territory.

We may, directly or through our designee, service any National Account location in your Territory that you decline to service or that we independently determine you cannot adequately service.

You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control.

ITEM 13 **TRADEMARKS**

The principal FlyFoe commercial symbol which we will license to you appears on the cover of this disclosure document.

You may also use any other current or future trademarks that we may designate to identify the FlyFoe Franchised Business. By trademark, we mean trade names, trademarks, service marks, mean URLs, domain names, website addresses, email addresses, digital cellular addresses, wireless web addresses and the like (“e-names”) and associated logos, designs, symbols, trade dress and other commercial symbols and logos used to identify your Franchised Business.

The following is a description of the principal trademarks registered with United States Patent and Trademark Office (USPTO), and which we will license to you:

Mark	Registration No.	Registration Date	Principal or Supplemental Register
FlyFoe	5,591,262	October 23, 2018	Principal
	5,603,069	November 6, 2018	Principal

Presently, there are no other effective determinations of the USPTO or of the trademark administrator of any state or court, of any pending interference, opposition, or cancellation proceedings involving any of the above referenced trademarks. Nor are there any pending proceedings of material federal or state litigation involving these trademarks and their use. All registrations have been renewed on a timely basis and all appropriate maintenance affidavits have been filed with the USPTO. We do not know of any superior prior

rights or infringing uses that could materially affect your use of the principal trademarks discussed above.

We cannot prevent anyone who began using the name “FlyFoe” before our use of it from continuing their use of that name in the area of prior use. The name “FlyFoe” may be in use by other businesses in the United States who are not our franchisees, or in any way affiliated with us. You are responsible for finding out whether the name “FlyFoe” is already being used in the Territory.

You must notify us immediately when you learn about an infringement of, or challenge to your use of, our trademarks. We have no obligation to protect your right to use any of our trademarks or to protect you against claims of infringement or unfair competition arising out of use of the trademarks. You must notify us of the use of, or claims of rights to, a trademark that is identical to or confusingly similar to our trademarks. If you notify us, we have no obligation under the Franchise Agreement to take any action, but we may. We, not you, have the right to control any administrative proceedings or litigation involving a trademark licensed by us to you. If we elect to control the defense and settlement of a claim we will indemnify you against all damages you are held liable in the proceeding as long as you cooperate fully with us in the defense of the proceeding. But we will not indemnify or reimburse you if we have elected not to assume or control the defense and settlement of the claim, or if the claim against you arises out your use of the trademarks in violation of the Franchise Agreement

You must modify or discontinue the use of a trademark if we modify or discontinue it. You have no rights to compensation or otherwise under the Franchise Agreement if we require you to modify or discontinue a trademark. You must not directly or indirectly contest our right to our trademarks, trade secrets or business techniques that are part of our business.

ITEM 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

We have no patents nor patent applications pending that are material to a FlyFoe franchise.

We claim trade secret and copyright protection for our Manuals, Business Forms, FlyFoe Software, Videos, licensed proprietary software, information contained on our Website, and other printed and advertising material contained in the FlyFoe System. These copyrights have not been registered with the United States Registrar of Copyrights. We grant you the rights to use these items for the term of the Franchise Agreement. You may not use our confidential information in an unauthorized manner and must take reasonable steps to prevent its disclosure to others.

There currently are no effective determinations of the Copyright Office (Library of Congress) or any court regarding any of the materials we claim copyright protection in. Nor are there any agreements currently in effect which significantly limit our right to use or authorize franchisees to use the copyrighted materials. Furthermore, there are no infringing uses actually known to us which could materially affect a franchisee’s use of the copyrighted materials in any state. We are not required by any agreement to protect or defend copyrights or confidential information, although we intend to do so when this action is in the best interests of the FlyFoe System.

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISED BUSINESS

You, or your Operating Principal, must directly supervise your FlyFoe Franchised Business at all times. You must maintain business times and hours as we may specify in the Operations Manual. You or your Operating Principal must successfully complete our training program and, after completion of the training,

must devote full-time energy and best efforts to the operation of the Franchised Business. You, or your Operating Principal, must perform the tasks of management full-time within your Franchised Business. A manager must be approved by us and successfully complete our Initial Training Program before undertaking management of the Franchised Business. The manager is not required to have an equity interest in the franchise. You must inform us of any changes in the management of your Franchised Business.

You will have sole responsibility for your employees and all acts of your employees, and all employment-related decisions involving wages, benefits, hours of work, scheduling, hiring, firing, discipline, supervision, record keeping, withholding income tax, social security contributions, Medicare contributions, unemployment fund contributions and all other terms and conditions of employment. You must disclose to each of your employees in writing, in a form approved by us in advance, that we are not a "joint employer" of your employees and you acknowledge that we do not control your personnel policies.

We grant franchises to individuals and newly organized business entities that only operate the FlyFoe Franchised Business. If you purchase the Franchised Business as an individual with our prior written permission, the Franchise Agreement may be assigned to a business entity that only operates the FlyFoe Franchised Business, and only if the business entity is newly organized by you and you own all of the equity and control all voting rights and powers of the business entity. An assignment is made by executing an assignment agreement in a form approved by us in which you, individually, and the business entity agree to be bound jointly and severally by all the provisions of the Franchise Agreement and agree to provide information and documentation concerning the formation of the business entity, its articles, bylaws, operating agreements, resolutions, stockholders, members, partners, directors and officers as applicable to us. Further, all issued and outstanding ownership documents of this business entity must bear a legend stating that they are bound by the terms of the Franchise Agreement. Even if the franchise is assigned to a business entity, you or the Operating Principal, must continue to participate in the day-to-day operation of the Franchise and you, individually, must personally guaranty the Franchisee's obligations to us (see Guaranty Addendum E to the Franchise Agreement). We do not require your spouse or domestic partner to sign the Franchise Agreement or personal guaranty, but we do require that your spouse or domestic partner sign a Non-Disclosure and Non-Competition Agreement, attached as Exhibit H to this disclosure document.

All executive, administrative and marketing personnel actively involved in the management or operation, of the Franchised Business must attend and successfully complete our Initial Training Program (as described in Item 11).

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You must offer and provide all the products and services we require. You may not offer or provide any products and services not authorized by us. You are specifically limited to providing approved products and services to customers who are located in your Territory, unless we otherwise agree. If you are servicing a customer outside of your Territory and we grant a franchise to another with a territory that includes this customer, you must cease servicing the customer and inform the other franchisee whose new territory includes this customer of the service and needs of this customer to allow the new franchisee to properly and timely service this customer. You must cease service to this customer, and you will receive no compensation for your loss. We may add additional products and services you must offer and can withdraw any products or services we authorize you to provide. You may not use the FlyFoe System or our network of franchisees for any purpose not specifically authorized by us.

ITEM 17
RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

This table lists certain important provisions of the franchise and related agreements. You should read these provisions in the agreements attached to this Disclosure Document.

	Provision	Section in Franchise Agreement	Summary
A.	Length of the Franchise term	Section 3(a)	5 years.
B.	Renewal or extension of the term	Section 3(b-d)	If you are in good standing and in full compliance with the Franchise Agreement, you can add additional consecutive renewal terms of 5 years.
C.	Requirements for Franchisee to renew or extend	Section 3(e)	Timely written notice of election to renew, no default under current agreements, sign our then-current franchise agreement, which may contain materially different terms and conditions than your original Agreement, including royalties, pay renewal fee, and sign release and waiver.
D.	Termination by Franchisee	None	Not Applicable.
E.	Termination by Franchisor without cause	Section 16(a)	Not Applicable.
F.	Termination by Franchisor (with cause)	Section 16(a)	We can terminate only if you default under the Franchise Agreement (subject to local state law).
G.	“Cause” defined - defaults which can be cured	Sections 16(a) (xi)	Upon written notice from us of noncompliance, you have 10 days to cure breach of certain terms of the Franchise Agreement.
H.	“Cause” defined - defaults non-curable defaults	Sections 16(a)(i)-(x), 16(a) (xi)-(xvii)	Non-curable defaults; failure to pay obligation, failure to obtain our approval of a location for your Franchised Business or commence operation, in either case within 9 months from the date of execution of the Franchise Agreement or successfully complete initial training within nine (9) months from date of execution of the Franchise Agreement, conviction of felony, repeated defaults even if cured, insolvency, failure to report, abandonment, trademark misuse and unapproved transfers, default by you under any other agreement with us where the default would have permitted us to terminate that Agreement, failure to comply with any law.
I.	Franchisee's obligation on termination/non-renewal	Section 17	Obligations include complete de-identification, payments of amounts due, return of all materials, and delivery of all customer information (also see R below).
J.	Assignment of contract by Franchisor	Section 21	No restriction on our right to sell or assign the Franchise Agreement in whole or part. However, no assignment will be made by us, except to an

	Provision	Section in Franchise Agreement	Summary
			Assignee who, in our good faith judgment, is willing and able to assume our obligations under the Franchise Agreement.
K.	“Transfer” by Franchisee -defined	Section 20(a)	Includes transfer or assignment of the Franchise Agreement, the franchise, the Franchised Business, or any part.
L.	Franchisor’s approval of transfer by Franchisee	Section 20(a)	We must approve all transfers, but will not unreasonably withhold approval, if conditions are satisfied.
M.	Conditions for Franchisor’s approval of transfer	Section 20(b-e)	New franchisee must qualify, pay transfer fee, purchase agreement approved, training arranged, release signed by you, and current agreement signed by new franchisee (also see R below).
N.	Franchisor’s right of first refusal to acquire your business	Section 18	We can match any offer for your Franchised Business.
O.	Franchisor’s option to purchase your assets	Section 19	Upon termination or expiration, we have option to purchase assets of the Franchised Business at net depreciated book value. We have 30 days to exercise our option.
P.	Death or disability of Franchisee	Section 23	Your heirs, beneficiaries, devisees, or legal representative can apply to us to continue operation of the Franchised Business, or sell or otherwise transfer your interest in the Franchised Business within 180 days of your death or incapacity. In this case, we can operate the Franchised Business and you must pay us for our representatives operating the business.
Q.	Non-competition covenants during the term of the Franchise	Section 25	Without our prior approval, no involvement in a business or other venture providing tick or mosquito control services anywhere or in any business anywhere that offers or sells products or services offered by franchises franchised by any of our affiliates (subject to state law).
R.	Non-competition covenants after the franchise is terminated or expires	Sections 17(a), 25, and 28	No involvement in a competing business for 18 months in your former Territory, or in any immediately adjacent territory of any FlyFoe franchisee. (Subject to state law). We consider a competing business to be any business or other venture that provides tick or mosquito control services.
S.	Modification of the franchise agreement	Section 22 and 39	No modification of the Franchise Agreement unless you and we agree in writing. We may modify the Manuals and any parts of the System if necessary.
T.	Integration/merger clause	Section 39	Only the terms of the Franchise Agreement and other related written agreements are binding (subject to state law). No other promises are enforceable. However, nothing in the Franchise

	Provision	Section in Franchise Agreement	Summary
			Agreement or in any related document is intended to disclaim our representations made in this disclosure document.
U.	Dispute resolution by arbitration or mediation	Section 29	Except for certain claims, all disputes must first be submitted to mediation. If the mediation is unsuccessful, all continuing disputes must be arbitrated before the American Arbitration Association closest to our office. (Subject to state law)
V.	Choice of forum	Section 29	Litigation must be in the state courts of Massachusetts and/or the United States District Courts sitting in Massachusetts. (Subject to state law)
W.	Choice of law	Section 29	Massachusetts law applies. (Subject to state law)

ITEM 18

PUBLIC FIGURES

We do not use any public figures to promote our franchises.

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.

We do not make any representations about a franchisee's future financial performance or past financial performance of company-owned or franchised outlets. We do not authorize our employees or representatives to make any representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to franchisor's management by contacting our Vice President, Franchise Development, James Nichols, FlyFoe, LLC, 77 N. Washington St., 3rd Fl., Boston, MA 02114, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
SYSTEMWIDE OUTLET SUMMARY
FOR YEARS 2018 to 2020

(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
Franchised	2018	0	5	+5
	2019	5	6	+1
	2020	6	7	+1
Company- Owned	2018	0	0	0
	2019	0	0	0
	2020	0	0	0
Total Outlets	2018	0	5	+5
	2019	5	6	+1
	2020	6	7	+1

Table No. 2
TRANSFERS OF OUTLETS FROM FRANCHISEES TO NEW OWNERS
(OTHER THAN THE FRANCHISOR)
FOR YEARS 2018 to 2020

(Column 1) State	(Column 2) Year	(Column 3) Number of Transfers
All	2018	0
	2019	0
	2020	0
Total	2018	0
	2019	0
	2020	0

Table No. 3
STATUS OF FRANCHISED OUTLETS
FOR YEARS 2018 to 2020

(Col. 1) State	(Col. 2) Year	(Col. 3) Outlets at Start of Year	(Col. 4) Outlets Opened	(Col. 5) Terminations	(Col. 6) Non- Renewals	(Col. 7) Reacquired By Franchisor	(Col. 8) Ceased Operations – Other Reasons	(Col. 9) Outlets at End of Year
AL	2018	0	1	0	0	0	0	1
	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
MA	2018	0	1	0	0	0	0	1
	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
MS	2018	0	1	0	0	0	0	1
	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
NJ	2018	0	1	0	0	0	0	1

(Col. 1) State	(Col. 2) Year	(Col. 3) Outlets at Start of Year	(Col. 4) Outlets Opened	(Col. 5) Terminations	(Col. 6) Non- Renewals	(Col. 7) Reacquired By Franchisor	(Col. 8) Ceased Operations – Other Reasons	(Col. 9) Outlets at End of Year
	2019	1	0	0	0	0	0	1
	2020	1	0	0	0	0	0	1
	2021	1	0	0	0	0	0	1
PA	2018	0	1	0	0	0	0	1
	2019	1	1	0	0	0	0	2
	2020	2	0	0	0	0	0	2
SC	2018	0	0	0	0	0	0	0
	2019	0	0	0	0	0	0	0
	2020	0	1	0	0	0	0	1
Totals	2018	0	5	0	0	0	0	5
	2019	5	1	0	0	0	0	6
	2020	6	1	0	0	0	0	7

Table No. 4
STATUS OF COMPANY-OWNED OUTLETS
FOR YEARS 2018 to 2020

(Col. 1) State	(Col. 2) Year	(Col. 3) Outlets at Start of Year	(Col. 4) Outlets Opened	(Col. 5) Outlets Reacquired From Franchisees	(Col. 6) Outlets Closed	(Col. 7) Outlets Sold to Franchisees	(Col. 8) Outlets at End of Year
All	2018	0	0	0	0	0	0
	2019	0	0	0	0	0	0
	2020	0	0	0	0	0	0
Totals	2017	0	0	0	0	0	0
	2018	0	0	0	0	0	0
	2019	0	0	0	0	0	0

Table No. 5
PROJECTED OPENINGS
AS OF DECEMBER 31, 2020

(Column 1) State	(Column 2) Franchise Agreements Signed But Outlet Not Opened	(Column 3) Projected New Franchised Outlet in the Next Fiscal Year	(Column 4) Projected New Company- Owned Outlets in the Next Fiscal Year
AL	0	1	0
CT	0	1	0
FL	0	2	0
GA	0	1	0
NH	0	2	0
NJ	0	1	0
PA	0	1	0
RI	0	1	0
Total	0	10	0

All numbers are as of December 31st for each year.

The names of our franchisees and the addresses and telephone numbers of their units are listed in Exhibit F

as of December 31, 2020.

The name and last known address and telephone number of every franchisee who has had a unit terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under the Franchise Agreement during the most recently completed fiscal year or has not communicated with us within 10 weeks of the disclosure document issuance date, are also listed in Exhibit F.

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

In some instances, current and former franchisees signed provisions restricting their ability to speak openly about their experience with us. You may wish to speak with current and former franchisees, but be aware that not all franchisees will be able to communicate with you. Our Franchise Agreements have confidentiality clauses which prevent current and former franchisees from disclosing proprietary, confidential and trade secret information about our system. During the last three fiscal years we have not signed any other type of agreement (settlement, etc.) which contained a confidentiality clause with any current or former franchisees

ITEM 21

FINANCIAL STATEMENTS

Included as Exhibit B is the audited consolidated financial statements of our parent, HS Group Holding Company, LLC, for the period from August 13, 2020 through December 31, 2020. Also attached as Exhibit B are our audited financial statements for the period from January 1, 2020 through August 12, 2020 and the years ended December 31, 2019 and December 31, 2018. Our fiscal year end is December 31st. Our parent, HS Group Holding Company, LLC, guarantees our performance under the Franchise Agreement (see Exhibit B).

Also attached are our unaudited financial statements for the interim period ending March 31, 2021.

THESE FINANCIAL STATEMENTS ARE PREPARED WITHOUT AN AUDIT. PROSPECTIVE FRANCHISEES OR SELLERS OF FRANCHISES SHOULD BE ADVISED THAT NO CERTIFIED PUBLIC ACCOUNTANT HAS AUDITED THESE FIGURES OR EXPRESSED AN OPINION WITH REGARD TO THE CONTENT OR FORM.

ITEM 22

CONTRACTS

The following agreements and other required exhibits are attached to this disclosure document:

- Exhibit C - Form FlyFoe Franchise Agreement with Addenda
 - Addendum C - Form of End User License Agreement for FlyFoe Software
 - Addendum D - Franchise Compliance Questionnaire
 - Addendum E - Guaranty
 - Addendum F - Telephone Listing Agreement
 - Addendum G - Electronic Funds Transfer Authorization
 - Addendum H - Promissory Note and Security Agreement
 - Addendum I - First Franchise Option Amendment
- Exhibit E - Form of Mutual Termination and General Release Agreement
- Exhibit G - Conversion Franchise Addendum
- Exhibit H - Spousal Non-Disclosure and Non-Competition Agreement

ITEM 23
RECEIPTS

See the last two pages of this Disclosure Document for detachable documents (one for retention by you and one for us) acknowledging receipt of the Disclosure Document by you.

EXHIBIT A

FLYFOE, LLC

LIST OF STATE AGENCIES/AGENTS

FOR SERVICE OF PROCESS

**LIST OF STATE AGENTS FOR SERVICE OF PROCESS
AND STATE ADMINISTRATORS**

Our registered agent in the State of Massachusetts:

CT Corporation
155 Federal Street
Suite 700
Boston MA 02110

STATE	AGENCY	PROCESS, IF DIFFERENT
California 1(866) ASK-CORP	Department of Financial Protection and Innovation 320 West 4th Street, Suite 750 Los Angeles, CA 90013	Commissioner of Financial Protection and Innovation 320 West 4th Street, Suite 750 Los Angeles, CA 90013
Hawaii	Commissioner of Securities Department of Commerce and Consumer Affairs Business Registration Division 335 Merchant Street, Room 203 Honolulu, HI 96813 808-586-2722	
Illinois	Office of Attorney General Consumer Protection and Franchise Division 500 South Second Street Springfield, IL 62706 217-782-4465	
Indiana	Franchise Section Indiana Securities Division Secretary of State, Room E-111 302 W. Washington Street Indianapolis, IN 46204 371-232-6681	Administrative Office of the Secretary of State 200 West Washington Street Indianapolis, Indiana 46204
Maryland	Office of Attorney General Securities Division 200 St. Paul Place Baltimore, MD 21202-2021 410-576-6360	Maryland Securities Commissioner 200 St. Paul Place Baltimore Maryland 21202-2021
Michigan	Consumer Protection Division Antitrust and Franchise Unit Michigan Dept of Attorney General 670 G. Mennen Williams Building, 1 st Floor 525 West Ottawa Street Lansing, MI 48909 517-373-7117	

STATE	AGENCY	PROCESS, IF DIFFERENT
Minnesota	Commission of Commerce Minnesota Department of Commerce 85 7 th Place East, Suite 280 St. Paul, MN 55101-2198 651-539-1500	
New York	New York State Dept of Law Bureau of Investor Protection and Securities 28 Liberty St., 21 st Fl. New York, NY 10005 212-416-8222	Secretary of State State of New York One Commerce Plaza 99 Washington Avenue Albany, New York 12231-0001
North Dakota	Office of Securities Commissioner 600 East Boulevard Avenue State Capital 5 th Floor Bismarck, ND 58505-0510 701-328-4712	North Dakota Securities Department 600 East Boulevard Avenue State Capital 5th Floor Dept 414 Bismarck, ND 58505-0510
Oregon	Dept. of Consumer and Business Services 350 Winter St NE, 2nd floor Salem, OR 97301	
Rhode Island	Division of Securities Department of Business Regulations Bldg. 69, 1st Floor John O. Pastore Center 1511 Pontiac Avenue Cranston, RI 02920 401-222-3048	
South Dakota	Department of Labor and Regulation Director of Division of Insurance Securities Regulation 124 S Euclid, Suite 104 Pierre, SD 57501 605-773-3563	
Virginia	Ronald W. Thomas, Administrator State Corporation Commission Division of Securities and Retail Franchising 1300 East Main Street, 9th Floor Richmond, VA 23219 804-371-9051	Clerk State Corporation Commission 1300 East Main Street Richmond, VA 23219
Washington	Department of Financial Institutions Securities Division P.O. Box 9033 Olympia, WA 98507-9033 (360) 902-8760	Department of Financial Institutions Securities Division 150 Israel Road SW Tumwater, WA 98501 (360) 902-8760

STATE	AGENCY	PROCESS, IF DIFFERENT
Wisconsin	Wisconsin Dept. of Financial Institutions Division of Securities Commissioner of Securities 4822 Madison Yards Way, North Tower Madison, WI 53705 608-266-8557	

EXHIBIT B

FINANCIAL STATEMENTS/PARENT GUARANTEE

**For the Period
January – March 2021**

FlyFoe, LLC

INTERIM UN-AUDITED FINANCIAL STATEMENTS

**For the Period
January – March 2021**

THESE FINANCIAL STATEMENTS ARE PREPARED WITHOUT AN AUDIT. PROSPECTIVE FRANCHISEES OR SELLERS OF FRANCHISES SHOULD BE ADVISED THAT NO CERTIFIED PUBLIC ACCOUNTANT HAS AUDITED THESE FIGURES OR EXPRESSED AN OPINION WITH REGARD TO THE CONTENT OR FORM.

FLYFOE, LLC
For the Period January to March 2021

Income Statement (GAAP)

	January 2021	February 2021	March 2021
Net Sales	592.10	592.10	10,253.77
Cost of Sales	0	0	0
Gross Profit	592.10	592.10	10,253.77
Operating Expenses	38,439.68	40,928.53	48,287.70
EBITDA	-37,847.58	-40,336.43	-38,033.93
Proforma Adjustments	0	0	0
Adjusted EBITDA	-37,847.58	-40,336.43	-38,033.93
Depreciation & Amortization	1,160.26	1,160.26	1,160.10
Adjusted EBIT	-39,007.84	-41,496.69	-39,194.03
Interest Expense	0	0	0
Taxes	0	0	0
Other Income / (Expense)	0	0	0
Net Income	-39,007.84	-41,496.69	-39,194.03

Balance Sheet (GAAP)

Assets			
Cash	53,380.68	53,435.11	70,604.93
Restricted Cash	0	0	0
Accounts Receivable	-3,013.25	-2,963.25	6,379.82
Inventory	0	0	0
Other Current Assets	10,237.12	6,676.21	22,183.79
Current Assets	60,604.55	57,148.07	99,168.54
PP&E	6,350.83	5,190.57	4,030.47
Other Assets (including Goodwill)	23,179.45	22,675.55	31,242.91
Total Assets	90,134.83	85,014.19	134,441.92
Liabilities and Equity			
Accounts Payable	0	0	0
Current Portion of Long Term Debt	0	0	0
Other Current Components of Net Debt	0	0	0
Other Current Liabilities	311,551.89	348,270.04	419,909.32
Total Current Liabilities	311,551.89	348,270.04	419,909.32
Debt			
Senior Term A	0	0	0
Senior Term B	0	0	0
Subordinated Debt	0	0	0
Revolver	0	0	0
Other Components of Net Debt	0	0	0
Shareholder Loans	0	0	0
Other Long Term Debt	0	0	0
Total Long Term Debt	0	0	0
Other Liabilities	15,736.38	15,394.28	32,376.76
Total Liabilities	327,288.27	363,664.32	452,286.08
Common Shareholders Equity	-237,153.44	-278,650.13	-317,844.16
Preferred Equity			
Total Liabilities and Equity	90,134.83	85,014.19	134,441.92

HS Group Holding Company, LLC and Subsidiaries

Consolidated Financial Report
December 31, 2020

Contents

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Consolidated statement of operations	3
Consolidated statement of changes in members' equity	4
Consolidated statement of cash flows	5-6
Notes to consolidated financial statements	7-20



Independent Auditor's Report

RSM US LLP

To the Members
HS Group Holding Company, LLC and Subsidiaries

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of HS Group Holding Company, LLC and Subsidiaries, which comprise the consolidated balance sheet as of December 31, 2020, the related consolidated statements of operations, changes in members' equity and cash flows for the period from August 13, 2020 (Acquisition Date) through December 31, 2020, and the related notes to the consolidated financial statements (collectively, the financial statements).

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of HS Group Holding Company, LLC and Subsidiaries as of December 31, 2020, and the results of their operations and their cash flows for the period from August 13, 2020 (Acquisition Date) through December 31, 2020 in accordance with accounting principles generally accepted in the United States of America.

RSM US LLP

Detroit, Michigan
May 24, 2021

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HS Group Holding Company, LLC and Subsidiaries

**Consolidated Balance Sheet
December 31, 2020**

Assets	
Current assets:	
Cash and cash equivalents	\$ 8,915,866
Accounts receivable, net	2,197,809
Current portion of capitalized contract costs	268,645
Due from seller	244,930
Prepaid expenses and other current assets	986,477
Total current assets	12,613,727
Property and equipment, net	1,689,699
Other assets:	
Goodwill, net	35,677,018
Intangibles, net	18,020,275
Note receivables	257,110
Noncurrent portion of capitalized contract costs	1,300,482
Total other assets	55,254,885
Total assets	\$ 69,558,311
Liabilities and Members' Equity	
Current liabilities:	
Accounts payable	\$ 361,253
Accrued expenses	1,280,374
Due to sellers	77,680
Current portion of long-term debt	125,000
Current portion of deferred franchise and territory fees	2,694,343
Total current liabilities	4,538,650
Long-term debt, net	11,964,677
Deferred franchise and territory fees, net of current portion	2,668,558
	14,633,235
Total liabilities	19,171,885
Members' equity	50,386,426
Total liabilities and members' equity	\$ 69,558,311

See notes to consolidated financial statements.

HS Group Holding Company, LLC and Subsidiaries

Consolidated Statement of Operations

For the Period from August 13, 2020 (Acquisition Date) through December 31, 2020

Revenues:	
Recurring revenue	\$ 5,781,317
One time revenue	283,548
Total revenues	<u>6,064,865</u>
Operating expenses:	
Cost of services	380,075
General and administrative expenses	2,434,096
Payroll and benefits	3,599,307
Depreciation and amortization expenses	1,473,992
Transaction expenses	3,045,954
Total operating expenses	<u>10,933,424</u>
Loss from operations	<u>(4,868,559)</u>
Other (income) expense:	
Interest income	2,689
Other expense	(19,673)
Other expense	<u>(16,984)</u>
Net loss	<u>\$ (4,885,543)</u>

See notes to consolidated financial statements.

HS Group Holding Company, LLC and Subsidiaries

**Consolidated Statement of Changes in Members' Equity
For the Period from August 13, 2020 (Acquisition Date) through December 31, 2020**

Balance, August 13, 2020 - Pushdown of basis from Riverside, net of transaction expenses	\$ 29,879,014
Member contributions	25,392,955
Net loss	<u>(4,885,543)</u>
Balance at December 31, 2020	<u>\$ 50,386,426</u>

See notes to consolidated financial statements.

HS Group Holding Company, LLC and Subsidiaries

Consolidated Statement of Cash Flows

For the Period from August 13, 2020 (Acquisition Date) through December 31, 2020

Cash flows from operating activities:	
Net loss	\$ (4,885,543)
Adjustments to reconcile net loss to net cash used in operating activities:	
Depreciation and amortization	1,473,992
Bad debt expense	41,665
Changes in assets and liabilities, net of acquisitions:	
Accounts receivable	514,375
Prepaid expenses	(590,962)
Capitalized contract costs	(41,967)
Notes receivable	(12,037)
Accounts payable and accrued expenses	(341,995)
Deferred franchise and territory fees	7,041
Net cash used in operating activities	(3,835,431)
Cash flows from investing activities:	
Acquisition of businesses, net of cash acquired	(22,841,392)
Purchase of property and equipment	(73,905)
Net cash used in investing activities	(22,915,297)
Cash flows from financing activities:	
Borrowings on long term debt	12,500,000
Payment of debt issuance costs	(410,323)
Payments on long term debt	(533,611)
Proceeds from capital contributions	22,638,948
Net cash provided by financing activities	34,195,014
Net increase in cash and cash equivalents	7,444,286
Cash and cash equivalents, beginning	1,471,580
Cash and cash equivalents, ending	\$ 8,915,866

(Continued)

HS Group Holding Company, LLC and Subsidiaries

Consolidated Statement of Cash Flows (Continued)
For the Period from August 13, 2020 (Acquisition Date) through December 31, 2020

Supplemental disclosures of cash flow information:	
Interest paid	\$ -
Income taxes paid	\$ -
Supplemental schedule of noncash operating, investing, and financing activities:	
Pushdown accounting of acquisition of business:	
Net assets acquired	\$ 11,892,873
Goodwill	18,063,821
Subtotal	29,956,694
Pushdown of basis from Riverside, net of transaction costs	(29,879,014)
Working capital adjustment	(77,680)
	\$ -
Acquisition of businesses:	
Assets acquired	\$ 12,467,823
Liabilities assumed	(3,560,093)
Net identifiable assets acquired	8,907,730
Goodwill	18,530,396
Net assets acquired	27,438,126
Less cash acquired	(2,087,657)
Add due from seller	244,930
Less units issued as consideration	(2,754,007)
Cash purchase price	\$ 22,841,392

See notes to consolidated financial statements.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 1. Summary of Significant Accounting Policies

Nature of business: HS Group Holding Company, LLC and Subsidiaries (the Company) through its wholly owned subsidiaries is in the business of selling franchises of Maidpro, FlyFoe, Men In Kilts, Pestmaster and USA Insulation, as well as operating certain of those franchises.

MaidPro Franchise, LLC (MaidPro) is a franchisor that provides support, guidance and training to its franchisees. Its franchisees provide residential and office cleaning services in the United States and Canada. MaidPro began franchising operations in January 1997 and conducts operations from its principal office in Massachusetts.

FlyFoe, LLC (FlyFoe) was established on November 30, 2017. FlyFoe is a franchisor that provides support, guidance, and training to its franchisees. FlyFoe's franchisees provide mosquito and tick control services and other related services in the United States.

Men in Kilts US, LLC (Men in Kilts) was established on March 29, 2019. It is a franchisor that provides support, guidance and training to its franchisees. Its franchisees provide exterior house cleaning services, including window cleaning, gutter cleaning, house washing, and pressure washing for both residential and commercial properties in the United States.

Pestmaster operates as franchisor of pest control services throughout the United States. It provides territorial rights for operation of their businesses, giving initial training and ongoing support for franchisees. The customer base is both residential and commercial. It began operations in 1981. The Company operates certain Pestmaster franchises as well.

USA Insulation was established on March 22, 2006. It is a franchisor that provides support, guidance and training to its franchisees. Its franchisees provide insulation services for both residential and commercial buildings. The Company operates certain USA Insulation franchises as well.

Significant accounting policies:

Basis of presentation: As further discussed in Note 2, on August 13, 2020, the Company entered into a Membership Interest Purchase Agreement (purchase agreement) with Riverside. As a result of the purchase agreement, the Company became majority owned by Riverside. In connection with this transaction, the Company has elected to use the pushdown basis of accounting to establish a new accounting and reporting basis for the Company in its consolidated financial statements based on Riverside's basis in the net assets acquired determined in accordance with the acquisition method under the Business Combination Topic of the Accounting Standards Codification. Under this guidance, the assets acquired and liabilities assumed are generally recognized at their fair value at the date of acquisition, with certain exceptions.

All intercompany transactions have been eliminated. The accompanying consolidated financial statements have been prepared in accordance with accounting standards set by the Financial Accounting Standards Board (FASB). The FASB sets generally accepted accounting principles (GAAP) that the Company follows to ensure its financial condition, results of operations, and cash flows are consistently reported. References to GAAP issued by the FASB in these notes to the consolidated financial statements are to the FASB ASC.

Revenue recognition policy: The Company recognizes revenue in accordance with ASC Topic 606, *Revenue from Contracts with Customers*, which provides a five-step model for recognizing revenue from contracts with customers as follows: identify the contract with a customer, identify the performance obligations in the contract, determine the transaction price, allocate the transaction price to the performance obligations in the contract, and recognize revenue when or as performance obligations are satisfied.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Nature of services: The Company's franchise agreements include (a) the right to use its symbolic intellectual property over the term of each franchise agreement, (b) pre-opening services, such as training, (c) ongoing services, such as management of the advertising fund contributions and support services for the franchisees, and (d) a license to use the Company's internal-use software which is hosted on the Company's Software as a Service (SaaS) platform. These promises are highly dependent upon and interrelated with the franchise right granted in the franchise agreement, so they are not considered to be individually distinct and therefore are accounted for as a single performance obligation. The performance obligation under the franchise agreement is the promise to provide daily access to the symbolic intellectual property over the term of each franchise agreement, which is a series of distinct services that represents a single performance obligation. Although the franchisor's underlying activities associated with the symbolic intellectual property will vary both within a day and day-to-day, the symbolic intellectual property is accessed over time and the customer (the franchisee) simultaneously receives and consumes the benefit from the franchisor's performance of providing access to the symbolic intellectual property (including other related activities).

The Company's revenue consists primarily of franchise revenue (which is discussed above), which includes franchise royalties, advertising fund contributions, franchise fees, and support services performed for franchisees. Initial franchise fees are based on the market type selected and are paid at the time an individual franchise agreement is signed. Territory fees are for the purchase of additional territory over and above the minimum qualified households allowable based on the market type selected and are also paid at the time an individual franchise agreement is signed.

The Company also operates certain franchise locations. The revenue for these consists of revenue recognized at a point in time as the service is completed.

Payment terms: The transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring goods and services to the customer. Agreements may include initial and renewal franchise fees, sales-based royalties, and fees for administrative services performed for the franchisee.

The Company believes its franchising agreements do not contain a significant financing component because (a) the timing of the upfront payment does not arise for the reason of provision of financing to the Company and (b) the sales-based royalty is variable and based on factors outside the Company or the franchisee's control.

Revenue recognition: Initial and renewal franchise fees are recognized as revenue on a straight-line basis over the term of the respective agreement beginning when the agreement is signed. Franchise agreements typically have a term of 10 years with the option to renew for an additional 5 years, if the franchisee is in compliance with the terms of the franchise agreement.

Continuing royalties are calculated as a percentage of franchisees' reported sales that are related entirely to the Company's performance obligation under the franchise agreement. These royalties are considered variable consideration but, because they relate to a license of intellectual property, they are not included in the transaction price. Instead, royalty revenue is recognized as franchisee sales occur. Advertising contributions received from the Company's franchisees are recorded as a component of franchise royalties and fees in the consolidated statement of operations.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Contract balances: The Company records accounts receivable when it has the unconditional right to issue an invoice and receive payment, regardless of whether revenue has been recognized. If revenue has not yet been recognized, a contract liability (deferred franchise and territory fees) also is recorded.

Commission costs: the Company defers those direct and incremental costs associated with the sale of franchises. Deferred costs are charged to earnings when the related deferred franchise and territory fees are recognized as revenue over the term of the respective agreement. The Company has determined the period of benefit for direct and incremental costs associated with the sale of franchises to be 10 years by taking into consideration the initial term of the franchise agreement. Amortization is recognized on a straight-line basis commensurate with the pattern of revenue recognition. Deferred costs are recorded in prepaid expenses and other current assets and other noncurrent assets in the accompanying consolidated balance sheet.

The Company collects funds from its franchisees for advertising pursuant to the Company's franchise agreements at a percentage of franchisee sales. These advertising services are not considered distinct because they are highly dependent and interrelated to the franchise right. Advertising contributions are considered part of the transaction price for the franchise right and recognized as revenue as the underlying sales occur. The advertising costs incurred for franchisees will be expensed in accordance with the Company's normal policy.

Cash and cash equivalents: The Company considers all short-term, highly liquid investments with original maturities of ninety days or less to be cash and cash equivalents. Cash equivalents consist of money market accounts.

Accounts receivable: Accounts receivable is stated at the amount the Company expects to collect from outstanding balances. The Company maintains an allowance for doubtful accounts for estimated losses resulting from the inability of its franchisees and customers to make required payments. Management considers the following factors when determining the collectability of specific accounts: credit-worthiness of franchisees, past transaction history with the franchisee, current economic industry trends, and changes in franchisee payment terms. Certain franchisees are on payment plans for outstanding balances but continue to make payments in accordance with the established payment plans. If the financial conditions of the Company's franchisees or customers were to deteriorate, adversely affecting their ability to make payments, additional allowances would be required. Based on management's assessment, the Company provides for estimated uncollectible amounts through a charge to earnings and a credit to the allowance. Accounts receivable that remain outstanding after the Company has made reasonable collection efforts are written off against the allowance and a credit to accounts receivable. Recoveries of accounts receivable previously written off are recorded when received. The allowance for doubtful accounts on accounts receivable was de minimis at December 31, 2020.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Notes receivable: The Company enters into promissory notes with franchisees that allow the franchisees to defer payments of certain amounts of franchise fees and royalty fees due to the Company up to an amount of \$25,000. Promissory notes are repaid through monthly installments of principal and interest over a three year period. Notes receivable are stated at the amount the Company expects to collect from outstanding notes entered into with franchisees. Management considers the following factors when determining the collectability of the outstanding notes receivables: credit-worthiness of franchisees, past transaction history with the franchisee, current economic industry trends, and changes in franchisee payment terms. If the financial conditions of the Company's franchisees were to deteriorate, adversely affecting their ability to make payments, additional allowances would be required. Based on management's assessment, the Company provides for estimated uncollectible amounts through a charge to earnings and a credit to the allowance. At December 31, 2020 the allowance recorded against the notes receivable was de minimis.

Concentration of credit risk: The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents and accounts receivable. The Company maintains its cash and cash equivalents in bank deposit accounts, which at times may exceed federally insured limits. The Company has not experienced any losses in such accounts. The Company believes it is not exposed to any significant credit risk on cash and cash equivalents. The Company grants credit to its franchisees and customers. Consequently, the Company's ability to collect the amounts due from franchisees and customers is affected by economic fluctuations. The Company routinely assesses the financial strength of its franchisees and customers and believes that its accounts receivable credit risk exposure is limited.

Franchisor advertising: Advertising costs of the Franchisor are charged against income during the period the advertising is displayed. Advertising costs are expensed as incurred and totaled approximately \$142,000 for the period from August 13, 2020 (acquisition date) through December 31, 2020.

Software development costs: Costs for software developed for internal use are accounted for in accordance with ASC 350, *Intangibles – Goodwill and Other - Internal-Use Software*. ASC 350 requires the capitalization of certain costs incurred in connection with developing or obtaining internal-use software. In accordance with ASC 350, the Company expenses costs incurred in the preliminary project stage of developing or acquiring internal use software, such as research and feasibility studies, as well as costs incurred in the post-implementation/operational stage, such as maintenance and training. Capitalization of software development costs occurs only after the preliminary project stage is complete, management authorizes the project, and it is probable that the project will be completed and the software will be used for the function intended. Costs associated with the purchase and development of computer software are capitalized and amortized on a straight-line basis over the estimated useful life of the related asset. Software development costs are recorded in property and equipment in the accompanying consolidated balance sheet. The Company capitalized software development costs of \$2,867 for the period from August 13 (acquisition date) through December 31, 2020.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Property and equipment: Property and equipment are stated at cost, net of accumulated depreciation and amortization. Expenditures for additions and improvements are capitalized while maintenance and repair expenditures are charged to operations as incurred. When assets are sold or otherwise retired from service, their cost and related accumulated depreciation and amortization are removed from the accounts and any gain or loss is included in the results of operations. Depreciation and amortization is computed using the straight-line method based on the following estimated useful lives:

	Years
Equipment	5-10
Vehicles	5-10
Furniture and fixtures	3-5
Leasehold improvements	Lesser of useful life or lease term
Software development costs	3-7

Goodwill and intangibles: Goodwill is recognized for the excess of the fair value of an acquired business over the fair value of the identifiable net assets acquired. Under FASB ASC Topic 350, *Intangibles-Goodwill and Other*, the Company elected the accounting alternative to amortize goodwill on a straight-line basis over ten years.

The Company has elected the provisions of FASB Accounting Standards Update (ASU) 2014-18, *Business Combinations (Topic 805): Accounting for Identifiable Intangible Assets in a Business Combination*. ASU 2014-18 specifies that a private company that elects the accounting alternative to recognize or otherwise consider the fair value of intangible assets as a result of any in-scope transactions should no longer recognize separately from goodwill: (1) customer-related intangible assets unless they are capable of being sold or licensed independently from the other assets of the business, and (2) noncompetition agreements.

The Company tests its recorded goodwill for impairment upon a triggering event. Factors that could trigger an impairment test include, but are not limited to, underperformance relative to historical or projected future operating results, significant changes in the manner of use of the acquired assets or the overall business, significant negative industry or economic trends and a sustained period where market capitalization, plus an appropriate control premium, is less than member's equity. Goodwill is tested using a fair-value approach at the entity level. No indications of impairment were identified for the period from August 13, 2020 (acquisition date) through December 31, 2020.

Intangible assets include a franchise agreements, tradenames, trade secrets and software. Intangible assets are amortized on a straight-line basis over their estimated useful lives which range between seven to twenty five years.

Long-lived assets: Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable. If impairment is considered, recoverability of these assets is measured by a comparison of the carrying amount of the asset to estimated future undiscounted cash flows expected to be generated by the asset. If the carrying amount of an asset exceeds its estimated future cash flows, an impairment charge is recognized by the amount of which the carrying amount of the asset exceeds the fair value of the asset. No impairment loss has been recognized by the Company as of December 31, 2020.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Fair value measurements: The Company uses the fair value measurement and disclosure guidance for all assets and liabilities that are recognized or disclosed at fair value in the consolidated financial statements. The guidance defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In determining fair value, the Company uses various methods including market, income and cost approaches. Based on these approaches, the Company often utilizes certain assumptions that management believes market participants would use in pricing the asset or liability, including assumptions about risk and or the risks inherent in the inputs to the valuation technique. These inputs can be readily observable, market corroborated, or generally unobservable inputs. The Company utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs. The fair value hierarchy ranks the quality and reliability of the information used to determine fair values. Assets and liabilities carried at fair value will be classified and disclosed in one of the following three categories:

Level 1: Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that are accessible at the measurement date.

Level 2: Inputs to the valuation methodology include quoted prices in markets that are not active or quoted prices for similar assets and liabilities in active markets, and inputs that are observable for the asset or liability, either directly or indirectly, for substantially the full term of the financial instrument.

Level 3: Inputs to the valuation methodology are unobservable, reflecting the entity's own assumptions about assumptions market participants would use in pricing the asset or liability.

Income taxes: As a limited liability company, the Company is treated as a partnership for federal and state income tax purposes. As such, the taxable income of the Company is allocated in the tax returns of its members for federal and state tax purposes in accordance with their respective percentage ownership. Accordingly, no provision for federal income taxes is included in the consolidated financial statements. Entity-level, composite state and local income taxes (benefits) are accrued at the applicable rates, if any, and are included in the consolidated statement of operations.

The FASB provides guidance for how uncertain tax provisions should be recognized, measured, disclosed, and presented in the consolidated financial statements. The Company identifies its tax positions taken or expected to be taken in the course of preparing its tax returns and determines whether any tax positions are more likely than not of being sustained when challenged or when examined by the applicable tax authority. Management has determined that there are no uncertain tax positions at December 31, 2020.

Debt issuance costs: Debt issuance costs are carried at cost less accumulated amortization as a direct deduction from the carrying amount of the related loan. The costs are amortized over the term of the related loan using a method that approximates the effective interest rate method. Amortization expense is classified in interest expense in the accompanying consolidated statement of operations. Gross debt issuance costs were \$410,323 at December 31, 2020. Accumulated amortization and amortization expense recognized on debt issuance costs was de minimis as of and for the period ended December 31, 2020.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Use of estimates: The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Recent accounting pronouncements: In February 2016, the FASB issued ASU 2016-02, *Leases (ASU 2016-02)*, which will replace most existing lease accounting guidance in U.S. GAAP. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the balance sheet for all leases with terms longer than 12 months. Leases will be classified as either financing or operating, with classification affecting the pattern of expense recognition in the income statement. The new standard is effective for fiscal years beginning after December 15, 2020. A modified retrospective transition approach is required for leases existing at, or entered into after, the transition date, with certain practical expedients available. The Company plans to adopt the guidance on January 1, 2021, through a cumulative-effect adjustment, and will not apply the new standard to comparative periods presented. The Company is in the process of assessing the impact of this standard on its consolidated financial statements.

Subsequent events: The Company evaluated subsequent events for potential required disclosure through May 24, 2021, which is the date the consolidated financial statements were available to be issued.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 2. Acquisition of Businesses and Subsequent Event

HS Group: On August 13, 2020, by the effects of the purchase agreement, Riverside acquired HS Group, which at the time included the entities of Flyfoe, Maidpro and Men in Kilts, in exchange for fair value of total consideration of \$29,956,694.

The acquisition was funded through equity contributions from Riverside and the issuance of member units to the sellers.

The goodwill arising from the above acquisition is largely due to the fair value of certain intangible assets along with the assembled workforce being subsumed into goodwill, the Company's presence in the marketplace, and its long-term expected revenue growth. Goodwill is deductible for income tax purposes.

The business combination was accounted for under the acquisition method of accounting. In accordance with the pushdown basis of accounting, the net assets of the Company were adjusted to their estimated fair values as of the date of acquisition. The total consideration and net assets of the Company are summarized in the following table:

Consideration:	
Cash	\$ 27,229,014
Due to seller	77,680
2,650 Class A Units of HS Group Holding Company, LLC	2,650,000
Total invested capital	<u>\$ 29,956,694</u>
Recognized amount of net assets of the Company:	
Cash	\$ 1,471,580
Receivables	1,541,311
Prepaid expenses and other assets	152,341
Capitalized contract costs	1,116,623
Notes receivable	143,039
Property and equipment	225,979
Intangible assets	11,555,000
Accounts payable	(335,540)
Accrued expenses and other liabilities	(334,383)
Deferred franchise and territory fees	<u>(3,643,077)</u>
Total identifiable net assets acquired	11,892,873
Goodwill	<u>18,063,821</u>
	<u>\$ 29,956,694</u>

The fair value of the 2,650 Class A Units was determined on the basis of contemporaneous contributed capital of other members' of the Company's Class A Units on the acquisition date.

In connection with the transaction, Riverside incurred \$1,307,039 of transaction expenses which were netted with the total pushdown of basis from Riverside within the consolidated statement of changes in members' equity.

Of the \$11,555,000 of identified intangible assets, \$7,258,000 was assigned to franchise agreements (10 year life), \$2,610,000 was assigned to trade names (20 year life), and \$1,687,000 to developed software (7 year life).

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 2. Acquisition of Businesses and Subsequent Event (Continued)

Pestmaster: Effective September 23, 2020, HS Group acquired 100% of the membership interest in Kaigan, PSI Holdings and PFN (collectively Pestmaster) for total consideration of \$10,154,274.

The acquisition was funded through equity contributions and the issuance of membership units to the sellers.

The goodwill arising from the above acquisition is largely due to the fair value of certain intangible assets along with the assembled workforce being subsumed into goodwill, the Company's presence in the marketplace, and its long-term expected revenue growth. The majority of goodwill is deductible for income tax purposes.

The business combination was accounted for under the acquisition method of accounting. The following table summarizes the consideration paid and assets acquired and liabilities assumed recognized at the preliminary fair value at the date of acquisition:

Consideration:	
Cash	\$ 9,290,124
1,000 Class A Units of HS Group Holding Company, LLC	864,150
Total invested capital	<u>\$ 10,154,274</u>
Recognized amount of identifiable assets acquired and liabilities assumed:	
Cash	\$ 30,402
Receivables	849,588
Prepaid expenses and other assets	32,436
Capitalized contract costs	89,523
Notes receivable	67,356
Property and equipment	851,603
Intangible assets	2,796,000
Accounts payable	(289,723)
Accrued expenses and other liabilities	(310,211)
Deferred franchise and territory fees	(601,732)
Notes payable	(533,611)
Total identifiable net assets acquired	<u>2,981,631</u>
Goodwill	<u>7,172,643</u>
	<u>\$ 10,154,274</u>

The fair value of the 1,000 Class A Units was determined based on the value of the Company at the acquisition date, using unobservable inputs.

The primary area of the preliminary valuation that is not yet finalized relates to the on-going negotiations with the Company and the seller on the working capital adjustment.

In connection with the transaction, the Company incurred \$1,663,661 of transaction expenses which were expensed as incurred in the accompanying consolidated statement of operations.

Of the \$2,796,000 of identified intangible assets, \$1,879,000 was assigned to franchise agreement (10 year life) and \$917,000 was assigned to trade names (20 year life).

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 2. Acquisition of Businesses and Subsequent Event (Continued)

USA Insulation: Effective December 23, 2020, HS Group acquired 100% of the interest in FDIE Holdings, LLC, IFC Holdings, LLC, and USA Enterprises Holdings, LLC (collectively USA) for total consideration of \$17,283,852.

The acquisition was funded through equity contributions, draw down of debt, and the issuance of membership units to the sellers.

The goodwill arising from the above acquisition is largely due to the fair value of certain intangible assets along with the assembled workforce being subsumed into goodwill, the Company's presence in the marketplace, and its long-term expected revenue growth. Goodwill is deductible for income tax purposes.

The business combination was accounted for under the acquisition method of accounting. The following table summarizes the consideration paid and the assets acquired and liabilities assumed recognized at fair value at the date of acquisition:

Consideration:	
Cash	\$ 15,638,925
Due from seller	(244,930)
2,200 Class A Units of HS Group Holding Company, LLC	1,889,857
Total invested capital	<u>\$ 17,283,852</u>
Recognized amount of identifiable assets acquired and liabilities assumed:	
Cash	\$ 2,057,255
Receivables	362,950
Prepaid expenses and other assets	210,738
Capitalized contract costs	321,014
Notes receivable	34,678
Property and equipment	602,280
Intangible assets	4,162,000
Accounts payable	(163,956)
Accrued expenses and other liabilities	(549,809)
Deferred franchise and territory fees	(1,111,051)
Total identifiable net assets acquired	<u>5,926,099</u>
Goodwill	<u>11,357,753</u>
	<u>\$ 17,283,852</u>

The fair value of the 2,200 Class A Units was determined based on the value of the Company at the acquisition date, using unobservable inputs.

In connection with the transaction, the Company incurred \$1,382,293 of transaction expenses which were expensed as incurred in the accompanying consolidated statement of operations.

Of the \$4,162,000 of identified intangible assets, \$1,605,000 was assigned to franchise agreement (10 year life), \$1,476,000 was assigned to trade names (20 year life) and \$1,081,000 was assigned to trade secrets (25 year life).

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 2. Acquisition of Businesses and Subsequent Event (Continued)

Subsequent Acquisitions: On February 8, 2021, the Company acquired Men in Kilts Canada for total consideration of approximately \$1,400,000.

On May 7, 2021, the Company acquired PHP Holdings for total consideration of approximately \$5,440,000.

Note 3. Property and Equipment

Property and equipment consisted of the following at December 31, 2020:

Equipment	\$	430,803
Vehicles		928,882
Furniture and fixtures		80,209
Leasehold improvements		311,006
Software development costs		2,867
Total property and equipment		1,753,767
Less accumulated depreciation and amortization		(64,068)
Property and equipment, net	\$	1,689,699

Depreciation expense for the period from August 13, 2020 (acquisition date) through December 31, 2020 was approximately \$64,000.

Note 4. Intangible Assets and Goodwill

Following is a summary of intangible assets:

	Weighted average remaining useful life	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Franchise agreements	9.69	\$ 10,742,000	\$ 337,589	\$ 10,404,411
Trade names	19.75	5,003,000	61,749	4,941,251
Software	6.62	1,687,000	92,438	1,594,562
Trade secrets	24.98	1,081,000	949	1,080,051
		<u>\$ 18,513,000</u>	<u>\$ 492,725</u>	<u>\$ 18,020,275</u>

Goodwill as of December 31, 2020 consists of the following and is amortized over its useful life of 10 years, with a weighted average remaining useful life of 9.75:

HS Group acquisition	\$	18,063,821
Pestmaster acquisition		7,172,643
USA acquisition		11,357,753
Accumulated amortization		(917,199)
	\$	35,677,018

Amortization expense recognized on intangible assets and goodwill totaled \$492,725 and \$917,199, respectively, for the period August 13 (acquisition date) through December 31, 2020.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 4. Intangible Assets and Goodwill (Continued)

The future estimated aggregate amortization expense for intangibles and goodwill as of December 31, 2020 is as follows:

Years ending December 31:	Goodwill	Intangibles
2021	\$ 3,659,422	\$ 1,608,590
2022	3,659,422	1,608,590
2023	3,659,422	1,608,590
2024	3,659,422	1,608,590
2025	3,659,422	1,608,590
Thereafter	17,379,910	9,977,325
	<u>\$ 35,677,018</u>	<u>\$ 18,020,275</u>

Note 5. Long-Term Debt

In connection with the Company's acquisition of USA on December 23, 2020, the Company entered into a credit agreement with a financial institution. Maximum borrowings under the credit agreement allow for \$2,000,000 of a revolving loan, \$12,500,000 of a senior secured term loan and \$20,000,000 of additional term loans, which are secured by substantially all of the assets of the Company. The available borrowings on the revolver are limited to a borrowing base, calculated from the adjusted senior debt to earnings before interest, taxes, depreciation and amortization (EBITDA) as further defined in the credit agreement. The interest rate is a floating rate equal to the lesser of London Interbank Offered Rate (LIBOR) plus the applicable margin and the maximum rate, as defined in the credit agreement, which is 6.5% as of December 31, 2020. Principal payments are due quarterly on the first day of each quarter in an amount equal to \$31,250 and matures on December 23, 2025. There is \$12,500,000 outstanding on the senior secured term loan at December 31, 2020 and nothing drawdown on the revolving loan or the additional term loans.

The credit agreement includes certain ratios and excess cash flow payments beginning for the quarter ended March 31, 2021.

In connection with the December 23, 2020 agreement, the Company incurred debt issuance costs of \$410,323, which are amortized over the term of the credit agreement. Amortization of debt issuance costs was de minimis for the period from August 13, 2020 (acquisition date) through December 31, 2020.

Notes payable in the amount of \$533,611 were acquired in the Pestmaster acquisition and were subsequently paid off as of December 31, 2020.

A summary of long-term debt is as follows as of December 31:

Term loan	\$ 12,500,000
Less unamortized debt issuance costs	(410,323)
Less current portion	(125,000)
	<u>\$ 11,964,677</u>

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 5. Long-Term Debt (Continued)

Future maturities of long-term debt are as follows:

2021	\$ 125,000
2022	125,000
2023	125,000
2024	125,000
2025	12,000,000
	<u>\$ 12,500,000</u>

Note 6. Commitments and Contingencies

Operating lease: The Company leases buildings for their operating locations, certain leases are held with related parties. Total rent expense, including related party rent of approximately \$60,000, was approximately \$303,000 for the period from August 13, 2020 (acquisition date) through December 31, 2020.

Future minimum lease commitments as of ending December 31 are as follows:

2021	\$ 1,208,781
2022	1,172,444
2023	1,193,745
2024	1,215,276
2025	1,068,107
Thereafter	200,517
	<u>\$ 6,058,870</u>

Legal matters: From time to time, the Company may be involved in legal actions arising in the ordinary course of business or, conditions may exist that may result in a loss but will only be resolved when one or more future events occur or fail to occur. Each of these actions or matters is assessed by the Company's management and legal counsel to evaluate the perceived merits of any proceeding or claim, as well as any relief sought or expected to be sought. Such assessment involves the exercise of judgment. The Company establishes accruals for losses that management deems to be probable and subject to reasonable estimate. If the assessment indicates that a potentially material loss contingency is not probable but reasonably possible, or is probable but cannot be estimated, then the nature of the contingent liability, together with an estimate of the range of possible loss, if determinable and material, would be disclosed.

Related party transaction: A Company related to the Company's majority member charges the Company for financial and management services under a management services agreement for reimbursement of reasonable direct expenses, which is included in general and administrative expense on the accompanying consolidated statement of operations. The total expense for the period from August 13, 2020 (acquisition date) through December 31, 2020 is approximately \$100,800.

HS Group Holding Company, LLC and Subsidiaries

Notes to Consolidated Financial Statements

Note 7. Members' Equity

Members' Equity consisted of the following membership units:

	Units Authorized	Units Outstanding
Class A Units	1,000,000	138,525
Class B Units	4,440	1,367

Class A Units have voting rights on all matters requiring the consent, approval or vote of the Members. The Class A Units receive preference on distributions.

Class B Units are profit interests that do not have voting rights and have been issued to designated management employees of the Company without any corresponding capital contribution. The holders of these units are entitled to share in the appreciation of the Company's assets that occur subsequent to the date of grant. The Class B Units are dilutive to the participating preferred units.

The Company has issued 1,367 units to certain management employees as of December 31, 2020. The units substantially vest upon a change in control of the Company, if still employed. The fair value of the awards at the date of grant is estimated using option pricing models. The expected terms assumption reflects the period for which the Company believes the awards will remain outstanding and is based on the expected behavior of the award holders. The Company determined the volatility of the fair value of its units through comparison to similar entities considering such characteristics as industry, stage of life cycle, size, and financial leverage. The risk free rate reflects the U.S. Treasury yield curve for similar expected life instruments in effect at the time of grant. During the period from August 13, 2020 (acquisition date) through December 31, 2020 there were no units forfeited.

As of December 31, 2020, there was unrecognized compensation costs related to the Class B Units of approximately \$504,000. The unrecognized compensation costs will be recognized at the time the vesting criterion is probable to occur.

PARENT GUARANTEE –
GUARANTEE OF PERFORMANCE

For value received, **HS GROUP HOLDING COMPANY, LLC**, a Delaware limited liability company, (the "Guarantor"), with a principal place of business located at c/o The Riverside Company, Rockefeller Center, 630 Fifth Avenue, Suite 400, New York, NY 10111, absolutely and unconditionally guarantees to assume the duties and obligations of **FLYFOE, LLC**, a Massachusetts limited liability company, located at 77 North Washington Street, Boston, MA 02114 (the "Franchisor"), under its franchise registration in each state where the franchise is registered, and under its Franchise Agreement identified in its 2021 Franchise Disclosure Document, as it may be amended, and as that Franchise Agreement may be entered into with franchisees and amended, modified or extended from time-to-time.

This guarantee continues until all such obligations of the Franchisor under its franchise registrations and the Franchise Agreement are satisfied, or until the liability of Franchisor to its franchisees under the Franchise Agreement, has been completely discharged, whichever first occurs. The Guarantor is not discharged from liability if a claim by a franchisee against the Franchisor remains outstanding. Notice of acceptance is waived. The Guarantor does not waive receipt of notice of default on the part of the Franchisor. This guarantee is binding on the Guarantor and its successors and assigns.

The Guarantor signs this guarantee at Cleveland, Ohio, on the
5 day of May, 2021.

GUARANTOR:

HS GROUP HOLDING COMPANY, LLC


By: Stephen Rice
Its: Manager/Secretary

FlyFoe, LLC

Financial Report
August 12, 2020

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Independent Auditor's Report

RSM US LLP

To the Members
FlyFoe, LLC

Report on the Financial Statements

We have audited the accompanying financial statements of FlyFoe, LLC (the Company), which comprise the balance sheets as of August 12, 2020 and December 31, 2019, the related statements of operations and members' (deficit) equity and cash flows for the period from January 1, 2020 through August 12, 2020 and the years ended December 31, 2019 and 2018, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of FlyFoe, LLC as of August 12, 2020 and December 31, 2019, and the results of its operations and its cash flows for the period from January 1, 2020 through August 12, 2020 and for the years ended December 31, 2019 and 2018, in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 1 to the financial statements, in 2019, the Company adopted new accounting guidance for revenue recognition. Our opinion is not modified with respect to the matter.

RSM US LLP

Detroit, Michigan
May 25, 2021

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FlyFoe, LLC

Balance Sheets

August 12, 2020 and December 31, 2019

	2020	2019
Assets		
Current assets:		
Cash and cash equivalents	\$ -	\$ 794
Accounts receivable	23,807	762
Prepaid expenses and other current assets	6,739	3,386
Total current assets	30,546	4,942
Property and equipment, net	15,048	25,601
Other noncurrent assets	39,031	40,264
Total assets	\$ 84,625	\$ 70,807
Liabilities and Members' (Deficit) Equity		
Current liabilities:		
Accounts payable and accrued expenses	\$ 4,729	\$ 250
Current portion of deferred franchise and territory fees	8,988	8,988
Controlled disbursements	141	-
Due to affiliated companies	55,922	7,804
Total current liabilities	69,780	17,042
Deferred franchise and territory fees, net of current portion	62,498	68,031
Total liabilities	132,278	85,073
Members' deficit	(47,653)	(14,266)
Total liabilities and members' deficit	\$ 84,625	\$ 70,807

See notes to financial statements.

FlyFoe, LLC

Statements of Operations and Members' (Deficit) Equity

Period from January 1, 2020 through August 12, 2020 and for the Years Ended December 31, 2019 and 2018

	2020	2019	2018
Revenues	\$ 74,403	\$ 54,318	\$ 54,065
Operating expenses	<u>281,723</u>	<u>517,566</u>	<u>448,290</u>
Net loss	(207,320)	(463,248)	(394,225)
Members' (deficit) equity, beginning of period	(14,266)	21,368	84,786
Impact of adoption of ASC 606	-	(32,879)	-
Contributions	<u>173,933</u>	<u>460,493</u>	<u>330,807</u>
Members' (deficit) equity, end of period	<u>\$ (47,653)</u>	<u>\$ (14,266)</u>	<u>\$ 21,368</u>

See notes to financial statements.

FlyFoe, LLC

Statements of Cash Flows

Period from January 1, 2020 through August 12, 2020 and for the Years Ended December 31, 2019 and 2018

	2020	2019	2018
Cash flows from operating activities:			
Net loss	\$ (207,320)	\$ (463,248)	\$ (394,225)
Adjustments to reconcile net loss to net cash used in operating activities:			
Depreciation and amortization	10,553	17,613	11,055
Bad debt expense	-	-	1,486
Changes in assets and liabilities:			
Accounts receivable	(23,045)	3,753	(6,001)
Prepaid expenses and other current assets	(3,353)	11,966	(13,349)
Other assets	1,233	(9,585)	(8,500)
Accounts payable and accrued expenses	4,479	(6,203)	6,453
Controlled disbursements	141	-	-
Due to affiliated company	48,118	(6,802)	(29,608)
Deferred franchise and territory fees	(5,533)	(8,988)	45,446
Net cash used in operating activities	(174,727)	(461,494)	(387,243)
Cash flows from investing activities:			
Acquisition of property and equipment	-	(3,862)	(37,907)
Net cash used in investing activities	-	(3,862)	(37,907)
Cash flows from financing activities:			
Contributions	173,933	460,493	330,807
Net cash provided by financing activities	173,933	460,493	330,807
Net decrease in cash and cash equivalents	(794)	(4,863)	(94,343)
Cash and cash equivalents:			
Beginning of period	794	5,657	100,000
End of period	\$ -	\$ 794	\$ 5,657

See notes to financial statements.

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies

Nature of business: FlyFoe, LLC (the Company or the Franchisor) was established on November 30, 2017. The Company is a franchisor that will provide support, guidance and training to the Company's franchisees. The Company's franchisees will provide mosquito and tick control services and other related services in the United States.

The Company did not enter into any new franchise agreements during the period from January 1, 2020 through August 12, 2020 and the year ended December 31, 2019. The Company had 5 new franchise agreements during the year ended December 31, 2018.

Basis of presentation: The accompanying financial statements have been prepared in accordance with accounting standards set by the Financial Accounting Standards Board (FASB). The FASB sets generally accepted accounting principles (GAAP) that the Company follows to ensure its financial condition, results of operations, and cash flows are consistently reported. References to GAAP issued by the FASB in these notes to the financial statements are to the FASB Accounting Standards Codification (ASC).

Revenue and expense recognition:

Revenue recognition policy: As of January 1, 2019, the Company recognizes revenue in accordance with ASC Topic 606, *Revenue from Contracts with Customers*, which provides a five-step model for recognizing revenue from contracts with customers as follows: identify the contract with a customer, identify the performance obligations in the contract, determine the transaction price, allocate the transaction price to the performance obligations in the contract, and recognize revenue when or as performance obligations are satisfied.

Nature of services: The Company's franchise agreements include (a) the right to use our symbolic intellectual property over the term of each franchise agreement, (b) pre-opening services, such as training, (c) ongoing services, such as management of the advertising fund contributions and support services for the franchisees, and (d) a license to use the Company's internal-use software which is hosted on the Company's Software as a Service (SaaS) platform. These promises are highly dependent upon and interrelated with the franchise right granted in the franchise agreement, so they are not considered to be individually distinct and therefore are accounted for as a single performance obligation. The performance obligation under the franchise agreement is the promise to provide daily access to the symbolic intellectual property over the term of each franchise agreement, which is a series of distinct services that represents a single performance obligation. Although the Franchisor's underlying activities associated with the symbolic intellectual property will vary both within a day and day-to-day, the symbolic intellectual property is accessed over time and the customer (the franchisee) simultaneously receives and consumes the benefit from the Franchisor's performance of providing access to the symbolic intellectual property (including other related activities).

The Company's revenue consists primarily of franchise revenue, which includes franchise royalties, advertising fund contributions, franchise fees, and support services performed for franchisees. Initial franchise fees are based on the market type selected and are paid at the time an individual franchise agreement is signed. Territory fees are for the purchase of additional territory over and above the minimum qualified households allowable based on the market type selected and are also paid at the time an individual franchise agreement is signed.

The Company's products and services are marketed and sold primarily to customers in the United States. Our results of operations are substantially affected by economic conditions, which can vary significantly by market and can be impacted by consumer disposable income levels and spending habits.

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Payment terms: The transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring goods and services to the customer. Agreements may include initial and renewal franchise fees, sales-based royalties, and fees for administrative services performed for the franchisee.

The Company believes its franchising agreements do not contain a significant financing component because (a) the timing of the upfront payment does not arise for the reason of provision of financing to the Company and (b) the sales-based royalty is variable and based on factors outside the Company or the franchisee's control.

Revenue recognition: Initial and renewal franchise fees are recognized as revenue on a straight-line basis over the term of the respective agreement beginning when the agreement is signed. Franchise agreements typically have a term of 10 years with the option to renew for an additional 5 years, if the franchisee is in compliance with the terms of the franchise agreement.

Continuing royalties are calculated as a percentage of franchisees' reported sales that are related entirely to the Company's performance obligation under the franchise agreement. These royalties are considered variable consideration but, because they relate to a license of intellectual property, they are not included in the transaction price. Instead, royalty revenue is recognized as franchisee sales occur. Advertising contributions received from our franchisees are recorded as a component of franchise royalties and fees in the statements of operations and members' deficit.

Contract balances: The Company records accounts receivable when it has the unconditional right to issue an invoice and receive payment, regardless of whether revenue has been recognized. If revenue has not yet been recognized, a contract liability (deferred franchise and territory fees) also is recorded.

Commission's costs: The Company defers those direct and incremental costs associated with the sale of franchises. Deferred costs are charged to earnings when the related deferred franchise and territory fees are recognized as revenue over the term of the respective agreement. The Company has determined the period of benefit for direct and incremental costs associated with the sale of franchises to be 10 years by taking into consideration the initial term of the franchise agreement. Amortization is recognized on a straight-line basis commensurate with the pattern of revenue recognition. Deferred costs are recorded in prepaid expenses and other current assets and other noncurrent assets in the accompanying balance sheet.

Adoption of ASC 606: The Company adopted ASC Topic 606, *Revenue from Contracts with Customers*, as of January 1, 2019 using the modified retrospective approach, where the standard is applied only to the most current period presented in the financial statements and only to contracts which are not completed as of January 1, 2019. Results for reporting periods beginning after January 1, 2019 are presented under Topic 606, while prior period amounts are not adjusted and continue to be reported in accordance with historic accounting under ASC 605, *Revenue Recognition*, and ASC 925, *Franchisors*. Historically, the Company recorded revenue under ASC 605, *Revenue Recognition*, and ASC 925, *Franchisors*. Franchise and territory fees were recognized as revenue, and direct and incremental costs of the sale of the franchise were recognized as expense, when the location was operational and the Company had performed substantially all of the services pursuant to the franchise agreement. Franchise and territory fees received and unearned were reported as deferred franchise and territory fees in the accompanying balance sheet and deferred costs were recorded in prepaid expenses and other current assets and other noncurrent assets in the accompanying balance sheet.

FlyFoe, LLC**Notes to Financial Statements****Note 1. Summary of Significant Accounting Policies (Continued)**

The Company collects funds from its franchisees for advertising pursuant to the Company's franchise agreements at a percentage of franchisee sales. Under ASC 605, the collection of funds from franchisees for advertising pursuant to the Company's franchise agreements constituted agency transactions and were not recognized as revenues and expenses. Advertising funds collected from franchisees were recorded as a liability. Advertising costs, including internal marketing costs, incurred were charged against this liability. Under ASC 606 these advertising services are not considered distinct because they are highly dependent and interrelated to the franchise right. Advertising contributions are now considered part of the transaction price for the franchise right and recognized as revenue as the underlying sales occur. The advertising costs incurred for franchisees will be expensed in accordance with the Company's normal policy.

Upon adoption, the Company recorded a cumulative reduction to opening members' equity of \$32,879. The impact on opening member's equity was a \$40,561 decrease as the franchise and territory fees will now be taken over the term of the agreement offset by a \$7,682 increase as the associated commissions costs will also be taken over the term of the agreement.

The cumulative effect of adopting ASC 606 effective January 1, 2019 on the Company's balance sheet is as follows:

	As of January 1, 2019		
	As Previously Reported	ASC 606 Adjustments	As Adjusted
Assets			
Prepaid and other current assets	\$ 13,349	\$ 7,682	\$ 21,031
Liabilities			
Deferred franchise and territory fees	\$ (45,446)	\$ (40,561)	\$ (86,007)
Members' equity			
Members' (deficit) equity	\$ 21,368	\$ (32,879)	\$ (11,511)

The following summarizes the impact of adoption to select lines of the Company's statement of operations and balance sheet as of and for the year ended December 31, 2019:

	As Reported	Balances Without Adoption of ASC 606	Effect of Change Higher (Lower)
Revenues	\$ 54,318	\$ 87,218	\$ (32,900)
Operating expenses	517,566	520,627	(3,061)
Net loss	<u>\$ (463,248)</u>	<u>\$ (433,409)</u>	<u>\$ (29,839)</u>

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

	As Reported	Balances without Adoption of ASC 606	Effect of Change Higher (Lower)
Assets			
Prepaid and other current assets	\$ 3,386	\$ 1,383	\$ 2,003
Other noncurrent assets	40,264	25,000	15,264
Funds committed for franchisee advertising	\$ -	2,966	(2,966)
Liabilities			
Deferred franchise and territory fees	\$ 77,019	\$ -	\$ 77,019
Members' equity			
Members' (deficit) equity	\$ (14,266)	\$ 48,452	\$ (62,718)

Cash and cash equivalents: The Company considers all short-term, highly liquid investments with original maturities of 90 days or less to be cash and cash equivalents. Cash equivalents consist of money market accounts.

Accounts receivable: Accounts receivable is stated at the amount the Company expects to collect from outstanding balances. The Company maintains an allowance for doubtful accounts for estimated losses resulting from the inability of its franchisees to make required payments. Management considers the following factors when determining the collectability of specific accounts: credit-worthiness of franchisees, past transaction history with the franchisee, current economic industry trends and changes in franchisee payment terms. If the financial conditions of the Company's franchisees were to deteriorate, adversely affecting their ability to make payments, additional allowances would be required. Based on management's assessment, the Company provides for estimated uncollectible amounts through a charge to earnings and a credit to the allowance. Accounts receivable that remain outstanding after the Company has made reasonable collection efforts are written off against the allowance and a credit to accounts receivable. Recoveries of accounts receivable previously written off are recorded when received. There was no allowance for doubtful accounts on accounts receivable at August 12, 2020 and December 31, 2019.

Concentration of credit risk: The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents and accounts receivable. The Company maintains its cash and cash equivalents in bank deposit accounts, which at times may exceed federally insured limits. The Company has not experienced any losses in such accounts. The Company believes it is not exposed to any significant credit risk on cash and cash equivalents. The Company grants credit to its franchisees. Consequently, the Company's ability to collect the amounts due from franchisees is affected by economic fluctuations. The Company routinely assesses the financial strength of its franchisees and believes that its accounts receivable credit risk exposure is limited. The Company did not consider it necessary to record an allowance for doubtful accounts as of August 12, 2020 and December 31, 2019.

Franchisor advertising: Advertising costs of the Franchisor are charged against income during the period the advertising is displayed. Advertising costs are expensed as incurred and totaled \$26,493 for the period January 1, 2020 through August 12, 2020 and \$14,346 and \$16,185 for the years ended December 31, 2019 and 2018, respectively.

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Income taxes: The Company is a limited liability company, which is treated as a partnership for federal and state income tax purposes. Therefore, all items of income, expense and tax credits are passed through to the individual unit holders of the Company's members. Accordingly, no provision for income taxes is required for the period January 1, 2020 through August 12, 2020 and for the years ended December 31, 2019 and 2018. Deferred income taxes are determined from temporary differences between carrying amounts of assets and liabilities using enacted tax rates in effect in the years in which differences are expected to reverse. As of August 12, 2020 and December 31, 2019, there are no deferred income taxes.

The Company follows ASC 740, *Accounting for Uncertainty in Income Taxes*. ASC 740 provides guidance for how uncertain tax positions should be recognized, measured, presented and disclosed in the financial statements. ASC 740 also requires the evaluation of tax positions taken or expected to be taken in the course of preparing the Company's tax returns to determine whether the tax positions are more likely than not of being sustained by the applicable tax authority. Tax positions not deemed to meet a more likely than not threshold would be recorded as a tax expense in the current year. The Company will recognize interest and penalties related to unrecognized tax benefits, if any, in income tax expense. As of August 12, 2020 and December 31, 2019, the Company does not have any uncertain tax positions.

Software development costs: Costs for software developed for internal use are accounted for in accordance with ASC 350, *Intangibles—Goodwill and Other—Internal-Use Software*. ASC 350 requires the capitalization of certain costs incurred in connection with developing or obtaining internal-use software. In accordance with ASC 350, the Company expenses costs incurred in the preliminary project stage of developing or acquiring internal use software, such as research and feasibility studies, as well as costs incurred in the post-implementation/operational stage, such as maintenance and training. Capitalization of software development costs occurs only after the preliminary project stage is complete, management authorizes the project, and it is probable that the project will be completed and the software will be used for the function intended. Costs associated with the purchase and development of computer software are capitalized and amortized on a straight-line basis over the estimated useful life of the related asset. Software development costs are recorded in property and equipment in the accompanying balance sheets. The Company capitalized software development costs of \$2,443 for the period from January 1, 2020 through August 12, 2020 and \$3,862 and \$35,912 for the years ended December 31, 2019 and 2018, respectively.

Property and equipment: Property and equipment are stated at cost, net of accumulated depreciation and amortization. Expenditures for additions and improvements are capitalized while maintenance and repair expenditures are charged to operations as incurred. When assets are sold or otherwise retired from service, their cost and related accumulated depreciation and amortization are removed from the accounts and any gain or loss is included in the results of operations. Depreciation and amortization is computed using the straight-line method based on the following estimated useful lives:

	Useful Lives
Office and computer equipment	3-5 years
Software development costs	3 years

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Impairment of long-lived assets: The Company reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the book value of the asset may not be recoverable. The Company evaluates whether events and circumstances have occurred that indicate possible impairment. An asset is considered impaired if the net book value of the asset exceeds the future projected undiscounted cash flows anticipated to be generated by the asset. The impairment is then measured as the excess of the net book value of the asset over its estimated fair value. During the period from January 1, 2020 through August 12, 2020, no impairment charge was required.

Use of estimates: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Recent accounting pronouncements: In February 2016, the FASB issued Accounting Standards Update (ASU) 2016-02, *Leases* (Topic 842). The guidance in this ASU supersedes the leasing guidance in Topic 840, *Leases*. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the balance sheet for all leases with terms longer than 12 months. Leases will be classified as either finance or operating, with classification affecting the pattern of expense recognition in the statement of operations. A modified retrospective transition approach is required. An entity may adopt the guidance either (1) retrospectively to each prior reporting period presented in the financial statements with a cumulative-effect adjustment recognized at the beginning of the earliest comparative period presented or (2) retrospectively at the beginning of the period of adoption through a cumulative-effect adjustment. In July 2018, the FASB also issued ASU 2018-11, *Leases (Topic 842): Targeted Improvements*, which provides an optional transition method allowing the standard to be applied at the adoption date. This new standard is effective for fiscal years beginning after December 15, 2021, with early adoption permitted. The Company is currently evaluating the impact of the pending adoption of the new standard on the financial statements.

Note 2. Related Party Transactions

Due to affiliated companies: The Company had various costs paid by an affiliate company on behalf of the Company during the current year. The amount due to the affiliated company was \$55,922 and \$7,804 as of August 12, 2020 and December 31, 2019, respectively. Amounts due to the affiliated company are non-interest bearing.

The costs paid on behalf of the Company during the current year are primarily related to administrative and management functions performed by employees of the affiliate company on behalf of the Company. These costs include payroll, rent, and accounting/consulting fees.

Note 3. Property and Equipment

Property and equipment consisted of the following at August 12, 2020 and December 31, 2019:

	2020	2019
Office and computer equipment	\$ 1,995	\$ 1,995
Software development costs	52,274	52,274
Total property and equipment	54,269	54,269
Less accumulated depreciation and amortization	(39,221)	(28,668)
Property and equipment, net	\$ 15,048	\$ 25,601

FlyFoe, LLC

Notes to Financial Statements

Note 3. Property and Equipment (Continued)

Depreciation and amortization expense for the period January 1, 2020 through August 12, 2020 was \$10,553 and for the years ended December 31, 2019 and 2018 was \$17,613 and \$11,055, respectively.

Note 4. Members' Deficit

The Operating Agreement of the Company became effective on November 30, 2017 upon establishment of the limited liability company. The Initial Members (as defined in the Operating Agreement) manage all the affairs of the Company in proportion to their percentage interests.

In the event of liquidation or dissolution of the Company, distributions will be made first to creditors of the Company, including Initial Members who are creditors. Distributions will then be made to the Initial Members in proportion to their capital contributions.

Note 5. Subsequent Events

In preparing these financial statements, the Company has evaluated events and transactions for potential recognition or disclosure through May 25, 2021, the date the financial statements were available to be issued.

On August 13, 2020, the Company was acquired by HS Merger Subsidiary through acquiring membership interest. HS Merger Subsidiary was created and owned 100% by a PEG Company for the sole purpose of acquiring the Company. Directly after the acquisition, HS Merger Subsidiary was then merged with and into HS Group Holding Company, LLC (HS Group), with HS Group being the surviving entity. As a result of the acquisition, HS Group and its investors seek to increase the value of their investment by having Fly Foe's complementary services. Total consideration received was approximately \$30 million.

FlyFoe, LLC

Financial Report
December 31, 2019

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Independent Auditor's Report

RSM US LLP

To the Members
FlyFoe, LLC

Report on the Financial Statements

We have audited the accompanying financial statements of FlyFoe, LLC (the Company), which comprise the balance sheets as of December 31, 2019 and 2018, the related statements of operations and members' (deficit) equity and cash flows for the years then ended, and the related notes to the financial statements (collectively, the financial statements).

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of FlyFoe, LLC as of December 31, 2019 and 2018, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 1 to the financial statements, in 2019, the Company adopted new accounting guidance for revenue recognition. Our opinion is not modified with respect to this matter.

RSM US LLP

Boston, Massachusetts
April 15, 2020

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FlyFoe, LLC

Balance Sheets
December 31, 2019 and 2018

	2019	2018
Assets		
Current assets:		
Cash and cash equivalents	\$ 794	\$ 5,657
Accounts receivable	762	4,515
Prepaid expenses and other current assets	3,386	13,349
Total current assets	4,942	23,521
Property and equipment, net	25,601	39,352
Other noncurrent assets	40,264	25,000
Total assets	\$ 70,807	\$ 87,873
Liabilities and Members' (Deficit) Equity		
Current liabilities:		
Accounts payable and accrued expenses	\$ 250	\$ 6,453
Current portion of deferred franchise and territory fees	8,988	45,446
Due to affiliated companies	7,804	14,606
Total current liabilities	17,042	66,505
Deferred franchise and territory fees, net of current portion	68,031	-
Total liabilities	85,073	66,505
Members' (deficit) equity	(14,266)	21,368
Total liabilities and members' (deficit) equity	\$ 70,807	\$ 87,873

See notes to financial statements.

FlyFoe, LLC

**Statements of Operations and Members' (Deficit) Equity
Years Ended December 31, 2019 and 2018**

	2019	2018
Revenues	\$ 54,318	\$ 54,065
Operating expenses	517,566	448,290
Net loss	(463,248)	(394,225)
Members' equity, beginning of year	21,368	84,786
Impact of adoption of ASC 606	(32,879)	-
Contributions	460,493	330,807
Members' (deficit) equity, end of year	\$ (14,266)	\$ 21,368

See notes to financial statements.

FlyFoe, LLC

Statements of Cash Flows
Years Ended December 31, 2019 and 2018

	2019	2018
Cash flows from operating activities:		
Net loss	\$ (463,248)	\$ (394,225)
Adjustments to reconcile net loss to net cash used by operating activities:		
Depreciation and amortization	17,613	11,055
Bad debt expense	-	1,486
Changes in assets and liabilities:		
Decrease (increase) in assets:		
Accounts receivable	3,753	(6,001)
Prepaid expenses and other current assets	11,966	(13,349)
Other assets	(9,585)	(8,500)
Increase (decrease) in liabilities:		
Accounts payable and accrued expenses	(6,203)	6,453
Deferred franchise and territory fees	(8,988)	45,446
Due to affiliated company	(6,802)	(29,608)
Net cash used in operating activities	(461,494)	(387,243)
Cash flows from investing activities:		
Acquisition of property and equipment	(3,862)	(37,907)
Net cash used in investing activities	(3,862)	(37,907)
Cash flows from financing activities:		
Contributions	460,493	330,807
Net cash provided by financing activities	460,493	330,807
Net decrease in cash and cash equivalents	(4,863)	(94,343)
Cash and cash equivalents:		
Beginning of year	5,657	100,000
End of year	\$ 794	\$ 5,657

See notes to financial statements.

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies

Nature of business: FlyFoe, LLC (the Company or the Franchisor) was established on November 30, 2017. The Company is a franchisor that will provide support, guidance and training to the Company's franchisees. The Company's franchisees will provide mosquito and tick control services and other related services in the United States.

The Company entered into 0 and 5 new franchise agreements during the years ended December 31, 2019 and 2018, respectively. The Company had 5 and 3 franchises in operation at December 31, 2019 and 2018, respectively.

The owners of the Company have committed to continue to fund the operations of the Company through December 31, 2020 and are committed to continuing to fund operations for any duration of time that is necessary to assure the success of the Company.

Basis of presentation: The accompanying financial statements have been prepared in accordance with accounting standards set by the Financial Accounting Standards Board (FASB). The FASB sets generally accepted accounting principles (GAAP) that the Company follows to ensure its financial condition, results of operations, and cash flows are consistently reported. References to GAAP issued by the FASB in these notes to the financial statements are to the FASB Accounting Standards Codification (ASC).

Revenue and expense recognition:

Revenue Recognition Policy: As of January 1, 2019, the Company recognizes revenue in accordance with ASC Topic 606, *Revenue from Contracts with Customers*, which provides a five-step model for recognizing revenue from contracts with customers as follows: identify the contract with a customer, identify the performance obligations in the contract, determine the transaction price, allocate the transaction price to the performance obligations in the contract, and recognize revenue when or as performance obligations are satisfied.

Nature of Services: The Company's franchise agreements include (a) the right to use our symbolic intellectual property over the term of each franchise agreement, (b) pre-opening services, such as training, (c) ongoing services, such as management of the advertising fund contributions and support services for the franchisees, and (d) a license to use the Company's internal-use software which is hosted on the Company's Software as a Service (SaaS) platform. These promises are highly dependent upon and interrelated with the franchise right granted in the franchise agreement, so they are not considered to be individually distinct and therefore are accounted for as a single performance obligation. The performance obligation under the franchise agreement is the promise to provide daily access to the symbolic intellectual property over the term of each franchise agreement, which is a series of distinct services that represents a single performance obligation. Although the franchisor's underlying activities associated with the symbolic intellectual property will vary both within a day and day-to-day, the symbolic intellectual property is accessed over time and the customer (the franchisee) simultaneously receives and consumes the benefit from the franchisor's performance of providing access to the symbolic intellectual property (including other related activities).

The Company's revenue consists primarily of franchise revenue, which includes franchise royalties, advertising fund contributions, franchise fees, and support services performed for franchisees. Initial franchise fees are based on the market type selected and are paid at the time an individual franchise agreement is signed. Territory fees are for the purchase of additional territory over and above the minimum qualified households allowable based on the market type selected and are also paid at the time an individual franchise agreement is signed.

The Company's products and services are marketed and sold primarily to customers in the United States. Our results of operations are substantially affected by economic conditions, which can vary significantly by market and can be impacted by consumer disposable income levels and spending habits.

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Revenue and expense recognition (continued):

Payment Terms: The transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring goods and services to the customer. Agreements may include initial and renewal franchise fees, sales-based royalties, and fees for administrative services performed for the franchisee.

The Company believes its franchising agreements do not contain a significant financing component because (a) the timing of the upfront payment does not arise for the reason of provision of financing to the company and (b) the sales-based royalty is variable and based on factors outside the company or the franchisee's control.

Revenue Recognition: Initial and renewal franchise fees are recognized as revenue on a straight-line basis over the term of the respective agreement beginning when the agreement is signed. Franchise agreements typically have a term of 10 years with the option to renew for an additional 5 years, if the franchisee is in compliance with the terms of the franchise agreement.

Continuing royalties are calculated as a percentage of franchisees' reported sales that are related entirely to the Company's performance obligation under the franchise agreement. These royalties are considered variable consideration but, because they relate to a license of intellectual property, they are not included in the transaction price. Instead, royalty revenue is recognized as franchisee sales occur. Advertising contributions received from our franchisees are recorded as a component of franchise royalties and fees in the consolidated statements of operations and members' equity.

Contract Balances: The Company records accounts receivable when it has the unconditional right to issue an invoice and receive payment, regardless of whether revenue has been recognized. If revenue has not yet been recognized, a contract liability (deferred franchise and territory fees) also is recorded.

Opening balances as of January 1, 2019 and closing balances as of December 31, 2019 were as follows:

	Balance at January 1, 2019	Balance at December 31, 2019
Trade receivables, net	\$ 5,657	\$ 762
Deferred franchise and territory fees	(86,007)	(77,019)

Commissions Costs: The Company defers those direct and incremental costs associated with the sale of franchises. Deferred costs are charged to earnings when the related deferred franchise and territory fees are recognized as revenue over the term of the respective agreement. The Company has determined the period of benefit for direct and incremental costs associated with the sale of franchises to be 10 years by taking into consideration the initial term of the franchise agreement. Amortization is recognized on a straight-line basis commensurate with the pattern of revenue recognition. Deferred costs are recorded in prepaid expenses and other current assets and other noncurrent assets in the accompanying balance sheet.

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)**Revenue and expense recognition (continued):**

Adoption of ASC 606: The Company adopted ASU Topic 606, *Revenue from Contracts with Customers*, as of January 1, 2019 using the modified retrospective approach, where the standard is applied only to the most current period presented in the financial statements and only to contracts which are not completed as of January 1, 2019. Results for reporting periods beginning after January 1, 2019 are presented under Topic 606, while prior period amounts are not adjusted and continue to be reported in accordance with historic accounting under ASC 605, *Revenue Recognition*, and ASC 925, *Franchisors*. Historically, the Company recorded revenue under ASC 605, *Revenue Recognition*, and ASC 925, *Franchisors*. Franchise and territory fees were recognized as revenue, and direct and incremental costs of the sale of the franchise were recognized as expense, when the location was operational and the Company had performed substantially all of the services pursuant to the franchise agreement. Franchise and territory fees received and unearned were reported as deferred franchise and territory fees in the accompanying balance sheet and deferred costs were recorded in prepaid expenses and other current assets and other noncurrent assets in the accompanying balance sheet.

The Company collects funds from its franchisees for advertising pursuant to the Company's franchise agreements at a percentage of franchisee sales. Under ASC 605, the collection of funds from franchisees for advertising pursuant to the Company's franchise agreements constituted agency transactions and were not recognized as revenues and expenses. Advertising funds collected from franchisees were recorded as a liability. Advertising costs, including internal marketing costs, incurred were charged against this liability. Under ASC 606 these advertising services are not considered distinct because they are highly dependent and interrelated to the franchise right. Advertising contributions are now considered part of the transaction price for the franchise right and recognized as revenue as the underlying sales occur. The advertising costs incurred for franchisees will be expensed in accordance with the Company's normal policy.

Upon adoption, the Company recorded a cumulative reduction to opening members' equity of \$32,879. The impact on opening member's equity was a \$40,561 decrease as the franchise and territory fees will now be taken over the term of the agreement offset by a \$7,682 increase as the associated commissions costs will also be taken over the term of the agreement.

The cumulative effect of adopting ASC 606 effective January 1, 2019 on the Company's consolidated balance sheet is as follows:

	As of January 1, 2019		
	As previously reported	ASC 606 adjustments	As adjusted
Assets			
Prepaid expense and other current assets	\$ 13,349	\$ 7,682	\$ 21,031
Liabilities			
Deferred franchise and territory fees	\$ (45,446)	\$ (40,561)	\$ (86,007)
Members' equity			
Members' (deficit) equity	\$ 21,368	\$ (32,879)	\$ (11,511)

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Revenue and expense recognition (continued):

The following summarizes the impact of adoption to select lines of the Company's consolidated statement of operations and balance sheet as of and for the year ended December 31, 2019:

	As Reported	Balances Without Adoption of ASC 606	Effect of Change Higher (Lower)
Revenues	\$ 54,318	\$ 87,218	\$ (32,900)
Operating expenses	517,566	520,627	(3,061)
Net loss	<u>\$ (463,248)</u>	<u>\$ (433,409)</u>	<u>\$ (29,839)</u>
	As Reported	Balances without Adoption of ASC 606	Effect of Change Higher (Lower)
Assets			
Prepaid and other current assets	\$ 3,386	\$ 1,383	\$ 2,003
Other noncurrent assets	\$ 40,264	\$ 25,000	\$ 15,264
Funds committed for franchisee advertising	\$ -	\$ 2,966	\$ (2,966)
Liabilities			
Deferred franchise and territory fees	\$ 77,019	\$ -	\$ 77,019
Members' equity			
Members' (deficit) equity	\$ (14,266)	\$ 48,452	\$ (62,718)

Cash and cash equivalents: The Company considers all short-term, highly liquid investments with original maturities of 90 days or less to be cash and cash equivalents. Cash equivalents consist of money market accounts.

Accounts receivable: Accounts receivable is stated at the amount the Company expects to collect from outstanding balances. The Company maintains an allowance for doubtful accounts for estimated losses resulting from the inability of its franchisees to make required payments. Management considers the following factors when determining the collectability of specific accounts: credit-worthiness of franchisees, past transaction history with the franchisee, current economic industry trends and changes in franchisee payment terms. If the financial conditions of the Company's franchisees were to deteriorate, adversely affecting their ability to make payments, additional allowances would be required. Based on management's assessment, the Company provides for estimated uncollectible amounts through a charge to earnings and a credit to the allowance. Accounts receivable that remain outstanding after the Company has made reasonable collection efforts are written off against the allowance and a credit to accounts receivable. Recoveries of accounts receivable previously written off are recorded when received. There was no allowance for doubtful accounts on accounts receivable at December 31, 2019 and 2018.

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Concentration of credit risk: The Company's financial instruments that are exposed to concentrations of credit risk consist primarily of cash and cash equivalents and accounts receivable. The Company maintains its cash and cash equivalents in bank deposit accounts, which at times may exceed federally insured limits. The Company has not experienced any losses in such accounts. The Company believes it is not exposed to any significant credit risk on cash and cash equivalents. The Company grants credit to its franchisees. Consequently, the Company's ability to collect the amounts due from franchisees is affected by economic fluctuations. The Company routinely assesses the financial strength of its franchisees and believes that its accounts receivable credit risk exposure is limited. The Company did not consider it necessary to record an allowance for doubtful accounts as of December 31, 2019 or 2018.

Franchisor advertising: Advertising costs of the Franchisor are charged against income during the period the advertising is displayed. Advertising costs are expensed as incurred and totaled \$14,346 and \$16,185 for the years ended December 31, 2019 and 2018, respectively.

Income taxes: The Company is a limited liability company, which is treated as a partnership for federal and state income tax purposes. Therefore, all items of income, expense and tax credits are passed through to the individual unit holders of the Company's members. Accordingly, no provision for income taxes is required for the years ended December 31, 2019 or 2018. Deferred income taxes are determined from temporary differences between carrying amounts of assets and liabilities using enacted tax rates in effect in the years in which differences are expected to reverse. As of December 31, 2019 and 2018, there are no deferred income taxes.

The Company follows ASC 740, *Accounting for Uncertainty in Income Taxes*. ASC 740 provides guidance for how uncertain tax positions should be recognized, measured, presented and disclosed in the financial statements. ASC 740 also requires the evaluation of tax positions taken or expected to be taken in the course of preparing the Company's tax returns to determine whether the tax positions are more likely than not of being sustained by the applicable tax authority. Tax positions not deemed to meet a more likely than not threshold would be recorded as a tax expense in the current year. The Company will recognize interest and penalties related to unrecognized tax benefits, if any, in income tax expense. As of December 31, 2019 or 2018, the Company does not have any uncertain tax positions.

The Company files income tax returns in the U.S. federal and Massachusetts jurisdictions. The Company is not subject to U.S. federal and Massachusetts examinations by tax authorities for years before 2017, its year of inception.

Software development costs: Costs for software developed for internal use are accounted for in accordance with ASC 350, *Intangibles—Goodwill and Other—Internal-Use Software*. ASC 350 requires the capitalization of certain costs incurred in connection with developing or obtaining internal-use software. In accordance with ASC 350, the Company expenses costs incurred in the preliminary project stage of developing or acquiring internal use software, such as research and feasibility studies, as well as costs incurred in the post-implementation/operational stage, such as maintenance and training. Capitalization of software development costs occurs only after the preliminary project stage is complete, management authorizes the project, and it is probable that the project will be completed and the software will be used for the function intended. Costs associated with the purchase and development of computer software are capitalized and amortized on a straight-line basis over the estimated useful life of the related asset. Software development costs are recorded in property and equipment in the accompanying balance sheets. The Company capitalized software development costs of \$3,862 and \$35,912 for the years ended December 31, 2019 and 2018, respectively.

FlyFoe, LLC

Notes to Financial Statements

Note 1. Summary of Significant Accounting Policies (Continued)

Property and equipment: Property and equipment are stated at cost, net of accumulated depreciation and amortization. Expenditures for additions and improvements are capitalized while maintenance and repair expenditures are charged to operations as incurred. When assets are sold or otherwise retired from service, their cost and related accumulated depreciation and amortization are removed from the accounts and any gain or loss is included in the results of operations. Depreciation and amortization is computed using the straight-line method based on the following estimated useful lives:

	Years
Office and computer equipment	3-5 years
Software development costs	3 years

Impairment of long-lived assets: The Company reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the book value of the asset may not be recoverable. The Company evaluates whether events and circumstances have occurred that indicate possible impairment. An asset is considered impaired if the net book value of the asset exceeds the future projected undiscounted cash flows anticipated to be generated by the asset. The impairment is then measured as the excess of the net book value of the asset over its estimated fair value. During the years ended December 31, 2019 and 2018, no impairment charge was required.

Use of estimates: The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Recent accounting pronouncements: In February 2016, the FASB issued ASU 2016-02, *Leases* ("ASU 2016-02"), which will replace most existing lease accounting guidance in U.S. GAAP. Under the new guidance, lessees are required to recognize lease assets and lease liabilities on the balance sheet for all leases with terms longer than 12 months. Leases will be classified as either financing or operating, with classification affecting the pattern of expense recognition in the statement of operations. The new standard is effective for fiscal years beginning after December 15, 2020. A modified retrospective transition approach is required for leases existing at, or entered into after, the transition date, with certain practical expedients available. The Company plans to adopt the guidance on January 1, 2021, through a cumulative-effect adjustment, and will not apply the new standard to comparative periods presented. The Company is in the process of assessing the impact of this standard on its financial statements.

Note 2. Related Party Transactions

Due to affiliated companies: The Company had various costs paid by an affiliate company on behalf of the Company during the current year. The amount due to the affiliated company was \$7,804 and \$14,606 at December 31, 2019 and 2018, respectively. Amounts due to the affiliated company are non-interest bearing.

The costs paid on behalf of the Company during the current year are primarily related to administrative and management functions performed by employees of the affiliate company on behalf of the Company. These costs include payroll, rent, and accounting/consulting fees.

FlyFoe, LLC

Notes to Financial Statements

Note 3. Property and Equipment

Property and equipment consisted of the following at December 31, 2019 and 2018:

	2019	2018
Office and computer equipment	\$ 1,995	\$ 1,995
Software development costs	52,274	48,412
Total property and equipment	54,269	50,407
Less accumulated depreciation and amortization	(28,668)	(11,055)
Property and equipment, net	<u>\$ 25,601</u>	<u>\$ 39,352</u>

Depreciation and amortization expense for the years ended December 31, 2019 and 2018 was \$17,613 and \$11,055, respectively.

Note 4. Members' Equity

The Operating Agreement of the Company became effective on November 30, 2017 upon establishment of the limited liability company. The Initial Members (as defined in the Operating Agreement) manage all the affairs of the Company in proportion to their percentage interests.

In the event of liquidation or dissolution of the Company, distributions will be made first to creditors of the Company, including Initial Members who are creditors. Distributions will then be made to the Initial Members in proportion to their capital contributions.

Note 5. Subsequent Events

In preparing these financial statements, the Company has evaluated events and transactions for potential recognition or disclosure through April 15, 2020, the date the financial statements were available to be issued.

On January 30, 2020, the World Health Organization declared the coronavirus outbreak (COVID-19) a "Public Health Emergency of International Concern" and on March 11, 2020, declared COVID-19 a pandemic. The impact of COVID-19 could negatively impact the Company's operations and customer base. Any quarantines, labor shortages or other disruptions to the Company's operations, or those of their customers, may adversely impact the Company's revenues, ability to provide its services and operating results. In addition, a significant outbreak of epidemic, pandemic or contagious diseases in the human population could result in a widespread health crisis that could adversely affect the economies and financial markets of many countries, including the geographical area in which the Company operates, resulting in an economic downturn that could affect demand for its goods and services. The extent to which the coronavirus impacts the Company's results will depend on future developments, which are highly uncertain and cannot be predicted, including new information which may emerge concerning the severity of the coronavirus and actions taken to contain the coronavirus or its impact, among others.

EXHIBIT C
FLYFOE, LLC
FRANCHISE AGREEMENT

FLYFOE
FRANCHISE AGREEMENT
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ADDENDA

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- I. First Franchise Option Amendment

FLYFOE, LLC
FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT (the "Agreement") is made by and between FLYFOE, LLC, a Delaware limited liability company, with its principal place of business at 77 N. Washington Street, Boston, Massachusetts 02114 (hereinafter "we" or "us" or "our"), and _____, an individual or a corporation/limited liability company established in the State of _____ with a primary residence or principal place of business at _____ (hereinafter "you" or "your") and, if Franchisee is a partnership, corporation or limited liability company, including each of its partners, shareholders, or members.

RECITALS

WHEREAS, we own or have the sole and exclusive right to license in the United States, certain trade names, trademarks, service marks, e-names, trade dress, logos, symbols, proprietary marks, and other indications of origin, including but not limited to the word mark "FlyFoe" and such other trade names, trademarks, service marks, e-names, trade dress, proprietary marks, associated logos and symbols as are now or hereafter designed by us (and as may hereafter be designated by us in writing to you) (collectively, the "Licensed Marks"); and

WHEREAS, we have developed a plan and system relating to the operation of a business which provides on-location residential and commercial cleaning and other related services under the "FlyFoe Licensed Marks the "FlyFoe System"); and

WHEREAS, you desire, upon the terms and conditions set forth herein, to obtain a license to operate an on-location mosquito and tick control services business utilizing the Licensed Marks and the FlyFoe System (the "Franchised Business"); and

WHEREAS, you acknowledge that it is essential to the maintenance of the high standards of authorized FlyFoe System franchise owners, and to the preservation or the integrity of our Licensed Marks and goodwill, that each franchise owner in the FlyFoe System, maintain and adhere to certain standards, procedures and policies, hereinafter described and as altered and amended by us from time to time in our sole discretion; and

WHEREAS, we are willing, upon the terms and conditions set forth herein, to license you to operate the Franchised Business;

NOW, THEREFORE, in consideration of the mutual premises and covenants set forth herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. Recitals.

The Recitals are incorporated herein by reference.

2. Grant of Franchise.

(a) Subject to all of the terms and conditions of this Agreement, we license to you the right and obligation to operate a Franchised Business utilizing the FlyFoe System and the Licensed Marks within the geographic territory (the "Territory") more particularly described in Addendum B, attached hereto and made a part hereof by this reference. Addendum B also sets forth the agreed "Qualified Household Number" for your Territory. A "Qualified Household" is a household with gross annual income over Seventy-Five Thousand Dollars (\$75,000). The rights and obligations herein granted are sometimes referred to in this Agreement as the "Franchise." We shall have final say in any dispute about Territory.

(b) We expressly acknowledge and agree that, so long as you are not in default under this Agreement or any other agreement ancillary hereto, during the term hereof, we shall not operate, or grant to any others the right to operate, a Franchised Business that is physically located within the Territory, except as hereinafter provided in subsections (c) and (d) and Section 4(c) (i.e. National Accounts).

(c) You expressly acknowledge and agree that we have the right, on behalf of ourselves or through our affiliates, in our sole discretion, to (a) establish or license franchises and/or company-owned mosquito and tick control services and other related services businesses offering similar or identical products and services, and using the System or elements of the System, (i) under the Licensed Marks anywhere outside of the Territory or (ii) under names, symbols, or marks other than the Licensed Marks anywhere, including inside and outside of the Territory; (b) sell or offer, or license others to sell or offer, any products and services using the Licensed Marks or other marks through any similar and dissimilar channels, including, without limitation, through telephone, mail order, kiosk, retail, co-branded sites and sites located within other retail businesses, Intranet, Internet, web sites, wireless, email or other forms of e-commerce, for distribution inside and outside of the Territory; and (c) advertise, or authorize others to advertise, using the Licensed Marks anywhere, including inside and outside of the Territory. You will not be entitled to compensation from any of our activities or sale of any products or services within your Territory.

(d) You also agree that we may purchase, merge, acquire, be acquired by or affiliate with an existing competitive or non-competitive franchise or non-franchise network, chain or any other business regardless of the location of that other business' facilities, and that following such activity we may operate, franchise or license those other businesses and/or facilities under any names or marks other than (while this Agreement is in effect) the Licensed Marks, regardless of the location of these businesses and/or facilities, which may be within the Territory or immediately proximate to the Territory.

3. Term and Renewal.

(a) This Agreement shall take effect in accordance with Section 44 below (the "Effective Date") and, unless terminated pursuant to Section 16, shall continue in effect for a term of five (5) years (the "Term").

(b) If this Agreement is signed as part of the renewal of the Franchise, then the Effective Date shall be the first day after the expiration of the Term of the prior franchise agreement, or the date upon which all parties hereto have signed this Agreement, whichever is later.

(c) You may be eligible to renew your license to operate the Franchised Business granted hereunder if you meet all conditions of renewal set forth in Section 3(e). We have the absolute right to refuse to renew or extend the term of the Franchised Business granted in this Agreement if you have, during the Term, received three (3) or more notices of default, whether or not you have subsequently cured such

default.

(d) You must notify us that you intend to seek renewal of the Franchised Business by providing written notice not less than six (6) months prior to the expiration of the Term. Failure to provide the required notice shall act as a waiver of your option to renew.

(e) You may be eligible to renew the Franchised Business if you:

- (i) Provide us with the notice required under Section 3(d); and
- (ii) Are not in default under this Agreement, or any other agreement ancillary hereto; and
- (iii) Have not received three (3) or more notices of default during the Term, regardless of whether you cured the default(s); and
- (iv) Have timely paid all Continuing Royalties, fees, and any other amounts due and owing to us and any of our affiliates; and
- (v) Are not in default beyond the applicable cure period with us or any of our affiliates or any of your vendors or suppliers; and
- (vi) Enter into the then-current form of franchise agreement offered by us, which may contain terms different from those contained herein including, but not limited to, different performance standards, renewal terms, royalty structures or fees, and territory;; and
- (vii) Pay the renewal fee of twenty percent (20%) of the then-current initial franchise fee; and
- (viii) Except to the extent prohibited by applicable state law, execute and deliver to us a general release (under seal if necessary) and waiver, in a form satisfactory to us, of any and all claims of any nature whatsoever you might have against us, our subsidiaries or affiliates (if applicable) and our officers, members, managers, directors, attorneys, shareholders, agents and employees, successors, assigns and personal representatives, in their corporate and individual capacities, and all Indemnitees (as hereinafter defined in Section 30(a)). **New York residents see New York addendum for this section.**

(f) If you continue to operate after the end of the Term without exercising an option to renew, you shall be deemed to be operating on a month-to-month basis under the terms and conditions of this Agreement. In such circumstances, and notwithstanding the foregoing, we may on 10 days written notice, terminate this Agreement and your right to operate the Franchised Business.

4. Territory.

(a) You shall receive a Territory, defined as one or more zip codes, or a geographic area with hard boundaries such as streets, highways, rivers or other identifiable physical boundaries, or one or more Census Tract(s) with specific number of Qualified Households, in which to operate the Franchised Business. Your Territory will be made up of at least 35,000 Qualified Households as of the Effective Date.

We shall not, during the Term, operate ourselves or grant to any others a FlyFoe franchise that is physically located within the Territory or modify the Territory, unless you are in default of the terms of this Agreement or as expressly allowed by this Agreement.

(b) You may not relocate the Franchised Business outside the Territory. For so long as you have our permission, which may be withdrawn at any time, you may perform services for customers geographically located outside the Territory, so long as the customer is not geographically located within the territory assigned to another franchisee, or an affiliate of ours performing services under the Licensed Marks, and you pay the premium royalty required for such customers. If you are servicing a customer in an unassigned territory and we grant a FlyFoe franchise to another for that territory, then you must cease servicing such customer and immediately provide all information to that franchise owner so they can properly and timely service such customer. You shall receive no compensation for such cessation of service or information delivery. You may not advertise or solicit sales or accept orders within the territory of another FlyFoe franchised business. If you fail to observe these terms and conditions, we shall have the immediate right to further develop the FlyFoe System within the Territory by any means as we, in our sole discretion, may deem appropriate including, but not limited to, the granting of FlyFoe franchises to other persons for such Territory without any liability on the part of any such new franchisee or us to you.

(c) We retain the right to approach and solicit customers within your Territory, regardless of whether you currently provide services to them, to develop them as a National Account. A National Account is a customer or group of customers or a potential customer that operates under common ownership or control, or under the same trademarks or service marks through independent franchisees, independent dealerships, or some other association, as we may designate and which operates in two or more locations that are not exclusively within the territory of one FlyFoe franchisee. We retain the exclusive right to negotiate National Accounts and set the contract terms, conditions and prices. If you have a pre-existing relationship with a National Account location in your Territory and it is willing to allow it, you may continue to provide services to that location under the terms of its existing arrangement with you. Unless we independently determine that you are unable to provide the services needed to maintain a specific National Account location in your Territory, we will notify you in writing of the opportunity to service that National Account location under the terms, conditions and prices that we and the national account have contracted to. Within 10 days of this notice, you must notify us in writing whether or not you accept the duties, obligations and rights under the National Account contract and will render such services to the National Account location at the prices set forth in the contract (such prices possibly being less than the prices normally charged by you to your customers). Your failure to timely respond to any such notice shall signify your election not to service the National Account location in your Territory. We may, directly or through our designee, service any National Account location in your Territory that you decline to service or that we independently determine you cannot adequately service.

(d) We and you agree to concentrate your promotional efforts on the development of the Franchised Business in the Territory. We have prescribed certain conditions, terms and limitations under which you may solicit, advertise, offer and perform services outside the Territory, which are set forth above in Subsection 4(b), and in the Manuals described in Section 6. You agree to follow our "Territorial Policy", which may, in our sole discretion, be periodically modified by us. You agree that we may enforce the Territorial Policy when, and as we deem appropriate, in our sole discretion. You acknowledge that we may, in our sole discretion, impose sanctions for violations of the Territorial Policy. You may not hold us liable for violations of the Territorial Policy by any other FlyFoe franchisee under any circumstances.

5. Training and Operating Assistance.

(a) Prior to your commencement of the Franchised Business, you, or if you are a business entity, one of your owners ("Operating Principal") must successfully complete a training program conducted by us consisting of instruction in the methods, procedures, standards and techniques of the FlyFoe System and in the marketing, management and bookkeeping systems utilized by the FlyFoe System (the "Initial Training Program"). The Initial Training Program will consist of both Pre-Opening SmoothStart Training, which is conducted via telephone and our private FlyFoe Intranet, and additionally no less than five (5) days of In-House Corporate Training held at our FlyFoe headquarters, another location designated by us or, depending on the circumstances, at our sole discretion, by remote/virtual means, and shall be offered as determined by us. You or your Operating Principal are required to complete the Initial Training Program to our reasonable satisfaction and failure to do so is a material breach of this Agreement. Upon your or your Operating Principal's successful completion of the Initial Training Program, we will issue you a certificate indicating the date of the successful completion of the Initial Training Program.

(b) There is no separate or additional charge for the Initial Training Program for you or your Operating Principal. If you want additional personnel (besides you and/or your Operating Principal) to attend the Initial Training Program, you must pay to us our then-current training fee for each person/designee to attend the Initial Training Program. In any event, you will be responsible for all costs and expenses incurred by you and all other trainees in connection with the Initial Training Program including, but not limited to, travel, lodging, meals, transportation, and wages for your personnel.

(c) After your or your Operating Principal's successful completion of the Initial Training Program, you shall have the right to designate additional persons to attend other sessions of the Initial Training Program held in conjunction with our Initial Training Program schedule for other FlyFoe System franchise owners. You shall pay us a "Subsequent Initial Training Fee" of Five Hundred Dollars (\$500) per person or our then-current fee for such training as set forth in our Manuals, prior to the beginning of any such Subsequent Initial Training Program, for each additional person/designee to attend the Subsequent Initial Training Program, which will be offered on an "as available/space available" basis. You will be solely responsible for payment of all costs and expenses incurred by your personnel/designee during attendance of said Subsequent Initial Training Program including, without limitation, travel, transportation, hotel/lodging, food/meal expenses and wages. All executive, administrative and marketing personnel employed by you in the Franchised Business must successfully complete the Initial Training Program within ninety (90) days following the date on which they commence work. We may, in our sole discretion, approve you to provide the Initial Training Program to such individuals.

(d) We may, at our option, from time-to-time conduct conventions or host meetings of some or all of our franchisees. ("Conventions"). The duration, curriculum and location of the Conventions will be determined by us, in our sole and exclusive discretion. You may be required to attend one or more of our Conventions, and to pay all of your expenses incurred in connection with attending the Conventions, including transportation cost, meals, lodging and living expenses. You agree to pay us a monthly Convention Registration Fee in the amount of One Hundred Dollars (\$100) per month, which is paid via EFT as part of your standard monthly billing. The Convention Registration Fee is not refundable and will be collected and retained even if you do not attend any Conventions in a given calendar year.

(e) We shall maintain, a toll-free call routing telephone number, which may be used by you to communicate with us. You may use said toll-free call routing telephone number to consult with our personnel (subject to scheduling availability) regarding the conduct and operation of the Franchised Business. The fee for this service is part of the Technology Fee as set forth in Section 8(c). We, in order to

maintain standards of quality and service at all Franchised Businesses, thereby maintaining a high public image and reputation of the FlyFoe System and the demand for the services provided thereunder, may in our sole and exclusive discretion, provide you with such of the following as we shall deem appropriate:

- (i) information concerning new products, services and methods which we may have discovered or have developed for the FlyFoe System;
- (ii) information regarding the purchase and use of supplies, uniforms and products;
- (iii) information regarding formulation and implementation of advertising and promotional programs using such merchandising, marketing and advertising research data and advice as may, from time to time, be developed by us for use in Franchisee's local market; and
- (iv) information regarding the establishment and implementation of administrative, bookkeeping, accounting and general operating procedures for more efficient operation of a Franchised Business.

(f) We may offer a Super Support Program (the "Super Support Program"), which is a hands-on training program that can be received anytime during the operation of your Franchised Business for a minimum of two (2) consecutive business days. If you request the Super Support Program, you agree to pay us Five Hundred Dollars (\$500) per two (2) days of support; in addition, you must pay our travel and associated expenses. We are under no obligation to provide the Super Support Program.

(g) You may be required to attend on-going training or conferences. We may charge a Registration Fee to cover the cost of the training. . If you do not attend any required training event, we may charge you an additional fee. You will be responsible for all out-of-pocket expenses incurred for you and any of your personnel who attend any such training or conferences, including travel, transportation, hotel/lodging, meals, and any employee wages.

(h) You will receive and must exclusively use certain proprietary computer software that is provided by us for your use in connection with the operation of the Franchised Business (the "FlyFoe Software"). We may also require you to use other or additional software as set forth in the Operations Manual which may require an additional fee. You must, at your own expense, purchase or lease and install computer equipment with full internet access to run and use our FlyFoe Software. You are granted the right and license to use the FlyFoe Software during the term of this Agreement, only in connection with your operation of the Franchised Business, on the terms and subject to the conditions set forth in the End User License Agreement, a representative sample of which is attached as Addendum C hereto. In no event shall we be held liable for a data breach, indirect, special, punitive, economic, incidental or consequential damages arising from your use of the FlyFoe Software, including but not limited to loss of profits or revenue, loss of use of equipment, loss of data or other pecuniary loss, business interruption, costs of substitute equipment, or other costs. We reserve the right to periodically modify the terms and conditions to the End User License Agreement and the source of the computer software. Unless otherwise indicated, the FlyFoe Software will be accessible via the web-based cloud application 24 hours a day, 7 days a week, except for scheduled maintenance, updates, changes, required repairs, and except for any loss or interruption due to causes beyond our control or which are not reasonably foreseeable by us, including, interruption or failure of telecommunication or digital transmission links and Internet slow-downs or failures. In the event of any loss or interruption of the software, our sole and exclusive liability will be only for loss or interruption due to (i) causes resulting from our failure to maintain and/or repair the application, (ii) other causes exclusively within our control, or (iii) causes reasonably foreseeable by the us, and which loss or interruption exceeds a continual period of 24 hours. Your sole and exclusive remedy will be a credit

against future software fees required by us, if any, equal to a pro-rata portion of said software fees for the period of downtime. Upon expiration or termination of this Agreement for any reason, you shall promptly cease using the FlyFoe Software, retaining no copies thereof, on your computer storage or otherwise.

You are required to own a computer (PC or MAC based) with full internet access, which is capable of accessing the FlyFoe Software to run the Franchised Business. We reserve the right to require you, at your expense and in the time frame determined by us, to update or upgrade your computer hardware and/or software to conform to new standards or specifications and we have no limitations on our ability to do so. You must keep your computer equipment in good repair, and you are responsible, at your own expense, for the ongoing maintenance and repairs for your computer equipment and Internet.

(i) After we have completed our pre-opening obligations to you under this Agreement, we may ask that you sign and deliver to us a confirmation (the "Confirmation of Performance"), in a form we reasonably request, verifying that we have performed those obligations. If we ask you to provide us with such a certificate, then you agree to sign and deliver the Confirmation of Performance to us within three (3) business days after our request. In any event, if you do not reasonably believe that we have performed all of our pre-opening obligations, you must, before the date when your Franchised Business starts its operations, give us written notice specifically describing the obligations that we have not performed. Not later than three (3) business days after we complete all the obligations that you specified in that notice, you must sign and deliver the Confirmation of Performance to us. The term "pre-opening obligations" means the obligations we have to you under this Agreement that must be performed before the date when your Franchised Business starts its operations.

6. Image and Operating Standards.

You shall operate the Franchised Business in accordance with high standards of quality, appearance and operation. For the purpose of enhancing the public image and reputation of the FlyFoe System and for the purpose of increasing the demand for services and products provided by FlyFoe System franchise owners and us, you hereby agree as follows:

(a) In order to protect the reputation and goodwill of the FlyFoe System and to promote standards of operation under the Licensed Marks, you shall conduct the Franchised Business in accordance with this Agreement and in accordance with the various written, electronically, digitally or otherwise transmitted instructions and confidential information contained in Franchisor's Operations Manual, Marketing Manual, Employee Training Manual, Videos (the Operations Manual, Marketing Manual and Employee Training Manual are hereinafter collectively referred to as the "Manuals" and the Videos as the "Videos") and proprietary Business Forms (the "Business Forms"), including amendments thereto, as we may publish from time to time, all of which you acknowledge belong solely to us and shall be on loan from us during the term of this Agreement. When any provision in this Agreement requires that you comply with any of our standards, specifications or requirements, unless otherwise indicated, such standard, specification or requirement shall be such as is set forth in this Agreement or as may, from time to time, be set forth by us in the Manuals and Videos. You acknowledge and agree that our Manuals, Videos, Business Forms and other system communications will be in the English language only and may only be available on the Internet, Intranet or other online transmission.

(b) You shall at all times use your best efforts to keep this Agreement and its addenda, any and all other agreements between you and us, agreements between you and your vendors and customers, as well as the Manuals, Videos and any other manuals, materials, goods and information created or used by us and designated for confidential use as part of the FlyFoe System, as confidential and limit access to your employees on a need-to-know basis. You acknowledge that the unauthorized use or disclosure of our

confidential information or trade secrets will cause irreparable injury to us and that money damages are not an adequate remedy. Accordingly, you covenant that you shall not at any time, without our prior written consent, disclose, use, permit the use thereof (except as may be required by applicable law or authorized by this Agreement), copy, duplicate, record, transfer, transmit or otherwise reproduce such confidential information, in any form or by any means, in whole or in part, or otherwise make the same available to any unauthorized person or entity. Any and all information, knowledge and know-how about the FlyFoe System and our services, standards, procedures, techniques and other information or material as we may designate as confidential shall be deemed confidential for the purposes of this Agreement.

(c) You understand and acknowledge that we may, from time to time, revise the contents of the Manuals and Videos to provide new or different requirements for the operation of the Franchised Business, and you expressly agree to comply with all such changed requirements which are by their terms mandatory; provided, however, that such requirements shall also be applied in a reasonably non-discriminatory manner to franchised businesses operated by other FlyFoe System franchise owners. The implementation of such requirements may require the expenditure of reasonable sums of money by you.

(d) You shall, at all times, ensure that your copies of the Manuals and Videos are kept current and up to date and, in the event of any disputes as to the contents thereof, the terms and dates of the master copy thereof maintained by us at our principal place of business shall be controlling.

(e) Any required standards exist to protect our interests in the FlyFoe System and Licensed Marks not for the purpose of establishing any control or duty to take control over those matters that are reserved to you. The required standards generally will be set forth in the Manuals or other written materials. The Manuals also will include guidelines or recommendations in addition to required standards. In some instances, the required standards will include recommendations or guidelines to meet the required standards. You may follow the recommendations or guidelines or some other suitable alternative, provided you meet and comply with the required standards. In other instances, no suitable alternative may exist. In order to protect our interests in the FlyFoe System and Licensed Marks, we reserve the right to determine if you are meeting a required standard and whether an alternative is suitable to any recommendations or guidelines.

7. Additional Obligations of Franchisee.

(a) Before commencing operation of the Franchised Business, you shall, at your sole expense, furnish to us for approval, certifications from all governmental authorities having jurisdiction over the Franchised Business that all necessary permits and licenses have been obtained and that all requirements for operation of the Franchised Business have been met. You must apply for all required pesticide licenses and permits within thirty (30) business days after signing this Agreement. If you do not receive all required pesticide licenses and permits within six (6) months of executing this Agreement or arrange to work under an employee's or minority owner's pesticide license in accordance with all local, state and federal regulations, we may terminate this Agreement. If you have arranged to work under an employee's or minority owner's pesticide license, you or your Operating Principal must obtain the required pesticide licenses and permits within two (2) years of executing this Agreement or we may terminate this Agreement.

(b) Before commencing operation of the Franchised Business, you shall, at your sole expense, establish a corporate entity (i.e., a C-corp, S-corp, LLC, etc.) of your choosing and provide us with all requested information regarding such entity. You shall also, at your sole expense, agree to amend, assign or novate this Agreement so that your corporate entity shall be the counterparty to this Agreement and the legal operator of the Franchised Business. You, and any other persons we require, shall enter into the Personal Guaranty attached hereto as Addendum E.

(c) The Franchised Business shall at all times be under the direct supervision of you, the Operating Principal or a manager (when allowed under subsection (v) below), who must be approved by us and have successfully completed our Initial Training Program (“Manager”) and that person must devote full time efforts to the operation of the Franchised Business.

(d) You shall at all times adhere to the highest standards of integrity and ethical conduct in the operation of the Franchised Business and otherwise.

(e) You shall be responsible for the payment of all expenses of the Franchised Business, including without limitation the purchase of necessary supplies, equipment and premises, and compensation of employees and contract personnel, and shall supply or arrange for all required funds to pay such expenses and provide an adequate working capital reserve. You acknowledge that you are solely responsible for all operating, selling, general and administrative expenses of the Franchised Business, and that any failure by you to make prompt payment to your suppliers, vendors, contractors or employees may cause irreparable harm to our reputation and that of other franchisees.

(f) You shall select the location for the office of the Franchised Business, subject to our consent. We will provide you with our site selection guidelines, which may change from time to time. You agree to operate the Franchised Business only from the approved location within your Territory. You shall notify us of the address of your location and any change thereto. You shall maintain your location in an attractive and orderly condition and follow the guidelines in our Manuals. If you fail to obtain our approval of a location for your Franchised Business or to open your Franchised Business, in either case within nine (9) months from the date of execution of this Agreement, we have the right to terminate the Franchise Agreement.

(g) You shall exercise your best efforts, at all times, to develop and expand the Franchised Business by all appropriate means, including without limitation, local advertising and promotion, personal contacts, and reputational development. You agree to participate in, and comply with, all of our policies regarding the use and acceptance of customer referral, loyalty and/or rewards programs (as same are amended from time to time). You shall promote the FlyFoe Franchised Business using the advertising, operational, and promotional materials either developed from time to time by us and made available to you, or approved in writing, prior to use by us.

(h) You shall complete and submit to us, on a timely basis and in no event after the due date, the then current forms and reports listed in the Manuals (as same are amended from time to time).

(i) You shall use and display the Licensed Marks only in such manner as contemplated or provided for within this Agreement and the Manuals (as same are amended from time to time).

(j) You shall comply at all times with all federal, state and municipal laws, regulations, privacy laws, data protection or security laws, by-laws, orders, rulings and permits and pay any and all taxes, assessments, fees, fines and penalties arising out of the operation of the Franchised Business.

(k) You shall promptly respond to any and all customer inquiries or complaints and achieve customer satisfaction for reasonable complaints through refund of fees or re-cleaning to customer’s satisfaction, as may be appropriate, as well as taking such other steps, as may be required by us, to ensure positive customer relations and maintain the goodwill of the FlyFoe System. If we feel that you did not fairly handle a customer complaint, we may intervene and satisfy the customer. You must reimburse us for all our costs associated with satisfying your customer.

(l) You shall comply with all FlyFoe System rules, regulations, policies and standards which are by their terms mandatory including, without limitation, those contained in the Manuals and Videos. You shall operate and maintain the Franchised Business solely in the manner and pursuant to the standards prescribed herein, in the Manuals, Videos or in other written materials provided by us to you which shall include all modifications and/or additions made by us from time to time. You understand and agree that you may not use the FlyFoe System or FlyFoe network of franchisees for any purpose which is not specifically authorized by us.

(m) You shall conduct the Franchised Business in accordance with our professional and ethical image, which you acknowledge is an integral part of the FlyFoe System. You shall use your best efforts to assure that your employees conduct themselves during business hours in a manner which is consistent with our professional and ethical image including wearing the uniforms designated in the Manuals or otherwise. You agree that you will not operate any other business or undertaking from the Franchised Business.

(n) You agree to operate the Franchised Business in conformity with such uniform methods, standards and specifications as we may from time to time prescribe in our Manuals, Videos or otherwise and to refrain from deviating therefrom and from otherwise operating in any manner which adversely reflects on our name and goodwill, or on the Licensed Marks.

(o) You shall purchase or lease, prior to commencement of the Franchised Business, one (1) vehicle that is specifically approved either in the Manuals, or in writing, as to model and body style by us, painted to the FlyFoe System body color and suitably identified with the "FlyFoe" decals and graphics which conform to FlyFoe specifications. You shall continue to have at least one (1) approved vehicle at all times. You shall maintain all vehicles used in the Franchised Business in good appearance and operating condition.

(p) All of your supplies for the Franchised Business must meet any quality standards set forth in our Manuals (as same may be amended from time-to-time) or otherwise in writing, and are subject to compliance with applicable laws and regulations.

(q) You shall sell, and offer for sale, all such products and services as we may, from time-to-time require, and only those which we may, from time to time approve, which are not subsequently disapproved, as meeting our quality standards and specifications. You shall not offer or sell any products or services that we have not approved. You understand and agree that we reserve the right to add additional products and services which you must offer and further reserve the right to withdraw any products or services authorized by us. If you desire to purchase any services or products from suppliers that we have not previously approved, you or the supplier must submit a written request for such approval to us. As a condition of our approval, we may require that our representatives be allowed to inspect the supplier's facilities and/or that a sample of its product be made available to us or our designee for testing. In such event, you or the supplier may be charged a fee not to exceed the actual cost of such inspection and/or testing. Within thirty (30) days of delivery of the test results, if testing is conducted, or the written request if testing is not conducted, we will issue a decision in writing. Such decision may be a determination that additional time is needed to complete the review. Any denial will state the reasons. In the event we do not provide you with a written decision, the request shall be deemed denied.

(r) Unless otherwise specifically approved by us, the Franchised Business must be open for the conduct of business, at such times and for the minimum number of hours specified by us, in the Manuals (as same may be amended from time-to-time).

(s) You shall, at all times, actively promote the sale of FlyFoe System products and services,

and will use your best efforts to cultivate, develop and expand the market therefore, all in accordance with the standards specified in the Manuals, Videos and other confidential and proprietary information of the FlyFoe System.

(t) You shall use only Business Forms, business stationery, business cards, marketing materials, advertising materials, permanent materials, signage, forms or anything visible to the public, which have been approved, in advance, by us. You shall not employ any person to act as a representative of you in connection with promotion of the Franchised Business in any public media without our prior written approval. Any and all supplies and materials purchased, leased or licensed by you, shall always meet any standards specified by us in the Manuals (as amended from time-to-time).

(u) You shall promote only the main corporate website (currently www.FlyFoe.com), unless specific written permission is given by us. We alone may establish, maintain, modify or discontinue all internet, worldwide web and electronic commerce activities pertaining to the FlyFoe System. You shall not produce any website, web pages, web videos or anything on the web or accessed via the Internet, cable, wired or unwired transmission for use with the Franchised Business or that references the Franchised Business or any of its products or services unless specific written permission is given by us. We restrict, designate and have the right to approve or control all of your electronic and social media, including Internet. If we establish a "click through" subpage at a website for the promotion of your Franchised Business, you must routinely provide updated copy, photos and news stories about the Franchised Business suitable for posting, which will be regulated by the Manuals. We will be the sole owner of the copyrights to all material which appears on any website we establish, including any materials furnished by you.

(v) You or your Operating Principal must manage on a full-time basis the Franchised Business, until such time as your gross revenues exceed a minimum as specified in our Manuals. Once the minimum is exceeded, the Franchised Business may be managed by a Manager that we approve, but only for so long as, in our sole opinion, you have adequate management in place to operate the Franchised Business, which meet our management guidelines.

(w) You have sole responsibility for complying with all laws applicable to the Franchised Business including any employment laws and you are solely responsible for all employment decisions and functions related to the Franchised Business, including hiring, firing, compensation, benefits, work hours, work rules, recordkeeping, supervision, and discipline of employees. You are solely responsible for compliance with applicable federal, state and local laws, including the verification that all employees meet the prerequisites for employment in the United States. All of the personnel performing the managerial, supervisory, administrative and cleaning services for the Franchised Business, must be your employees and not independent contractors. No employee of yours will be deemed to be an employee of ours for any purpose whatsoever, and nothing in any aspect of the FlyFoe System or the Licensed Marks in any way shifts any employee or employment related responsibility from you to us. You alone are responsible for hiring, firing, training, controlling, setting hours for and supervising all employees.

(x) You grant us the right to freely use, without your consent, any pictures, video and voice recording or biographical material relating to you or your Franchised Business for use in promotional literature, on our website or other social media presence or in any other way beneficial to the FlyFoe System. You will cooperate in securing photographs, video and voice recordings including obtaining consents from any persons appearing in photographs, video and voice recordings.

(y) You promise and agree that you will not, in any manner, interfere with, disparage, disturb, disrupt, or jeopardize the FlyFoe System, our business, our employees or any business of our other franchisees. You further agree to not, directly or indirectly, in your own capacity or through or for another

person, corporation or other entity, make any statements or comments of a defamatory or disparaging nature regarding (i) us or any of our affiliates; (ii) any shareholder, director, officer, employee, agent or representative of ours or any of our affiliates, or (iii) our products or services or those of any of our affiliates.

(z) You will notify us, in writing, within twenty-four (24) hours of receipt of notice of the commencement of, or the threat of, any action, suit or proceeding against you, and of the issuance of or the threat of any inquiry, subpoena, order, writ, injunction, award or decree of any court, agency or other governmental instrumentality which arises out of, concerns, or may affect the operation or financial condition of the Franchised Business, us, or the goodwill associated with the Licensed Marks including, without limitation, any criminal action or proceedings brought by you against your employees, customers, or other persons. You agree that you will not commence any action, suit or proceeding that affects us, or the goodwill associated with the Licensed Marks, without our prior written approval.

(aa) Each and every person with an ownership interest in you, shall sign the Guaranty Agreement attached to this Agreement as Addendum E, and you shall provide the original signed Guaranty Agreements to us.

8. Fees.

(a) The fee for the purchase of the Franchised Business is Thirty-Five Thousand Dollars (\$35,000) (the "Initial Franchise Fee"). The Initial Franchise Fee may be modified or waived by the operation of a short-term sales program or by your eligibility to participate in one of the many incentive programs described in our franchise disclosure document. Any applicable modifications to the Initial Franchise Fee are stated on Addendum B.

(b) This Agreement shall be terminated in accordance with Section 16(a)(ii) if, for any reason, you or your Operating Principal have not successfully completed the Initial Training Program and completed all pre-opening obligations and begun operation of the Franchised Business, within nine (9) months from the Effective Date of this Agreement. The Initial Franchise Fee shall be fully earned and completely non-refundable by us as of the Effective Date and will not be reimbursed if we terminate this Agreement.

(c) You agree to pay us a Technology Fee of Five Hundred Dollars (\$500) a month which is subject to change as set forth below. Payment of the Technology Fee shall entitle you to (i) the FlyFoe Software licensed under Section 5(h), for up to five (5) users, which must be used as your primary office management tool; (ii) your use of our toll-free telephone number and call-routing system; and (iii) up to five (5) email addresses. Additional software users and/or email addresses will increase your cost as set forth in the Operations Manual. The Technology Fee shall commence on the earlier of two (2) months from your or your Operating Principal's successful completion of the Initial Training Program, or six (6) months from the signing of the Franchise Agreement. We may also require you to use other or additional software in the future as set forth in the Operations Manual which may require your payment of additional fees.

(d) In consideration of our grant to you of a license to use the Licensed Marks and the FlyFoe System, you must pay us a monthly continuing royalty (the "Continuing Royalty") which shall be a percentage of your Gross Consumer Sales or the minimum royalty (the "Minimum Royalty"), as specified below, whichever is greater. The Continuing Royalty with respect to your Gross Consumer Sales during each calendar month, or the Minimum Royalty with respect to such month, shall be paid to us and shall be deducted directly from your primary business checking account on the last business day of the following month, along with all other fees then due and payable under this Agreement. "Gross Consumer Sales" shall mean and include all revenues and income from whatever source derived and/or received by you from,

through, by or on account of the operation of the Franchised Business and any other similar business in which you are involved, whether received in cash, in services, in kind, from barter and/or exchange, on credit (whether or not payment is received therefore) or otherwise unless we have given specific written permission to waive certain revenue. You may not deduct customer discounts, allowances, rebates or referral fees from Gross Consumer Sales without our prior written permission. There will be deducted from Gross Consumer Sales for purposes of such computation (but only to the extent they have been included) the amount of all sales tax receipts or similar tax receipts which, by law, are chargeable to customers, if such taxes are separately stated when the customer is charged and if such taxes are timely paid to the appropriate taxing authority. There will be further deducted from Gross Consumer Sales the amount of any documented refunds, charge backs, credits and allowances given in good faith to customers by you, but only to the extent that such refunds, charge backs, credit and allowances are given on account of payments that were previously included in Gross Consumer Sales. All barter and/or exchange transactions pursuant to which you furnish services and/or products in exchange for goods or services to be provided to you by a vendor, supplier or customer will, for the purpose of determining Gross Consumer Sales, be valued at the full retail value of the goods and/or services so provided to you. You shall submit to us on or before the then current required due date, in a form satisfactory to us, a signed, correct statement of Gross Consumer Sales made during the preceding calendar month, or period required, and the operating data file of the Franchised Business operated by you. The "percentage" of the Gross Consumer Sales to be paid as a monthly Continuing Royalty shall be calculated by totalling items (i), (ii), (iii) and (iv) together.

- (i) For the first Fifty Thousand Dollars (\$50,000) of Gross Consumer Sales during each month, the percentage shall be nine percent (9%).
- (ii) For Gross Consumer Sales in excess of Fifty Thousand Dollars (\$50,000) up to and including One Hundred Thousand Dollars (\$100,000) of Gross Consumer Sales during each month, the percentage shall be eight percent (8%).
- (iii) For Gross Consumer Sales in excess of One Hundred Thousand Dollars (\$100,000) up to and including Two Hundred Thousand Dollars (\$200,000) of Gross Consumer Sales during each month, the percentage shall be seven percent (7%).
- (iv) For Gross Consumer Sales in excess of Two Hundred Thousand Dollars (\$200,000) during each month, the percentage shall be six percent (6%).

During the first thirty-five (35) months after successful completion of the Initial Training Program, you must pay the above-prescribed Continuing Royalty based upon Gross Consumer Sales or a Minimum Royalty of Three Hundred Dollars (\$300) a month, whichever is greater. For month thirty-six (36) through the remainder of the Term, the Minimum Royalty per month is an amount determined by multiplying three cents (\$.03) by the Qualified Household Number found in Addendum B.

(e) In consideration of our allowing you to service customers geographically located outside of the Territory, as described in Section 4(b), for each such customer, in addition to the Continuing Royalty, each month you must pay us a premium royalty ("Premium Royalty") which shall be an additional two and a half percent (2.5%) of your monthly Gross Consumer Sales from that customer.

(f) If you fail to submit to us a Monthly Gross Consumer Sales Statement on or before the then-current required due date for any month, then we shall estimate your Gross Consumer Sales based upon your recent history of Gross Consumer Sales and any additional relevant information available to us and shall deduct the Continuing Royalty based on that estimate directly from your primary business checking account on the due date. Once you submit a signed correct Monthly Gross Consumer Sales

Statement for that month, we shall either take an additional payment or credit you as appropriate.

(g) In addition to amounts payable above, you shall pay us an “Advertising Fee” equal to two percent (2%) of your Gross Consumer Sales or thirty percent (30%) of the Minimum Royalty payable for the applicable month, whichever is greater. Advertising Fees will be maintained in an Advertising Fund. The Advertising Fee with respect to each month is payable on the last day of the following month. The Advertising Fee is non-refundable.

(h) In addition to amounts payable under the foregoing provisions, we may require franchisees within a given advertisement region, if fifty percent (50%) of franchisees within such advertisement region agree, to take part in specific advertisements and/or events. Costs will be divided among franchisees in the region and will not exceed two percent (2%) of monthly “Gross Consumer Sales” per month or thirty percent (30%) of the Minimum Royalty payable for the applicable month, whichever is greater. Advertising regions for this purpose shall be determined by us in our discretion.

(i) You agree to participate in our electronic funds transfer (“EFT”) program which authorizes us to utilize a pre-authorized bank draft system. You must sign and deliver to us an irrevocable EFT Authorization attached hereto as Addendum G to enable our financial institution to debit your primary bank account at your bank in order to pay us the Continuing Royalty, Advertising Fee, Technology Fee, and all other amounts which you may owe us under this Agreement or any other agreement between you and us or that you may owe to any of our affiliates. All costs and expenses, including any resulting from the dishonor by your bank of any electronic funds transfer, shall be your sole responsibility. This authorization is irrevocable and shall remain in effect until thirty (30) days after the termination or expiration of this Agreement.

(j) You must pay us a monthly fee for utilizing our National Sales Center. The National Sales Center provides telephone answering services to current and prospective customers (inquiries) and processes orders on your behalf. The monthly fee for utilizing the National Sales Center is three percent (3%) of your monthly Gross Consumer Sales. We reserve the right to increase these fees.

(k) You must utilize our Advanced Marketing Services (A.M.S.) program to build and manage your Facebook Page and local website Page (“Pages”) and develop and manage a program for internet Search Engine Optimization and lead generation. When you open your Franchised Business, you must pay us a Seven Hundred Forty-Five Dollar (\$745) Set-up Fee (the “Set-up Fee”) to build your Pages. Once we have completed the build of your Pages, you must pay us a monthly fee of Three Hundred Ninety-Five Dollars (\$395), and twenty percent (20%) of your Pay-Per-Click advertising. All fees paid to A.M.S. are credited towards your annual minimum marketing spend requirement as provided in Section 9 below. We reserve the right to increase this fee.

(l) In the event any payment (including a late fee), request for information, forms, data or any item related to the operation of the Franchised Business is not received by us by the established due date, you agree to pay us a late fee (“Late Submission Fee”) of One Hundred Dollars (\$100) per violation, which is intended to reimburse us for our expenses and to compensate us for our inconvenience, and does not constitute interest. Any acceptance of an amount which is less than the full amount due, shall not be considered a waiver of our right to (or your obligation for) the full amount then due, or which may become due in the future.

9. Advertising and Promotion.

(a) You agree, at your sole expense, to conduct advertising and promotional programs at the

local level. All such local advertising shall comply with our guidelines for advertising as specified in the Manuals. You must submit to us, in a format that we prescribe and at a time and schedule that we prescribe in the Manuals, reports showing your expenditure for all marketing and advertising. You will provide to us for our approval any and all advertising and promotional material prepared by you, and shall not publish, display or otherwise use any such materials without our prior written approval. You may not use any advertising or marketing plans or materials until you have received our written approval.

We may engage in the business of offering and selling (or having our affiliates, subsidiaries or designees, if any, offer and sell) advertising and promotional material and forms to you at such prices as we, in our sole and exclusive discretion, determine and set forth at the time of offer or sale or otherwise generally set forth in our Manuals, as the same may be amended from time to time. All prices will be subject to change at any time. You have no obligation to purchase any such advertising and promotional materials or forms from us or our affiliates, subsidiaries or designees.

(b) You agree to spend a minimum of Thirty-Five Thousand Dollars (\$35,000) on local, advertising and promotional programs we approve, during your first ninety (90) days of operation, or such other time as we require in writing unless, in our sole discretion, we approve a lesser amount in writing. With our permission, this expenditure may be postponed to the following season if you open your Franchised Business after August 1.

(c) In each subsequent calendar year after the first calendar year that your Franchised Business is open, you agree to spend a minimum of Thirty-Five Thousand Dollars (\$35,000) or five percent (5%) of your Gross Consumer Sales, whichever is greater, on local marketing, advertising and promotion we approve. We may, in our sole discretion, approve a lesser amount in writing. If we determine that you have not spent the requisite amounts as stated above, we may require you to pay such unexpended amounts into the Advertising Fund.

(d) The Advertising Fund shall be used, at our discretion, for national, regional, and local advertising. We will develop and place advertising for the FlyFoe System; decide whether to use advertising agencies and which ones; and decide which media to use, which may include but is not limited to, Internet, print, radio, television, direct mail, or local in-store promotions. We may use the Advertising Fund to defray our costs for the research, development, preparation, administration and implementation of FlyFoe System's advertising and promotional programs which includes, among other things, managing and updating our website, A/B testing, reviewing marketing results and hiring personnel to perform the above tasks. The expenditure of funds will be limited to administration, research, development, advertising, promotion and marketing the services and employment opportunities offered by the FlyFoe System. We will spend funds to benefit the FlyFoe franchise system and may collaborate with the advertising and marketing funds of certain franchise systems affiliated with us. There can be no assurance that the Advertising Fund's participation in these collaborations and joint efforts will benefit the franchised businesses using the Marks proportionately or equivalently to the benefits received by the other franchised businesses or the other franchised systems affiliated with us that also participate. We are not obligated to make proportionate expenditures of your contributions per market area.

The Advertising Fund will prepare annual income and expense statements. Income and expense statements will be available to you upon request. We reserve the right to terminate the fund only after all monies have been spent for advertising and promotion.

(e) You agree to purchase a trade show display and promotional materials within ninety (90) days of signing this Agreement.

(f) We reserve the right to designate any geographical area for purposes of establishing a regional advertising and promotional cooperative (“Cooperative”) in the future, and to determine whether such a Cooperative applies to your Franchised Business. If we have established a Cooperative applicable to your Franchised Business at the time you commence operation, you must immediately become a member of the Cooperative. If we establish a Cooperative applicable to your Franchised Business at any later time during the term of this Agreement, you must become a member of such Cooperative within thirty (30) days of the date on which the Cooperative commences operation. If your Franchised Business is within the geographical area of more than one Cooperative, then you are only required to be a member of one Cooperative.

Each Cooperative will be organized and governed in a form and manner defined by us, will commence operation on a date, and will operate according to written governing documents, all of which we must approve in advance in writing. Each Cooperative will be organized for the exclusive purpose of administering regional advertising programs and developing, subject to our approval, standardized advertising materials for use by the members in local their respective advertising. No promotional or advertising plans or materials may be used by a Cooperative or furnished to its members without our prior approval. Each Cooperative will have the right to require its members to make contributions to the Cooperative in the amounts as are determined by the Cooperative. You will not be required to contribute more than Twenty Thousand Dollars (\$20,000) per calendar year to the Cooperative, unless two-thirds or greater of the members of the Cooperative vote in favor of a greater contribution. Your contributions to a Cooperative will be credited towards the local advertising expenditure required to be made under this Agreement. We reserve the right to require Cooperatives to be changed, dissolved, or merged.

10. Pricing.

To enhance the Licensed Marks, the FlyFoe System's competitive position and consumer acceptance of the Franchised Business, we may exercise rights with respect to the pricing of products and services for promotions, discounts and/or national programs to the fullest extent permitted by then-applicable law.

11. Inspections, Audit Reports and Records.

(a) You shall maintain original, full and complete records, accounts, books, data, tax records and returns, and contracts which shall accurately reflect all particulars relating to the Franchised Business, and such statistical and other information or records that we may require during the term of this Agreement and for a period of five (5) years thereafter. In addition, upon our request, you shall compile and present to us such data, computer files, statistical or financial information regarding the operation of the Franchised Business as we may reasonably request for purposes of evaluating or promoting the Franchised Business or the FlyFoe System in general. We and our designated agents shall have the right to examine and audit such records, accounts, books, data, tax records, returns, and contracts at all reasonable times to ensure that you are complying with the terms of this Agreement. Any evaluation or inspection we conduct is not intended to exercise, and does not constitute, control over your day-to-day operation of the Franchised Business or to assume any responsibility for your obligations under this Agreement or otherwise.

(b) You shall deliver to us for receipt no later than the due date, in a format prescribed by us, reports for the preceding month (itemized by revenue producing activity as we specify from time to time), the Gross Consumer Sales for the prior month and such other information as we may require, all certified as true and correct by you.

(c) Upon our request, you shall furnish us with a copy of each of your reports and returns of

sales, use, gross receipt, payroll and withholding taxes and complete copies of any state or federal income tax returns covering the operation of the Franchised Business, all of which you shall certify as true and correct as well as any tax records of any of your owners.

(d) You shall prepare and transmit to us on a monthly basis, no later than the fifteenth (15th) day after each calendar month, (i) an unaudited profit and loss statement in a form and format satisfactory to us, in our sole and subjective discretion, covering the Franchised Business for the prior month and (ii) such additional reports as we may require, including, but not limited to, a current list of customers served by the Franchised Business in such detail as specified by us, and all such statements and reports shall be certified by you as true and correct. In addition, within sixty (60) days after request from us, you shall deliver to us a financial statement, certified as correct and current, in a form and format which is satisfactory to us and which fairly represents the total assets and liabilities of the Franchised Business.

(e) You shall transmit to us on a monthly basis, no later than the due date, data required by the Manuals to be delivered to us, certified as correct and current, on media that is satisfactory to us.

(f) In addition to the foregoing statements and reports, within ninety (90) days after the close of your fiscal year, you shall furnish to us financial statements which shall include a statement of income and retained earnings, a statement of changes in financial position and a balance sheet of the Franchised Business all as of the end of such fiscal year, which shall be certified by you as being true and correct.

(g) In the event any inspection or audit by us discloses an understatement by you of your total Gross Consumer Sales for any period or periods, you must pay us, within fifteen (15) days after receipt of the inspection or audit report, the underpayment amount which was not paid as a result of such understatement, plus interest as provided in Section 13.

(h) Such inspections and audits will be conducted at our expense; provided, however, that if an audit discloses an understatement of two percent (2%) or more of your total Gross Consumer Sales for any month within the period of examination or for the entire period of examination, you shall then reimburse us for the cost of such inspection or audit including, without limitation, the charges of any independent accountant and the travel expenses, room and board, and compensation of our employees.

(i) We may disclose to other franchisees, in a form we deem appropriate, your FlyFoe related financial information. You recognize that you may in turn receive other franchisee's FlyFoe related financial information. You agree to keep this information confidential.

(j) We retain the right to utilize an on-line computer monitoring system, and to use the on-line system to remotely examine your records pertaining to the operation of the Franchised Business.

(k) You shall transmit to us on a monthly basis, by the due date, data for the preceding month, reporting your expenditures for local advertising, certified as correct and current, on media that is satisfactory to us.

12. Taxes and Advances.

(a) You shall pay all taxes as required by local, state or federal laws regarding the products, services or equipment furnished or used in connection with the operation of the Franchised Business. You shall pay to us (or any subsidiary, affiliate or designee) promptly and when due the amount of all sales taxes, use taxes, personal property taxes and similar taxes imposed upon, required to be collected, or paid by us on the account of services or goods furnished by us to you through sale, lease or otherwise, or on

account of collection by us of the Initial Franchise Fee, Continuing or Minimum Royalties or any other payments to us called for by this Agreement.

(b) You must pay us all amounts, if any, advanced by us or which we have paid, or for which we have become obligated on your behalf for any reasons whatsoever, promptly upon our notice to you of such amounts being due and payable.

13. Interest on Late Payments.

If any fee or other payment due under this Agreement is not paid on the date such payment is due, you shall pay interest to us at the rate of the lesser of twelve percent (12%) per annum, or the maximum rate permitted by applicable law, from the date such amounts were originally due until the date paid.

14. Insurance.

(a) You shall purchase, at your sole expense, and maintain in full force and effect throughout the term of this Agreement, insurance protecting both us and you against loss, liability, fire, personal injury, death, property damages or theft arising from or occurring in connection with the operation and promotion of the Franchised Business.

(b) The minimum policy limits for the required insurances are set forth as follows:

(i) Broad Form Comprehensive General Liability insurance, with limit of liability of at least One Million Dollars (\$1,000,000) combined single limits (bodily injury and property damage), including the broad form general liability endorsement. Such insurance shall cover damage to the personal property of others while it is in your care, custody, or control and for the loss to personal property of others resulting from workmanship.

(ii) Automobile Liability insurance, with limit of liability of at least One Million Dollars (\$1,000,000) combined single limits (bodily injury and property damage) including hired and non-owned automobiles.

(iii) Workers' Compensation and Employer's Liability insurance, as well as such other insurance as may be required by statute or rule of the state(s) in which the Franchised Business is located and operated.

(iv) Third Party Bonding coverage is required with minimum limits of at least Twenty-Five Thousand Dollars (\$25,000) per loss.

We may, periodically, as we determine in our sole discretion, modify the minimum insurance limits and require different or additional kinds of insurance to reflect changes in insurance standards, normal business practices, higher court awards and other relevant circumstances. You are permitted to purchase additional insurances or insurances above these minimums without our consent.

(c) All such insurance policies shall be obtained at your sole cost and shall be written by responsible insurers, and except for Workers' Compensation and Employer's Liability Insurance, shall name us and all Indemnitees (as defined in Section 30 hereof) as additional insureds, shall contain no provision which in any way limits or reduces coverage for you in event of a claim by us or any Indemnatee, shall extend to and provide indemnity for all obligations assumed by you hereunder and all items for which you are required to indemnify us hereunder, shall be primary to and without right of contribution from any other

insurance purchased by Indemnitees and shall provide, by endorsement, that we receive at least thirty (30) days prior notice of intent to cancel said policy and that the policy limits, coverage, and other material terms of said policy may not be amended or altered without our written consent. You shall promptly report all claims or potential claims against you, any Indemnitee or us to the insurer and us. At least ten (10) days prior to commencing business and annually thereafter, you shall submit to us a copy or certificate or other acceptable proof of such insurance. If you at any time fail or refuse to maintain in effect any insurance coverage required by us or to furnish satisfactory evidence thereof, we shall be entitled (but, however, shall have no obligation) to obtain such insurance coverage on your behalf, and you shall promptly execute any applications or other forms or instruments required to obtain any such insurance. You shall pay to us, on demand, any costs incurred, and premiums paid by us. You may not reduce the policy limits, restrict coverage, cancel or otherwise alter or amend said policies without our written consent.

(d) The procurement and maintenance of said insurance shall not relieve you of any liability to us under any indemnity requirement of this Agreement. Nothing contained herein shall be construed or considered an undertaking or representation by us that such insurance or bonding as may be required to be obtained by you or by us for you will insure you against any and all insurable risks of loss which may or can arise out of or in connection with the operation of the Franchised Business. You agree to respond to all claims within the time required by law, rule or regulation. You shall cooperate with us (or our designee) in every fashion possible to defend us and you against any and all claims made by employees, customers or third parties. You shall, when necessary, make appearances at administrative or other hearings to present or reinforce such defenses.

(e) Failure by you to purchase or maintain any insurance required by this Agreement or failure to reimburse us for our purchase of such insurance on your behalf shall constitute a material and incurable breach of this Agreement which shall entitle us to terminate this Agreement unilaterally and immediately upon notice to you, and this Agreement shall thereafter be null, void and of no effect (except for those post-termination and post-expiration provisions which by their nature shall survive).

15. Licensed Marks and Proprietary Information.

(a) You acknowledge that we are the sole and exclusive owner of the Licensed Marks, and that your right to use them is derived solely from this Agreement and that such right is limited to the operation and promotion of the Franchised Business in accordance with this Agreement and all mandatory standards, specifications and operating procedures prescribed from time to time by us in the Manuals (as same may be amended from time to time) or otherwise. All use of the Licensed Marks by you shall inure to our benefit.

(b) You shall use all Licensed Marks in full compliance with this Agreement and all rules prescribed from time to time by us in the Manuals (as same may be amended from time to time). You shall not use the Licensed Marks or any words or symbols confusingly similar thereto as part of any corporate or other legal name or with any prefix, suffix or other modifying words, terms, designs or symbols or in any other manner or form other than as expressly authorized herein. You shall not combine any Licensed Mark with any other mark or name or show any Licensed Mark in close proximity to any other mark or name so as to give an impression of combination, or otherwise create or use any combined mark of which any Licensed Mark or recognizable part thereof, is an element. You may not use any Licensed Marks in connection with the sale of any unauthorized product or service or in any other manner not explicitly authorized in writing by us. All uses of the Licensed Marks are subject to our approval, and you shall promptly cease any such use upon receipt of notice of objection from us.

(c) Your license to use the Licensed Marks is conditioned on full compliance by you with all

quality standards and other requirements with respect to the operation of the Franchised Business set forth in this Agreement and in the Manuals. In the event that we determine that you are not complying with such standards and requirements so as to potentially impair the goodwill represented by the Licensed Marks, and if you do not correct such noncompliance to our satisfaction in our sole discretion within ten (10) days following notice thereof, we may immediately terminate this Agreement and your license to use the Licensed Trademarks, and may assume the operation of the Franchised Business or transfer such operation to another person determined by us to be qualified to conduct the Franchised Business in a compliant manner.

(d) You shall receive no compensation or payment if you lose the right to continue to use the Licensed Marks. You acknowledge that you have no right, title or interest in or to any of the Licensed Marks except as a mere privilege and license, during the term hereof, to display and use the same according to the limitations set forth herein.

(e) If it becomes advisable at any time in our sole and exclusive discretion to modify or discontinue the use of any Licensed Mark and/or use one or more additional or substitute names or marks, you are obligated to do so. We will not be liable to you for any expenses, losses or damages sustained by you as the result of any such Licensed Mark addition, modification, substitution or discontinuance, and you covenant not to commence or join in any litigation or other proceeding against us for any such expenses, losses or damages. You agree and understand that the limited license to utilize the Licensed Marks granted hereunder applies only to such Licensed Marks as are designated by us from time to time. You expressly understand and agree that you are bound to not represent in any manner that you have acquired any ownership or equitable rights in any of the Licensed Marks by virtue of the limited license granted under this Agreement, or by virtue of your use of any of the Licensed Marks.

(f) You agree not to obtain or seek to obtain any trademark or service mark registration of any of the Licensed Marks in any jurisdiction in your own name or in the name of any other person.

(g) You understand and agree that following the expiration or termination of this Agreement for whatever reason, no monetary amount will be deemed attributable to any good will associated with your use of the Licensed Marks or in connection with your operation of the Franchised Business.

(h) You agree not to contest, directly or indirectly, our ownership, title, right or interest in the FlyFoe System, our names, Licensed Marks, trade secrets, trade dress, methods, Manuals, Videos, Business Forms, proprietary information, procedures and advertising techniques which are part of the FlyFoe business format and FlyFoe System, or contest our sole right to register, use or license others to use the FlyFoe System and such names, Licensed Marks, trade secrets, trade dress, methods, Manuals, Videos, Business Forms, proprietary information, procedures and techniques. You agree that the Licensed Marks are our exclusive property. You assert no claims on the date of execution of this Agreement, and will hereafter assert no claim, to any good will, reputation or ownership thereof by virtue of your license, use thereof, or otherwise. You agree that you will not do or permit any act or thing to be done in derogation of any of our rights in connection with same, either during the term of this Agreement or thereafter, and that you will use the Licensed Marks only for the uses and in the manner provided for herein. You further agree that you will not, during or after the term of this Agreement, in any way dispute or impugn the validity of the Licensed Marks licensed hereunder, or our rights thereto, or other FlyFoe System franchise owners to use the same.

(i) You shall affix our Licensed Marks upon such vehicles, uniforms, equipment, containers, fixtures, signs, stationery, advertising, sales/promotional materials and such other objects, in such size, color, lettering style, and fashion and at such places as we may designate in our Manuals (as same may be

amended from time to time) or otherwise, and must otherwise display the Licensed Marks and relevant trademark, ownership, registration and/or copyright notices pursuant to the requirements set forth therein. Except as expressly provided in the Manuals (as same may be amended from time to time) or otherwise, you may not display any other trademarks, logotypes, symbols or service marks, nor may you use any such other marks in connection with the Franchised Business without our prior written approval.

(j) Specifically, and without limitation to any of the covenants contained in this Agreement, you expressly affirm and agree, that we may sell our assets, our Licensed Marks or the FlyFoe System outright to a third party; may go public; may engage in a private placement of some or all of our securities; may merge, acquire other corporations, or be acquired by another corporation; may undertake a refinancing, recapitalization, leveraged buy-out or economic or financial restructuring; and, with regard to any or all of the above sales, assignments and dispositions, you expressly and specifically waive any claims, demands or damages arising from or related to the loss of said Licensed Marks (of any variation thereof) and/or the loss of association with or identification of "FlyFoe, LLC" as franchisor under this Agreement.

(k) After the termination or expiration of this Agreement, you will not directly or indirectly at any time or in any manner identify any premises or any other business as a FlyFoe franchise, or identify yourself as a franchisee of, or as otherwise being currently or formerly associated with, us; nor will you use any of the Licensed Marks or any colorable imitation thereof, or confusingly similar mark or name in any manner or for any purpose.

(l) In the event we should wish to make application to register any mark as a state or federal trademark, and you have claims or may claim any right, title or interest therein, or are otherwise a necessary applicant for registration thereof, then you shall, at our request and sole cost, assign all of your rights in and to such mark, registration or application, or shall (at our option) proceed with the application in your own name and then assign such registration or application to us.

(m) You shall use "FlyFoe" as the sole identification of the Franchised Business. All stationery and contracts issued or used by you shall conform to our standards and specifications, however, such items shall clearly indicate that you are executing such contract or signing such stationery as an independent business. If local laws require that you file an assumed or trade name, you shall state in such filing or affidavit that the same is made "as a franchise of FlyFoe, LLC". You shall refrain from the use of the Licensed Marks to perform any activity or to incur any obligation or indebtedness in such a manner as may, in any way, subject us to liability therefor. You shall not advertise or use in advertising or any other form of promotion any of the Licensed Marks without appropriate use and description of either "R", "TM", "SM" or "C" registration symbols and/or such other appropriate notice of ownership, registration or copyright as we may require.

(n) In the event that you receive notice of any claim of infringement, unfair competition or other claim respecting your use of the Licensed Marks, you shall give us prompt written notice of such claim and the pertinent facts related thereto. Upon receipt of such notice, we may in our discretion, but shall not be required to, assume and control the defense and settlement of such claim at our own expense, using our own counsel. In the event that we elect to so assume and control the defense and settlement of such claim, (i) we shall indemnify you against, and reimburse you for, all damages for which you are held liable in any proceeding arising out of the use of Licensed Marks, and for all amounts payable pursuant to a settlement agreed to by us, (ii) you shall be required to cooperate fully with us in all respects in connection with such defense and settlement by us, and (iii) you may participate at your own expense in such defense or settlement, but our decisions with regard thereto will be final. If we elect not to assume and control the defense and settlement of such claim, it shall be your responsibility to conduct the defense or settlement of such claim. In either case, you may not settle or compromise any such claim by a third party without our

prior written consent. You hereby irrevocably grant authority and power of attorney to us to defend and/or settle all such claims, demands or suits if we so elect. Notwithstanding anything herein contained to the contrary, we will have no obligation to indemnify you if we have elected not to assume and control the defense and settlement of such claim, or if the claim, suit or demand against you arises out of or relates to your use of the Licensed Marks in violation of the terms of this Agreement whether or not we have elected to assume and control the defense and settlement thereof.

(o) You shall immediately notify us of any apparent infringement of, or challenge to, your use of any of said Licensed Marks or claim by any person other than us and our counsel in connection with any such infringement, challenge or claim. We shall have the right to take such action as we deem appropriate and the exclusive right to control any litigation or administrative proceedings including, but not limited to, proceedings within the jurisdiction of the U.S. Patent and Trademark Office, arising out of any infringement of, or challenge or claim to, any of said Licensed Marks or in any way related thereto. You shall assist us, upon request at our expense, in taking such action, if any, as we may deem appropriate to halt such activities, but shall take no action nor incur any expenses on our behalf without our prior written approval. If we undertake the defense or prosecution of any litigation or administrative proceeding relating to any of the said Licensed Marks of the FlyFoe System, you agree to execute any and all documents and to do such acts and things as, in the opinion of our legal counsel, are reasonably necessary to carry out such defense or prosecution. You will have no right to make any demand against any such alleged infringer of the Licensed Marks or to prosecute any claim of any kind or nature whatsoever against such alleged infringer of the Licensed Marks for or on account of such infringement.

(p) You acknowledge that there will be substantial confusion in the mind of the public if, after the expiration or termination of the Agreement, you continue to use any of the listed or unlisted telephone numbers used by the Franchised Business, or listed in the "Yellow Pages" or "White Pages" of the telephone directory under the name "FlyFoe", or any other name confusingly similar thereto. Therefore, you must sign Addendum E, the Telephone Listing Agreement, as part of this Agreement. You also agree, that, promptly upon the expiration or termination of this Agreement for any reason whatsoever, you will immediately cease and desist using such telephone numbers and shall, upon written demand by us, direct the telephone company servicing the Franchised Business to transfer the telephone numbers utilized by or listed for the Franchised Business in the then-current "Yellow Pages" and "White Pages" of the telephone directory to us or to such other person and at such location as we may direct. We are not responsible for any costs or billing associated with such transfer and you shall pay all obligations prior to the transfer attached to such telephone numbers. Prior to the opening of the Franchised Business, you shall obtain from the local telephone company providing telephone service to the Franchised Business such telephone company's form of assignment for telephone numbers and shall complete and sign such form providing for assignment to us of all telephone numbers used by the Franchised Business. Such completed form shall be delivered to us prior to the opening of the Franchised Business. We shall only deliver such form to the telephone company in the case of the termination or expiration of this Agreement. If you do not promptly direct the telephone company, you hereby irrevocably appoint us as your attorney-in-fact to direct the telephone company to make such transfers.

(q) Any and all customer lists and their contents relating to the Franchised Business, whether compiled or developed by you or any other person, are owned by us, constitute confidential information and are our proprietary property (whether supplied by us or not) and you shall not use the customer lists for any purpose whatsoever other than in the normal conduct of the Franchised Business prior to any default under this Agreement, or termination or expiration of this Agreement and for no other purpose and you must require any of your employees, agents and independent contractors who have access to customer lists to sign a confidentiality agreement. To the extent that you may have or claim any right, title or interest in or to such customer lists and contents, you agree to, and do hereby, assign to us all of your right, title and

interest therein. You will, upon demand, promptly deliver to us a complete list of current and former customers, including name, telephone number, complete mailing address, frequency of service, last date serviced and price of service, and other information concerning such customers as requested by us.

(r) You acknowledge that our Manuals, Business Forms, Videos and other printed, proprietary and/or advertising material contained in the FlyFoe System are trade secrets of great value to us and are subject to protection under applicable laws with respect to trade secrets, confidential information and copyright. You agree to observe such requirements with respect to copyright and other proprietary notices as we may, from time to time, require and to utilize such other appropriate notice of ownership, registration and copyright as we may require.

(s) You acknowledge that your entire knowledge of FlyFoe System processes, services and products, all proprietary formulations, technology, know-how and the operation of the Franchised Business and FlyFoe System is derived from information disclosed to you by us pursuant to this Agreement and that such information is proprietary, confidential and a trade secret of ours. Accordingly, you will:

(i) fully and strictly adhere to all security procedures prescribed by us, in our sole and exclusive discretion, for maintaining the secrecy of such information;

(ii) not disclose such information to any person except as expressly provided in clause (iii) below;

(iii) disclose such information to employees only to the extent necessary to market FlyFoe products and services and for the operation of the Franchised Business in accordance with this Agreement;

(iv) not use any such information in any other business or in any manner not specifically authorized or approved in writing by us; and

(v) exercise the highest degree of diligence and use best efforts to maintain the absolute confidentiality of all such information during and after the term of this Agreement.

(t) You expressly acknowledge that your ability to operate, develop and expand the Franchised Business is based largely on the goodwill of the Licensed Marks and know-how embodied in the FlyFoe System. Accordingly, you have agreed that we are the sole owner of all customer lists and relationships and all other goodwill arising from your operation of the Franchised Business. Any attempt by you to engage in conduct that violates the non-competition restrictions set forth herein following any expiration or termination of this Agreement shall be a violation of our rights in such customer lists and relationships and goodwill. You agree that in the event of any such action or threatened action by you, we shall be entitled to a preliminary or permanent injunction or other equitable relief to restrain such actions, and to recover our damages equal to the amount of profits received by you from any such action in violation of our rights and our costs and attorneys' fees.

(u) You agree that if you shall develop any new concept, process or improvement in the operation or promotion of the Franchised Business, you shall promptly notify us of such and shall provide us with all necessary information with respect thereto, without compensation therefore. You also agree that if you shall develop any new trademark, service mark, slogan, symbol, concept, process or improvement in the operation or promotion of the Franchised Business, that we will immediately become the sole owner and licensor thereof (including intellectual property rights and interests). You agree to execute any and all instruments and documents, render such assistance, and do such acts and things as, in the opinion of our

counsel, are necessary or advisable to assign such interests to us. You acknowledge that we may subsequently utilize or disclose such information to other franchisees.

16. Termination of the Franchise.

(a) We may terminate this Agreement prior to the expiration of its term for "good cause," which shall mean the occurrence of any event of default described below. Upon the occurrence of any event of default, we may, at our option, and without waiving our rights under this Agreement or any other rights available at law or in equity, including our rights to damages, terminate this Agreement and all of your rights hereunder effective immediately upon the date we give written notice of termination, or upon such other date as may be set forth in such notice of termination. The occurrence of any one or more of the following events shall constitute an event of material default and grounds for termination of this Agreement by us:

(i) If you fail to pay any financial obligation or sums due pursuant to this Agreement within ten (10) days of the date on which we give written notice of such delinquency to you, or if you are determined to have understated your Gross Consumer Sales by two percent (2%) or more in any weekly, monthly or annual financial statement or report on two (2) or more occasions during the term of this Agreement whether or not you subsequently rectified such deficiency.

(ii) If you fail to obtain our approval of the location for your Franchised Business or fail to commence operation of the Franchised Business, in either case, within nine (9) months from the date of execution of this Agreement, or you or your Operating Principal fail to successfully complete the Initial Training Program within nine (9) months from date of execution of this Agreement.

(iii) If you make, or have made, any materially false statement or report to us in connection with this Agreement or application therefore or with respect to the ownership of the Franchise or Franchised Business.

(iv) If you violate any of the transfer and assignment provisions contained in this Agreement.

(v) If you receive from us three (3) or more notices to cure defaults or violations of this Agreement during the term hereof, whether or not such defaults are cured after such notice.

(vi) If you or any person owning any interest in the Franchised Business is convicted of a felony, a crime of moral turpitude or a crime or offense relating to the operation of the Franchised Business.

(vii) If you become insolvent or make a general assignment for the benefit of creditors, or if a petition in bankruptcy is filed by you, or such a petition is filed against you and is not dismissed within thirty (30) days after filing thereof, or if a bill in equity or any other proceeding for the appointment of a receiver of you or other custodian for your business or assets is filed and consented to by you, or if a receiver or the custodian (permanent or temporary) of your assets or property, or any part thereof is appointed.

(viii) If you fail, after notification of non-compliance by appropriate authority, to comply with any law or regulation applicable to the operation of the Franchised Business.

(ix) If you violate any covenant of confidentiality or non-disclosure provisions

contained in this Agreement or otherwise disclose, use, permit the use of, copy, duplicate, record, transmit or otherwise reproduce any Manuals, Business Forms, Videos, material or proprietary information, knowledge or know-how created or used by us and designated for confidential use within the FlyFoe System without our prior written approval.

(x) If you consistently fail to timely provide us with any report, statement, request or return required by this Agreement or the Manuals. Time is of the essence for purposes of your delivery of such reports, statements, request and returns. Three (3) such failures within a period of twelve (12) months, or five (5) such failures during the term of this Agreement, shall be deemed to be a consistent failure.

(xi) If you fail to perform or you breach any covenant, obligation, term, condition, warranty or certification in this Agreement or fail to operate the Franchised Business as specified by us in the Manuals or Video or other confidential material and fail to cure such non-compliance or deficiency within ten (10) days after our written notice thereof.

(xii) Upon an assignment by you under Section 20 of this Agreement, if any shareholder, director, officer, partner member or other owner of the Corporate Franchisee (as defined in Section 20) refuses or fails to execute our then current Guaranty Agreement, a current copy of which is attached as Addendum E.

(xiii) If you fail to comply with any of your agreements with any third parties as related to the Franchised Business.

(xiv) If you misuse the Licensed Marks, or otherwise materially impair the goodwill associated therewith, or if you shall use at or in the Franchised Business any names, marks, e-marks, systems, insignias, symbols or copyrights not authorized by us.

(xv) If you engage in any act(s) that is so dishonest, untrustworthy, self-dealing, and/or fraudulent, that it goes to the essence of this Agreement and/or frustrates one of the principal purposes of this Agreement and/or irreparably damages the trust between us and you.

(xvi) If you commit a material breach of this Agreement that cannot be cured.

(xvii) If, without our prior written consent, you or persons controlling, controlled by, or under common control with you shall have any interest, direct or indirect, in the ownership or operation of any business engaged in the sale of similar or other related products or services within your Territory, or in any business, regardless of where located, that looks like, copies, or imitates any franchised business, or operates in a manner tending to have such effect.

(b) If you are in material default as described in Subsection (a) above, we have the right to suspend any and all operating assistance, as described in this Agreement and/or the Manuals, to you.

(c) You are deemed to have voluntarily terminated this Agreement if you abandon, vacate, desert, surrender, or otherwise cease operation of all or any part of the Franchised Business for a period of three (3) consecutive days without our express written consent. The termination will automatically be effective without notice to you at the end of the third (3rd) consecutive day of no operations without our consent. After three (3) consecutive business days in which you have failed to operate the Franchised Business, you shall hereby assign and transfer to us your rights to your clients' keys, access cards, and/or any means you use to access client residences or places of business and the right to enter your location to

retrieve those keys, access cards or other means to gain access.

17. Post-Termination Obligations of Franchisee.

In the event of termination or expiration of this Agreement, whether by reason of default, lapse of time or other cause, you will cease to be an authorized FlyFoe franchisee and will lose all rights to the use of the Licensed Marks, FlyFoe System, Manuals, Business Forms, Videos, and any and all confidential information and know-how owned by us and any good will engendered by the use of Licensed Marks. Upon the expiration or termination of this Agreement, you shall either immediately or within the time limits indicated below with respect to any particular activity:

(a) Strictly comply with, observe and abide by all restrictive covenants in Sections 25 and 28 hereof;

(b) Cease to be a FlyFoe franchisee and cease to operate the former Franchised Business under the FlyFoe System. You shall not thereafter, directly or indirectly, represent to the public that the former Franchised Business is or was operated as, or was in any way connected with the FlyFoe System or hold yourself out as a present or former franchisee of ours, and not thereafter operate or do business under any name or in any manner that might tend to give the general public the impression that you are operating a FlyFoe Franchise, or any business similar thereto;

(c) Pay all sums owing to us within seven (7) days including, but not limited to, any amounts owed under this Agreement or otherwise in connection with the former Franchised Business including, but not limited to, all sums due and owing to any employees, taxing authorities and all other third parties. Upon termination for any default by you, said sums shall include actual and consequential damages, costs and expenses (including reasonable attorneys' and experts' fees) incurred by us as a result of your default and the obligation to pay said sums shall give rise to and remain, until paid in full, a lien in favor of us against any and all of the real property, personal property, furnishings, equipment, signs, fixtures and inventory owned by you or the Franchised Business at the time of default and/or against any of your monies held or otherwise in our possession;

(d) Return to us the Manuals, Videos, Business Forms, trade secrets, proprietary information and confidential material, equipment and other property owned by us and all copies thereof. You are required to continue to pay Minimum Royalties to us until all copies of the aforesaid materials have been returned to us and you have executed a sworn certificate certifying that the obligations of this Subsection (d) have been fulfilled by you;

(e) Within two (2) days, you must ensure the accuracy of your list of the names, telephone numbers, complete mailing addresses, frequency of service, last date of service and price of such service for all customers serviced by you as well as the name, address and telephone number of the employee(s) rendering such service to each such customer and provide the accurate information to us;

(f) Take such action as may be required by us to transfer and assign to us or our designee all trade, assumed names, similar name or equivalent registrations and business licenses and to cancel any interest that you may have in same. If you fail or refuse to do so, we may, in your name and on your behalf and, at your expense, execute any and all documents necessary to cause discontinuance of your use of the name "FlyFoe", or any related name used hereunder, and we are hereby irrevocably appointed by you as your attorney-in-fact to do so;

(g) Cease to use in advertising or in any manner whatsoever any methods, procedures or

techniques associated with the FlyFoe System or in which we have a proprietary right, title or interest; cease to use the Licensed Marks, any customer lists owned by or required to be transferred to us under Section 15(q), and all other indicia of operation associated with the FlyFoe System, and remove all trade dress, physical characteristics, color combinations and other indications of operation under the FlyFoe System from any of your property, and you shall not thereafter use, in any manner, or for any purpose, directly or indirectly, any of our Licensed Marks, Manuals, Business Forms, Videos, confidential information, trade secrets, procedures, forms, techniques, know-how, or materials acquired by you by virtue of the relationship established hereby, including but not limited to, FlyFoe services, programs and products, specifications or descriptions of our services and products; lists of customers and lists of employees and independent contractors; any telephone number listed in any telephone directory under the name "FlyFoe", or any similar designation or directory listing relating to the Franchised Business. In the event you fail or refuse to comply with the requirements of this Section, we have the right to modify your property without being guilty of trespass or any other tort, for the purpose of making or causing to be made such changes as may be required at your expense, which expense you shall pay upon demand;

(h) Immediately execute any and all agreements necessary to effectuate such termination in a prompt and timely manner;

(i) Continue to abide by those restrictions pertaining to the use of our confidential information, trade secrets and know-how set forth in detail herein;

(j) Assign any and all accounts receivable to us for collection. In connection therewith you hereby appoint us as attorney-in-fact to engage in such collection activities following the termination or expiration of this Agreement and you specifically undertake to refrain from engaging in any such collection activities upon termination or expiration. We agree to employ good faith efforts, including, where appropriate in our sole and exclusive judgment, the commencement of legal proceedings, to collect such accounts receivable. Nothing contained herein shall be construed or deemed to impose any duty or obligation upon us to collect such accounts receivable and, if all or a portion of such accounts receivable are not collected by us, you release and waive any claims thereto against us. If we are successful in collecting all or a part of such accounts receivable, we shall remit to you such sums collected after first deducting any and all monies owed to us;

(k) Immediately refrain from engaging in any and all contacts with customers or former customers of the Franchised Business, whether with respect to collection of accounts receivable, to provide services to such customers or former customers pursuant to any business conducted by you, whether or not similar to the Franchised Business, or for any other purpose whatsoever;

(l) Promptly assign to us any interest you may have in the telephone number and telephone listing used by you in connection with the operation of the Franchised Business and sign an authorization that grants us the right to change, transfer, or terminate your email addresses, domain names and comparable electronic identities, on your behalf. You shall promptly transfer all telephone calls by call-forwarding to us or to such other party or entity as we shall direct; to execute any such instruments and take such actions as we may deem necessary to affect such transfer and call-forwarding of telephone calls. You acknowledge that this Agreement shall be conclusive evidence of our rights to such telephone numbers and directory listings and our authority to direct this transfer;

(m) Immediately turn over to us all client keys, access cards, and/or any means you use to access client's residences or places of business and if you fail to do so, you hereby grant and authorize us the right to enter into any location necessary to obtain them ourselves; and

(n) Provide us, within thirty (30) days of termination or expiration of this Agreement, with written evidence that you have complied with all of the post-termination obligations.

18. Franchisor's Right of First Refusal to Purchase Franchised Business from Franchisee.

If you receive from a third party, and desire to accept, a bona fide written offer to purchase you, your Franchised Business, the Franchise or any interest in you or the Franchised Business (or seek to effect a sale of any of the foregoing), we shall have a right of first refusal, exercisable by written notice to you furnished within thirty (30) days after written notice and receipt of a copy of such offer and the other information set forth in this Section, to purchase you, the Franchised Business, the Franchise or any interest in you or the Franchised Business, on the same financial terms and conditions as offered to or by such third party; provided further that we may substitute cash for any other form of payment proposed in such offer. In order that we may have information sufficient to enable us to determine whether to exercise our right of first refusal, you shall deliver to us, to the extent requested by us, certified financial statements as of the end of your most recent fiscal year, any financial statements prepared by or for you since the end of such fiscal year and such other information about the Franchised Business and its operations as you have provided or will make available to such third party. If we do not exercise our right under this Section 18, you may, within ninety (90) days from the expiration of the option period, close the proposed transfer but only upon the same terms and conditions proposed to us and provided we have consented to such transfer as required by Section 20 hereof. If you fail to close such transfer within this ninety (90) day period, or if there is any material change in the terms of the offer, it shall trigger a new right of first refusal period. Failure by us to exercise the option afforded by this Section shall not constitute a waiver of any other provisions of this Agreement, including all of the requirements of Section 20 hereof, with respect to the proposed transfer.

19. Franchisor's Option to Purchase Assets.

We shall have the option, but not the obligation, within thirty (30) days after the date of termination or expiration of this Agreement to purchase any and all of your operating assets from the Franchised Business at a purchase price equal to net depreciated book value. If we elect this option, we will deliver written notice to you. We have the right to inspect equipment at any time during this thirty (30) day period. If we elect to purchase equipment as part of the asset purchase, we will be entitled to, and you must provide, all customary warranties and representations as to compliance with law, the maintenance, function, and condition of the equipment and your good title to the equipment (including, but not limited to, that you own the equipment free and clear of any liens and encumbrances).

20. Assignment by Franchisee.

(a) Neither this Agreement, the Franchise or Franchised Business, nor any part of any ownership in you (which shall mean and include voting stock, securities convertible thereto, proprietorship, membership rights and general partnership interests), or all or a substantial portion of the Franchised Business may be voluntarily, involuntarily, directly or indirectly assigned, sold, or otherwise transferred or encumbered by you or your owners (including without limitation, by will, by declaration of or transfer in trust or by the laws of interstate succession) except as provided herein without our prior written approval, and any such assignment, transfer or encumbrance without such approval constitutes a material breach of this Agreement. We will not, however, unreasonably withhold consent to an assignment if the conditions specified hereinafter are met.

(b) This Agreement may be assigned to a business entity wholly owned by you (the "Corporate Franchisee"), provided that:

- (i) you or your Operating Principal actively manage the business entity and continue to devote best efforts and full and exclusive time to the day-to-day operation and development of the Franchise and the Franchised Business;
- (ii) the business entity is newly organized, and its activities are confined exclusively to acting as Franchisee under this Agreement;
- (iii) you provide all documentation and information requested by us concerning the Corporate Franchisee;
- (iv) the business entity executes a document in such form as shall be approved by us in which it agrees to become a party to, and be bound by, all the provisions of this Agreement;
- (v) you remain personally liable in all respects under this Agreement and execute a Guaranty Agreement, a copy of which is attached as Addendum E hereto by which you personally guarantee all obligations of the Corporate Franchisee under this Agreement;
- (vi) any and all shareholders, directors, officers, members, partners and managers of the Corporate Franchisee shall each execute a Guaranty Agreement, a copy of which is attached as Addendum E hereto, by which such shareholders, directors, officers, members, partners, managers or other owners personally guarantee all obligations of the Corporate Franchisee under this Agreement;
- (vii) you agree not to sell, assign, pledge, hypothecate, mortgage or otherwise transfer or encumber your equity interest in the business entity; and
- (viii) equity certificates and documents shall note in a legend sufficient under applicable law to constitute such notice that ownership in the Corporate Franchisee is subject to the terms of this Agreement and to allow such restrictions to be enforceable.

(c) Consent to an assignment otherwise permitted or permissible as reasonable, may be refused by us, unless prior to the effective date of the assignment: (1) all of your obligations in connection with the Franchise and Franchised Business have been assumed by the assignee; (2) all of your ascertained or liquidated debts in connection with the Franchised Business have been paid; (3) you are not in default under any provision of this Agreement or any agreement ancillary hereto; (4) the assignee has successfully completed the Initial Training Program; (5) the assignee has executed our then-current Franchise Agreement for a full term as provided therein; (6) you or assignee has paid us Five Thousand Dollars (\$5,000) and in addition, has reimbursed us for our reasonable legal and accounting fees and expenses related to such assignment, including but not limited to credit and investigation charges; and (7) you and, if you are a business entity, all of your officers, directors, members, managers, partners and/or shareholders or other owners have executed a general release (under seal, if necessary) and waiver of any and all claims against us, our officers, members, managers, directors, attorneys, shareholders, agents and employees, and their successors, assigns and personal representatives, in their individual and corporate capacities and agree to be bound by all of the post-termination covenants.

(d) Your performance is of vital importance to our market position and overall image, and there are many subjective factors that comprise the process by which we select a suitable FlyFoe System

franchise owner. Our consent to your transfer or assignment of you, the Franchise or Franchised Business shall, in addition to the other restrictions and requirements herein noted, remain a subjective determination and shall consider, but not be limited to, the following conditions:

- (i) the proposed transferee or assignee is a person who meets our standards of qualifications then applicable with respect to all new applicants for similar franchises; and
- (ii) the proposed transfer is at a price and upon such terms and conditions as we, in our sole and exclusive judgment, deem reasonable.
- (e) You will not have the right to grant a sub-franchise to any person or entity whatsoever.
- (f) If you pursue but do not complete a transfer which has caused us to incur costs and expenses in reviewing and documenting the proposed transfer, you must reimburse us for these costs and expenses.
- (g) If you transfer the Franchise and Franchised Business to any person or entity which we referred to you, you must pay to us a Resale Assistance Fee of Five Thousand Dollars (\$5,000) prior to the approved transfer to reimburse us for our costs and expenses related to such service.

21. Assignment by Franchisor.

This Agreement is fully assignable by us and shall inure to the benefit of any assignee or other legal successor to our interest.

22. Modification of the System.

You recognize and agree that from time to time we may change or modify FlyFoe System and our business in any manner that is not expressly and specifically prohibited by this Agreement including, but not limited to, the adoption and use of new or modified trade names, trademarks, service marks or copyrighted materials, new computer programs and systems, new types or brands of products or services, new equipment requirements or new techniques and that you will accept, use and display for the purpose of this Agreement any such changes in FlyFoe System, as if they were part of this Agreement at the time of execution. Whenever we have expressly reserved in this Agreement or are deemed to have a right and/or discretion to take or withhold an action, or to grant or decline to grant you a right to take or withhold an action, except as otherwise expressly and specifically provided in this Agreement, we may make such decision or exercise our right and/or discretion on the basis of our judgment of what is in our best interests, including without limitation our judgment of what is in the best interests of the FlyFoe System, at the time our decision is made or our right or discretion is exercised. You will make such expenditures for such changes or modifications in FlyFoe System as we may reasonably require. You shall not change, modify or alter in any way any material aspect of FlyFoe System, without our prior written consent.

23. Death, Disability or Permanent Incapacity of the Franchisee.

In the event of your death or permanent disability or that of any person with a controlling interest in you, the executor, administrator, or personal representative of that person shall transfer his or her interest to a third party approved by us within one hundred and eighty (180) days after such death or permanent disability. Such transfers, including, without limitation, transfers by devise or inheritance, shall be subject to the same restrictions and conditions as any *inter vivos* transfer. However, in the case of a transfer by devise or inheritance, if the heirs or beneficiaries of any deceased person are unable to fully satisfy the conditions

contained in this Agreement, the personal representative of the deceased Franchisee shall have a reasonable time, in our sole discretion, to dispose of the deceased's interest in the Franchise, which disposition will be subject to all the terms and conditions for transfer contained in this Agreement. If the deceased's interest is not transferred within a reasonable time, as determined by us in our sole discretion, we may terminate this Agreement. The term "permanent disability" shall mean a mental, physical or emotional disability, incapacity, impairment, or condition that is reasonably expected to prevent or actually does prevent you (or an owner controlling you) from supervising the management and operation of the Franchised Business for a period of one hundred and twenty (120) days from the onset of such disability, incapacity, impairment or condition. In any event, the Franchised Business must at all times be managed by a designated manager who has complied with all of our training requirements, regardless of any death or permanent disability covered by this Section.

24. Operation of Franchised Business in the Event of Absence, Incapacity or Death.

In order to prevent any interruption of the Franchised Business, which would cause harm to such business and thereby depreciate its value, you authorize us, in the event that you are absent or incapacitated or die, and are not, therefore, in our sole judgment, able to operate the Franchised Business, to operate said business for so long as we deem necessary and practical, and without waiver of any other rights or remedies we may have under this Agreement; provided, however, that in the event that we commence to operate the Franchised Business, we shall not be obligated to operate the Franchised Business for a period of more than thirty (30) days. All monies from the operation of the Franchised Business during the period of our operation shall be maintained in a separate account. The expenses of the Franchised Business, including reasonable compensation and expenses for our representatives, shall be charged to such account. If, as provided in this Section, we temporarily operate the Franchised Business, you agree to indemnify and hold us harmless, and hold harmless any representative of ours who may operate the Franchised Business, from any and all claims arising from the acts and omissions of us and our representative arising from such operation. You agree to pay our reasonable attorneys' fees and costs which might arise from the exercise of these step-in rights. Nothing in this Section will prevent us from exercising any other rights which we may have under this Agreement, including the right to terminate the Agreement.

25. Covenants of Non-Disclosure, Non-Solicitation and Non-Competition.

(a) You, your owners, and persons or entities controlled by or under common control with you, specifically acknowledge that, pursuant to this Agreement, you will receive valuable specialized training, trade secrets, and confidential information, including, without limitation, information regarding the management, operations, marketing, advertising, and related information, materials, methods and techniques of ours and FlyFoe System which are beyond the present skills and experience of you and your managers and employees, and that the value of this information arises not only from the time, effort and money that went into its compilation but also from its usage by all franchisees. You acknowledge that such specialized training, trade secrets, and confidential information provide a competitive advantage and will be valuable to you in the operation of the Franchised Business, and that gaining access to such specialized training, trade secrets, and confidential information is therefore a primary reason why you are entering into this Agreement. You understand and agree that the restrictions contained in this Section are reasonable and necessary to protect our legitimate business interests.

(b) In consideration for the benefits described in Section 25(a), you, your owners, and persons or entities controlled by or under common control with you, agree that:

(i) During the Term they will not, directly or indirectly, for themselves or through or on behalf of or in conjunction with any person, partnership, corporation or other business entity:

- (a) solicit, divert or attempt to solicit or attempt to divert any business or customer of the Franchise to any competitor, by direct or indirect inducement or otherwise; or
- (b) own, manage, maintain, operate, engage in, advise, consult with, invest in, be employed by or perform services as a director, officer, manager, representative, agent, or otherwise, or have any direct or indirect interest in any business or other venture specializing, in whole or in part, in offering to the public substantially similar products and services as those offered by the Franchised Business at any time during the Term (a "Competitive Business"), or in any business or other venture that offers or sells products or services offered by franchises that are franchised by any of our affiliates.

(ii) For a period of eighteen (18) months after the Term, within the Territory and any immediately adjacent territories licensed to other FlyFoe franchisees, they will not, directly or indirectly, for themselves or through or on behalf of or in conjunction with any person, partnership, corporation or other business entity:

- (a) solicit, divert or attempt to solicit or attempt to divert any business of customer of the Franchise to any competitor, by direct or indirect inducement of otherwise; or
- (b) own, manage, maintain, operate, engage in, advise, consult with, invest in, be employed by or perform services as a director, officer, manager, representative, agent, or otherwise, or have any direct or indirect interest in any Competitive Business.

(c) At any time, during the Term or thereafter, you shall not, either directly or indirectly, for you, or through, on behalf of, or in conjunction with any person, partnership, corporation or other business entity, use, in connection with the operation of any business other than the Franchised Business, any of the Licensed Marks, or any other names, marks, systems, insignias, or symbols provided or approved by us to you pursuant to this Agreement, or cause or permit any such business to look like, copy or imitate a FlyFoe franchised business or to be operated in a manner tending to have such effect.

(d) You expressly acknowledge that you possess skills and abilities of a general nature and have other opportunities for exploiting such skills. Consequently, you acknowledge that enforcement of the covenants made in this Section will not deprive you of your personal goodwill or ability to earn a living.

(e) It is the express intention of the parties to this Agreement to comply with all laws applicable to the covenants contained in this Agreement. If any of the covenants contained in this Section are found to exceed in duration, geography or scope those permitted by applicable law, the parties expressly agree that such restrictive covenant may be reformed or modified by the final judgment of a court of competent jurisdiction or other lawful constituted authority to reflect a lawful and enforceable restriction, whether in duration, geography or scope, and that the covenants contained in this Section shall automatically be deemed to be amended and modified so as to comply with the judgment or order of such court or authority to the maximum extent permitted. If any one or more of the provisions contained in this Section shall for any reason be held invalid, illegal or unenforceable in any respect, such invalidity, illegality or

unenforceability shall not affect any other provisions of this Agreement, and this Agreement shall be construed as if it never contained such invalid, illegal or unenforceable provisions.

(f) You understand and acknowledge that we shall have the right, in our sole discretion, to reduce or limit the duration, geography or scope of any covenant set forth in this Section of this Agreement, or any portion thereof, without your consent, effective immediately upon notice to you; and you agree that you shall comply from that point forward with any covenant as so modified, which shall be fully enforceable notwithstanding the provisions of Section 29(i) hereof.

(g) You expressly agree that the existence of any claims you may have against us, whether or not arising from this Agreement, shall not constitute a defense to the enforcement by us of the covenants in this Section. You further agree that we shall be entitled to set off from any amount owed by us to you any loss or damage to us resulting from your breach of this Agreement.

(h) You understand and agree that the restrictions contained in this Section are reasonable and necessary to protect our legitimate business interests. You further acknowledge and agree that the time limitation on the restrictive covenants set forth in this Section shall be tolled during any default under this Section.

(i) Nothing contained in this Agreement shall prevent you from owning less than a five percent (5%) beneficial interest in the outstanding equity securities of any publicly traded corporation listed on a recognized national stock exchange or NASDAQ.

(j) You acknowledge and agree that any failure by you to comply with the requirements of this Section and Section 28 (Confidentiality) shall constitute a material default under this Agreement; that such failure will cause us irreparable injury and that money damages will not adequately compensate us; and that we are entitled to enforce this Section by temporary restraining order and/or temporary, preliminary and/or permanent injunction, and/or specific performance, without the necessity of posting bond. This relief will be in addition to any other relief we may have under federal and/or state law. You agree to pay all costs and expenses which includes reasonable attorneys' and expert fees incurred by us in enforcing our rights under this Section. The protection granted hereunder shall be in addition to and not in lieu of all other protections for such trade secrets and confidential information as may otherwise be afforded in law or equity.

(k) In addition to any other remedies or damages allowed under this Agreement and/or by law, if you breach any of the covenants set forth in Subsections (a) or (b) above, you shall pay us a fee equal to our then-current initial franchise fee for each Competitive Business identified plus seven percent (7%) of such Competitive Business' Gross Consumer Sales until expiration of the non-competition period set forth in this Section.

(l) During the term of this Agreement, we shall have the right to inspect any business interest in which you or a Key Employee have an interest, at reasonable times and during normal business hours, to the extent reasonably necessary to determine whether the conditions of this Section are being satisfied. If, by reason of such inspections or otherwise, we have reason to believe that you are in default of this Section, and you are so notified by us, you shall have the burden of establishing that you are not in default. You shall respond to any default notice under this Section within five (5) days. With regard to any such default, we shall have the right to pursue any and all rights of remedy and enforcement available to us, either at law or in equity, and you shall immediately take all steps to cure said default in a manner satisfactory to us.

(m) In the event this covenant not to compete is unenforceable, you agree to continue to pay royalties as stated in Section 8 of this Agreement with respect to any Gross Consumer Revenues derived from the sale of services similar to those of the Franchised Business for eighteen (18) months following the expiration or termination of this Agreement.

The provisions of this Section shall survive any termination or expiration of this Agreement or any renewals.

26. Employee Agreements.

(a) You shall cause any person who is actively involved as a “Key Employee”, defined as anyone who is an owner, and/or employee who acts in a management, supervisory or sales capacity for or on behalf of the Franchised Business, at the time such person enters your employment, to enter into a non-disclosure, non-solicitation and non-competition agreement, that includes the substantive obligations described in this Agreement.. You acknowledge and agree that any form of non-disclosure, non-solicitation and non-competition agreement is a form of agreement only and that it may or may not be enforceable in a particular jurisdiction. You agree that you are solely responsible for obtaining your own professional advice with respect to the adequacy of the terms and provisions of any non-compete agreement you require your employees, agents and independent contractors to sign.

(b) You shall use your best efforts to prevent any such Key Employees from using, in connection with the operation of any competing business wherever located, any of the Licensed Marks or from operating any competing business that looks like, copies or imitates any FlyFoe Franchised Business or operates in a manner tending to have such effect. If you have reason to believe that any such person has violated the provisions of the non-disclosure, non-solicitation and non-competition agreement, you shall immediately notify us and shall cooperate with us to protect us against infringement or other unlawful use of the Licensed Marks, including, but not limited to, the prosecution of any lawsuits if, in the judgment of our counsel, such action is necessary and advisable.

The provisions of this Section shall survive any termination or expiration of this Agreement or any renewals thereof.

27. Spousal Agreements.

Your spouse or domestic partner (and if you are a business entity, then the spouses or domestic partners of all shareholders, members, or partners) shall execute Confidentiality and Non-Competition Agreements in a form approved by us, at the time of the signing of this Agreement. The Confidentiality and Non-Competition Agreement shall prohibit spouses or domestic partners from disclosing or using any trade secrets, customer lists or other information, knowledge or know-how deemed confidential or proprietary by us concerning the FlyFoe System or the operation of Franchised Business and from competing with the FlyFoe System or other FlyFoe franchisees during the term of this Agreement and for eighteen (18) months following termination or expiration of this Agreement to the extent of the restrictions set forth in Section 25.

28. Confidentiality.

(a) You, your owners and persons controlled by or under common control with you, shall hold in confidence the FlyFoe System and shall not disclose any part of the FlyFoe

(b) System to any individual or entity. It is understood and agreed that the FlyFoe System

would, if used by other individuals or entities, confer on them a substantial competitive advantage, which advantage is presently enjoyed by us. Accordingly, you agree that you shall not at any time, without our prior written consent, disclose (except to such employees or agents as must reasonably have access to such information in order to establish or operate the Franchised Business and who have signed confidentiality agreements or use or permit the use of the FlyFoe System, or any part, except as may be required by applicable law or as authorized by this Agreement.

You acknowledge and agree that any form of confidentiality agreement is a form of agreement only and that it may or may not be enforceable in a particular jurisdiction. You agree that you are solely responsible for obtaining your own professional advice with respect to the adequacy of the terms and provisions of any confidentiality agreement you require your employees, agents and independent contractors to sign.

(c) You, your owners and persons controlled by or under common control with you, shall at all times use your best efforts to keep confidential the Operations Manual, any other manuals or materials designated for use with the FlyFoe System and such other information as we may designate for confidential use with the FlyFoe System, as well as all other trade secrets, if any, and Confidential Information, knowledge and business know-how concerning the establishment, construction or operation of the Franchised Business that may be imparted to, or acquired by, you in connection with this Agreement. You acknowledge that the unauthorized use or disclosure of such Confidential Information (and trade secrets, if any) will cause incalculable and irreparable injury to us. Any and all information, knowledge and know-how, not generally known in the cleaning business, about FlyFoe's products, equipment, services, standards, specifications, systems, procedures and techniques, and such other information or materials as we may designate as confidential, shall be deemed confidential and proprietary for purposes of this Agreement, except information that you can demonstrate came to your attention prior to disclosure thereof by us or that is or has become a part of the public domain through publication or authorized communication by others. The Operations Manual, any other manuals or materials designated for use with the FlyFoe System, and all Confidential Information (and trade secrets, if any) shall at all times be deemed to be, and shall remain, our sole property, and you shall acquire no rights, title or interest therein by virtue of your authorization pursuant to this Agreement to possess and use them. You shall not use our Confidential Information, FlyFoe System, Manuals, Videos, Licensed Marks, Business Forms, or any of our other trade secrets, proprietary knowledge or know-how, or any colorable imitations thereof, in the design, development or operation of a business whether or not similar to or the same as that conducted pursuant to this Agreement.

YOU ACKNOWLEDGE AND AGREE THAT OUR CONFIDENTIAL INFORMATION INCLUDES, BUT IS NOT LIMITED TO: THE TERMS AND CONDITIONS OF THIS AGREEMENT; THE CONTENTS OF THE OPERATIONS MANUALS, TRADE SECRETS, AND ANY COMPONENT OF OUR SYSTEM THAT DOES NOT CONSTITUTE A TRADE SECRET BUT THAT OTHERWISE MEETS THE DEFINITION OF "CONFIDENTIAL INFORMATION."

(d) You agree that, if you engage as an owner, member, partner, shareholder, officer, consultant, agent, operator, or in any managerial capacity in any similar business, it shall be conclusively presumed that any violation of the terms of the covenants not to compete was accomplished by and through your unlawful utilization of our Confidential Information, know-how, methods and procedures.

The provisions of this Section shall survive any termination or expiration of this Agreement or any renewals thereof.

29. Binding Arbitration; Governing Law; Consent to Jurisdiction.

(a) This Agreement is a written agreement evidencing a transaction involving commerce and is, therefore, subject to the terms and provisions of the Federal Arbitration Act, Title 9, of the United States Code. Any and all other controversies or claims whatsoever arising out of or relating to this Agreement or to any ancillary agreement between the parties or with regard to their interpretation, formation or breach, shall be settled by binding arbitration according to the commercial rules of the American Arbitration Association as hereinafter provided.

(b) Prior to submitting any claim or dispute to arbitration, you shall give notice thereof to us setting forth in reasonable detail the nature and basis of the claim or dispute. The parties shall then seek to negotiate and resolve the dispute by direct negotiation between you and us over a period of not less than thirty (30) days. If the dispute is not resolved directly by the parties, the parties shall then submit the dispute to mediation with an independent mediator agreed upon by the parties within another thirty (30) days unless the parties agree to forego mediation. Each party will bear their own costs and fees of the mediation; however, the mediator's fee will be split equally between the parties.

(c) If the dispute is not resolved through negotiation or mediation, either party may send written notice to (1) the other party, and (2) the Regional Office of the American Arbitration Association in or closest to the location of our principal offices at that time invoking the binding arbitration provisions of this Subsection. Any arbitration shall be conducted in the city or town in which our principal offices are located before a single arbitrator located within the state in which we are located who has been actively engaged in the practice of law for at least ten (10) years and has franchise law experience. If the parties cannot agree upon an arbitrator, the arbitrator shall be selected in accordance with the American Arbitration Association rules. Prior to the commencement of hearings, the arbitrator shall provide an oath of undertaking of impartiality. The award of the arbitrator shall be final. The parties' further consent to the jurisdiction in any appropriate court to enforce the provisions of this Section and/or to enter a judgment upon any award rendered by the arbitrator. The costs and expenses of arbitration, including the prevailing party's attorney's fees and costs and the compensation and expenses of the arbitrator, shall be borne by the non-prevailing party.

(d) In the event that any such controversy or claim arising from this Agreement or any FlyFoe related transaction, as set forth above, involves any of your officers, directors, shareholders, employees, representatives or agents, then any such controversy or claim shall also be submitted to binding arbitration in the same manner as set forth above. In the event any controversy or claim is submitted to binding arbitration as set forth above, the parties hereto agree that discovery prior to arbitration shall be restricted solely to exchanging lists of those witnesses and documents which may be presented at the hearing before the arbitrator, unless the parties otherwise mutually agree in writing to expand the scope of discovery.

(e) In proceeding with arbitration and in making determinations hereunder, the arbitrator shall not extend, modify or suspend any terms of this Agreement or the reasonable standards of business performance and operation established by us in good faith. Notice of or request to or demand for arbitration shall not stay, postpone or rescind the effectiveness of any termination of this Agreement. In the event that either party fails to appear at any properly noticed arbitration proceeding, an award may be entered against such party notwithstanding said failure to appear.

(f) Despite any language hereinabove to the contrary, we expressly reserve the right, at our sole and exclusive discretion, to seek injunctive relief from a court of competent jurisdiction to enforce your post-termination covenants, including the non-competition covenants, to enjoin the disclosure of or improper or unauthorized use of proprietary or confidential information of ours or of the FlyFoe System

including, but not limited to, the Manuals, Business Forms, customer lists, Licensed Marks and Videos, or to enjoin you from any existing or threatened conduct, pending completion of the above-noted binding arbitration, which we believe could cause any harm or damage to us or to the FlyFoe System. In the event we file a lawsuit to seek injunctive relief as hereinabove provided, such action shall not constitute, nor be deemed to constitute, a waiver by us of our right to invoke the binding arbitration provisions of this Agreement.

(g) With regard to all claims brought under Subsection 29(e) above or that as a matter of law or public policy cannot be submitted to arbitration in accordance with this Section, you further agree as follows:

(i) You consent and agree that the following courts shall have personal jurisdiction over you in all lawsuits relating to or arising out of this Agreement or any ancillary agreement and waive any defense you may have of lack of personal jurisdiction or improper venue in any such lawsuits filed in these courts: (a) all courts included within the state court system of the state in which our principal office is located; and (b) all courts of the United States of America sitting within the state in which our principal office is located;

All lawsuits filed by you against us (whether in breach of the arbitration provisions of this Agreement or not) relating to or arising out of this Agreement or any ancillary agreement shall be required to be filed in one of these courts. Lawsuits filed by us against you may be filed in any of these courts or in any court in which jurisdiction and venue are proper; and

(ii) In all lawsuits related to or arising out of this Agreement, you consent and agree that you may be served with process outside the state in which our principal office is located in the same manner of service that may be made within that state by any person authorized to make service by the laws of the state, territory, possession or country in which service is made or by any duly qualified attorney in such jurisdiction. You hereby waive any defense you may have of insufficiency of service of process relating to such service. This method of service shall not be the exclusive method of service available in such lawsuits and shall be available in addition to any other method of service allowed by law.

(h) We and you agree that the arbitration of any disputes between us and you or any other proceeding shall be conducted on an individual basis and not a class-wide, multiple plaintiff or similar basis and that such disputes shall not be consolidated with the arbitration of any other disputes which might arise between us and any other FlyFoe System franchise owners.

(i) Except to the extent governed by federal law, this Agreement, and the franchise rights granted herein shall be governed by and construed in accordance with the substantive laws of the Commonwealth of Massachusetts. If, however, any provision, or portion hereof in any way contravenes the laws of any state or jurisdiction where this Agreement is to be performed, such provision, or portion thereof, shall be deemed to be modified to the extent necessary to conform to such laws, and still be consistent with the parties' intent as evidenced herein. The parties agree, however, if the Franchised Business is not located in Massachusetts and the Franchisee is not a resident of, or domiciled in, Massachusetts, the provisions of any Massachusetts law regulating the offer or sale of franchises or the franchise relationship applicable to this Agreement and the regulations promulgated thereunder shall not apply to this Agreement or the franchise relationship created hereby.

(j) You agree that the sole recourse for claims arising between the parties shall be against us or our successors and assigns. You agree that our shareholders, members, managers, directors, officers, employees and agents and those of our affiliates shall not be personally liable nor named as a party in any action or arbitration between you and us. The parties further agree that, in connection with any such

proceeding, each must submit or file any claim constituting a compulsory counterclaim (as defined by Rule 13 of the Federal Rules of Civil Procedure) within the same proceeding as the claim to which it relates. Any such claim that is not submitted or filed as described above shall be forever barred. No previous course of dealing shall be admissible to explain, modify, or contradict the terms of this Agreement. No implied covenant of good faith and fair dealing shall be used to alter the express terms of this Agreement. Any arbitration award will have a binding effect only on the actual dispute arbitrated and will not have any collateral effect on any other dispute whatsoever, whether in litigation, arbitration, mediation, or other dispute resolution proceeding.

YOU EXPRESSLY ACKNOWLEDGE THAT YOU HAVE READ THE TERMS OF THIS BINDING ARBITRATION PROVISION AND SPECIFICALLY AFFIRM THAT THIS PROVISION IS ENTERED INTO WILLINGLY AND VOLUNTARILY AND WITHOUT ANY FRAUD, DURESS, OR UNDUE INFLUENCE ON THE PART OF US OR ANY OF OUR AGENTS OR EMPLOYEES.

30. Indemnification.

(a) You agree at all times to defend at your own cost, and to indemnify and hold harmless to the fullest extent permitted by law, us, our subsidiaries, affiliates, successors, assigns and designees of any entity, and the respective directors, members, managers, officers, employees, agents, shareholders, attorneys, designees, and representatives of each (us and all other hereinafter referred to collectively as "Indemnitees") from all losses and expenses (as hereinafter defined) incurred in connection with any action, suit, proceeding, claim, demand, investigation, or formal or informal inquiry (regardless of whether same is reduced to judgment) or any settlement thereof which arises out of or is based upon your operation of the Franchised Business and exercise of your rights under this Agreement, including without limitation any of the following: (i) your infringement or alleged infringement of, or any other violation or alleged violation of, any patent, trade or service mark or copyright or other proprietary right owned or controlled by third parties; (ii) your alleged violation or breach of any warranty, representation, agreement or obligation in this Agreement; any act, errors or omissions of you or any of your agents, servants, employees, contractors, partners, proprietors, affiliates or representatives; (iii) the inaccuracy, lack of authenticity or nondisclosure of any information by you to any customer of the Franchised Business; (iv) any services or goods provided by you or any affiliated or non-affiliated participating entity, or any failure to pay for the same; (v) any action arising from an alleged violation of a labor or employment law; (vi) any action by any customer of the Franchised Business, and, any damage to the property of you or us, our or your agents or employees, or any third person, firm or corporation, whether or not such losses, claims, costs, expenses, damages, or liabilities were actually or allegedly caused in part through the active or passive negligence of us or you or any of us or your respective agents or employees, or resulted from any strict liability imposed on us or you or any of our or your respective agents or employees. As between us and you, you are solely responsible for the safety and well-being of your employees and the customers of the Franchised Business.

(b) For the purpose of this Section, the term "losses and expenses" shall be deemed to include all losses, compensatory, exemplary or punitive damages, fines, charges, costs, expenses, lost profits, attorneys' fees, experts' fees, court costs, settlement amounts, judgments, compensation for damages to our reputation and goodwill, costs of or resulting from delays, financing, costs of advertising material and media time/space, and costs of changing, substituting or replacing same, and any and all expenses of recall refunds, compensation, public notices and other such amounts incurred in connection with the matters described.

(c) You agree to give us written notice of any such action, suit, proceeding, claim, demand, investigation or inquiry that could be the basis for a claim for indemnification by any Indemnitees within three (3) days of your actual or constructive knowledge of it. We may elect to undertake the defense and/or settlement of any such action, suit, proceeding, claim, demand, inquiry or investigation, provided that we

will seek your advice and counsel, and shall keep you informed, with regard to any such proposed or contemplated settlement(s). Such an undertaking by us shall in no manner or form diminish your obligation to indemnify us and to hold us harmless. Alternatively, we may make arrangements with you for your defense and/or settlement of such matter and you shall pay all costs thereof and shall provide full indemnification to us with respect to any judgment or settlement as provided in Section 30(a).

(d) In order to protect persons or property, or our reputation or goodwill, or the reputation or goodwill of others, we may, as we deem appropriate, at any time and without notice, offer, order, consent or agree to settlements or take such other remedial or corrective actions as we deem expedient with respect to the action, suit, proceeding, claim, demand, inquiry, or investigation if, in our sole judgment, there are reasonable grounds to believe that:

(i) any of the acts or circumstances enumerated in this Section have occurred, or

(ii) any act, error, or omission of you may result directly or indirectly in damage, injury or harm to any person or property.

(e) All losses and expenses incurred under this Section shall be chargeable to and paid by you pursuant to your obligations of indemnity under this Section regardless of any actions, activity or defense undertaken by us or the subsequent success or failure of such actions, activity or defense. Indemnitees do not assume any liability whatsoever for acts, errors, or omissions of those with whom you may contract, regardless of the purpose. You shall hold harmless and indemnify Indemnitees for all losses and expenses which may arise out of any acts, errors or omissions of these parties. Under no circumstances shall Indemnitees be required or obligated to seek recovery from third parties or otherwise mitigate their losses in order to maintain a claim against you. You agree that the failure to pursue such recovery or mitigate loss will in no way reduce the amounts recoverable by Indemnitees from you.

(f) Specifically excluded from the indemnity you give hereby is any liability associated with us or the other Indemnitees' gross negligence, willful misconduct or criminal acts (except to the extent that joint liability is involved, in which event the indemnification provided herein shall extend to any finding of comparative or contributory negligence attributable to you).

31. Independent Contractor.

(a) You understand and agree that, under this Agreement, you are and shall be an independent contractor of us. No employee of yours shall be deemed to be an employee of ours. Nothing in this Agreement shall be construed to create a partnership, joint venture, agency, employment or fiduciary relationship of any kind. You shall not, without our prior written approval, have any power to obligate us for any expenses, liabilities or other obligations, other than as is specifically provided for in this Agreement. We shall not have the power to hire or fire or control your employees and, except as herein expressly provided, we may not control or have access to your funds or the expenditure thereof, or in any other way exercise dominion or control over the Franchised Business. You expressly agree, and will never contend otherwise, that our authority under this Agreement to certify approve your manager for your Franchised Business does not directly or indirectly vest in us the power to hire, fire or control any such employee. It is further understood that you will have sole responsibility for your employees and all acts of your employees, and all employment-related decisions involving wages, benefits, hours of work, scheduling, hiring, firing, discipline, supervision, record keeping, withholding income tax, social security contributions, Medicare contributions, unemployment fund contributions and all other terms and conditions of employment. You acknowledge that we do not control your personnel policies, including establishing wage and hour requirements, hiring, firing, setting wages, disciplining, supervising and record keeping of your employees.

You will file your own tax, regulatory and payroll reports with respect to your employees or agents and operations, saving and indemnifying us of and from any liability of any nature whatsoever by virtue of it.

(b) It is expressly understood and agreed that neither you nor any employee of yours will, in any way, directly or indirectly, expressly or by implication, be construed to be an employee of ours for any purpose, most particularly with respect to any mandated or other insurance coverage, tax or contributions, or requirements pertaining to withholdings, levied or fixed by any city, state or federal government agency.

(c) You acknowledge and agree, and will never contend otherwise, that you alone will exercise day-to-day control over all operations, activities and elements of the Franchised Business and that under no circumstance shall we do so or be deemed to do so. You further acknowledge and agree, and will never contend otherwise, that the various requirements, restrictions, prohibitions, specifications and procedures of the FlyFoe System which you are required to comply with under this Agreement, whether set forth in our Manuals or otherwise, do not directly or indirectly constitute, suggest, infer or imply that we control any aspect or element of the day-to-day operations of your Franchised Business, which you alone control, but only constitute standards you must adhere to when exercising your control of the day-to-day operations of your Franchised Business.

(d) **YOU SHALL CONSPICUOUSLY IDENTIFY YOURSELF IN ALL DEALINGS WITH YOUR CLIENTS, CONTRACTORS, SUPPLIERS, PUBLIC OFFICIALS AND OTHERS, AS AN INDEPENDENT FRANCHISEE OF OURS, AND SHALL PLACE SUCH NOTICE OF INDEPENDENT OWNERSHIP ON ALL FORMS, BUSINESS CARDS, STATIONERY, ADVERTISING, SIGNS AND OTHER MATERIALS AND IN SUCH FASHION AS WE MAY, IN OUR SOLE AND EXCLUSIVE DISCRETION, SPECIFY AND REQUIRE FROM TIME TO TIME, IN OUR MANUALS (AS SAME MAY BE AMENDED FROM TIME TO TIME) OR OTHERWISE.**

(e) **EXCEPT AS OTHERWISE EXPRESSLY AUTHORIZED BY THIS AGREEMENT, NEITHER PARTY HERETO WILL MAKE ANY EXPRESS OR IMPLIED AGREEMENTS, WARRANTIES, GUARANTEES OR REPRESENTATIONS OR INCUR ANY DEBT IN THE NAME OF OR ON BEHALF OF THE OTHER PARTY, OR REPRESENT THAT THE RELATIONSHIP BETWEEN FRANCHISOR AND FRANCHISEE IS OTHER THAN THAT OF FRANCHISOR AND FRANCHISEE. WE DO NOT ASSUME ANY LIABILITY, AND WILL NOT BE DEEMED LIABLE, FOR ANY AGREEMENTS, REPRESENTATIONS, OR WARRANTIES MADE BY YOU WHICH ARE NOT EXPRESSLY AUTHORIZED UNDER THIS AGREEMENT, NOR WILL WE BE OBLIGATED FOR DAMAGES TO ANY PERSON OR PROPERTY WHICH DIRECTLY OR INDIRECTLY ARISE FROM OR RELATE TO THE OPERATION OF THE FRANCHISED BUSINESS.**

32. Franchisor's Withholding of Consent - Franchisee's Exclusive Remedy.

Whenever this Agreement requires our approval or consent, you shall make a timely written request to us. Unless a different period is specified in this Agreement, we shall respond in writing with our approval or disapproval within fifteen (15) business days of receipt of such request. If we have not specifically approved a request in writing within such fifteen (15) business day period, such failure to respond shall be deemed as a disapproval of any such request. In no event shall you be entitled to make, nor shall you make, any claim, and you hereby waive any claim for money damages, nor shall you claim any money damages, by way of set-off, counterclaim or defense, based upon any claim or assertion by you that we have unreasonably withheld or unreasonably delayed any consent or approval to a proposed act by you under any of the terms of this Agreement. Your sole remedy for any such claim shall be an arbitration proceeding in accordance with the terms of this Agreement to enforce any such provisions.

33. Enforcement Costs and Expenses.

You shall pay us on demand any and all costs and expenses we incur in enforcing the terms of this Agreement, including, but not limited to, our overhead costs and our expenses for our staff's time and efforts to obtain overdue reports and/or payments or to address and/or resolve defaults; costs and commissions due a collection agency; attorneys' fees; and our administrative costs. If a claim for amounts owed by you to us or any of our affiliates is asserted in any legal proceeding or if we are required to enforce this Agreement in a judicial or arbitration proceeding or if you institute any legal action to interpret or enforce the terms of this Agreement and we prevail, you must reimburse us for our costs and expenses, including court costs, arbitration and arbitrator costs, expert witness fees, discovery costs, and reasonable accounting and attorneys' fees and costs on appeal together with interest charges on all of the foregoing whether incurred prior to, in preparation for, or in contemplation of the filing of any such proceeding. All such costs and expenses shall be prorated to properly reflect any partial prevailing in the proceeding, as determined by the arbitrator or the court. We are entitled to have any amount awarded be part of the award or judgment. Your duty to pay all of the above costs and expenses shall survive the termination or expiration of this Agreement.

34. Cross-Default.

Any default by you of any other agreement between you and us shall be deemed a default under this Agreement, and any default by you under this Agreement shall be deemed a default under any and all other agreements between you and us. If the nature of such default under any other agreement would have permitted us to terminate this Agreement had said default occurred hereunder, we shall have the right to terminate this Agreement and all of the other agreements between you and us in the same manner as provided herein for termination of this Agreement.

35. Limitation of Actions.

You agree that no cause of action arising out of or under this Agreement may be maintained by you against us unless brought before the expiration of one (1) year after the act, transaction or occurrence upon which such action is based or the expiration of one (1) year after you become aware of facts or circumstances reasonably indicating that you may have a claim against us hereunder, whichever occurs sooner, and that any action not brought within this period shall be barred as a claim, counterclaim, defense, or set-off. You understand that this time limit might be shorter than otherwise allowed by law. You hereby waive the right to obtain any remedy based on alleged fraud, misrepresentation, or deceit by us, including, without limitation, rescission of this Agreement, in any mediation, judicial, or other adjudicatory proceeding arising hereunder, except upon a ground expressly provided in this Agreement, or pursuant to any right expressly granted by any applicable statute expressly regulating the sale of franchises, or any regulation or rules promulgated thereunder.

36. Damages and Waiver of Jury Trial.

(a) The parties waive, to the extent permitted by law, any claim for punitive or exemplary damages against each other, regardless of each parties' respective right to such damages under the choice of law provision herein except with regard to claims involving our Licensed Marks and our confidential information. Only claims, controversies or disputes involving you and no claims for or on behalf of any other franchisee, franchisor or supplier may be brought by you hereunder. Furthermore, you and we each irrevocably waive our right to a trial by jury in any action, proceeding or counterclaim, whether at law or in equity, brought by either party. You and we acknowledge that this waiver of jury trial rights provides the parties with the mutual benefit of uniform interpretation of this Agreement and resolution of any dispute

arising out of this Agreement and any aspect of the parties' relationship. You and we further acknowledge the sufficiency and receipt of mutual consideration for such benefit.

(b) Any claim for lost earnings or profits by you shall be limited to a maximum amount equal to the net profits of the Franchised Business for the prior year as shown on your federal income tax return.

(c) You and we further agree that, in addition to such other damages awarded, if this Agreement is terminated because of your default, you shall be liable to us for a lump sum amount equal to the net present value of the Continuing Royalties and Advertising Fees that would have become due following termination of this Agreement for one (1) year following termination of this Agreement. Continuing Royalties and Advertising Fees for purposes of this Section shall be calculated based on the Franchised Business' average monthly Gross Consumer Sales for the twelve (12) months preceding the termination date. If you have not operated your Franchised Business for at least twelve (12) months preceding the termination date, Continuing Royalties and Advertising Fees will be calculated based on the average monthly Gross Consumer Sales of all FlyFoe franchised businesses during our last fiscal year. This fee is in addition to, and not in lieu of any other damages we sustain as a result of the termination.

37. Step-in Rights.

(a) If a material default under this Agreement occurs and remains uncured, or is not subject to cure, or if your actions jeopardize the integrity of the Licensed Marks or FlyFoe System, then you authorize us or our designee to operate the Franchised Business for as long as, in our reasonable judgment, it is necessary or practical. You acknowledge that this right to step-in is necessary to preserve the value and integrity of the Licensed Marks and FlyFoe System. Even if we exercise this right to step in, you agree that we do not lose or waive a right to exercise any other rights or remedies we may have. Among the reasons we may act under these step-in rights are:

(i) We reasonably determine that you are unable to operate the Franchised Business because you are absent or incapacitated because of illness, accident, injury or death;

(ii) You have not paid your monetary obligations to us or others when they are due;

(iii) You have not removed non-consensual liens or encumbrances placed against the Franchised Business; or

(iv) We determine that material operational problems require that we operate the Franchised Business for a period of time.

(b) During a step-in period, you shall immediately turn over to us all customer keys, access cards, and/or any means you use to access customer's residences or places of business. We will maintain in a separate account, all Gross Consumer Sales of the Franchised Business. From that account we will pay all expenses of the Franchised Business, which will include the Continuing Royalty, including any Minimum Royalty, other fees due pursuant to this Agreement, all Advertising Fund contributions or payments, and reasonable compensation and expenses for our representatives. If these step-in rights are exercised, you agree to hold us harmless and hold harmless our representatives for all actions or omissions which occur during the course of the temporary operation. You agree to pay our reasonable attorneys' fees and costs which might arise from the exercise of these step-in rights. Nothing in this Section will prevent us from exercising any other rights which we may have, including the right to terminate the Agreement.

38. Variations on the Standard.

We reserve the right to materially vary the terms and standards we apply to a FlyFoe franchisee, including financial terms and conditions, for any franchisee, including you, based upon the peculiarities of a particular area, including density of population, business potential, population of trade area, existing business practices, or any other conditions we determine to have or to potentially have a significant effect on the successful operation of such franchisee's business. Variations from standard specifications and practices granted to other franchisees shall not under any circumstances, because to require us to disclose or grant to you a like or similar variation hereunder, either now or in the future.

39. Entire Agreement; Modification.

This Agreement and the Addenda and Exhibits constitute the entire agreement between the parties with respect to its subject matter, and this Agreement supersedes all prior and contemporaneous oral and/or written agreements between the parties. No officer, employee or other servant or agent of ours or yours is authorized to make any representation, warranty or other promise not contained in this Agreement. You understand and agree that we shall not be liable for or bound by any oral representations or commitments made prior to the execution of this Agreement or for claims of negligent or fraudulent misrepresentation. No change, modification, termination or attempted waiver of any of the provisions of this Agreement shall be binding upon us or you unless in writing and signed by an authorized officer of both you and us. No implied covenant of good faith and fair dealing shall be used to alter the express terms of this Agreement. Nothing in this Agreement is intended to disclaim the representations we have made in the Franchise Disclosure Document which we furnished to you.

40. Notices.

All approvals, requests, notices, and reports required or permitted under this Agreement will not be effective unless in writing and delivered to the party entitled to receive the notice in accordance with this Section. All such approvals, requests, notices, and reports, as well as all payments, will be deemed delivered at the time delivered by hand; or one (1) business day after sending by facsimile, e-mail or comparable electronic system or through a nationally recognized commercial courier service for next business day delivery; or three (3) business days after placement in the United States mail by registered or certified mail, return receipt requested, postage prepaid; and must be addressed to the party to be notified at its most current principal business address of which the notifying party has been notified and/or, with respect to any approvals and notices that we provide to you or your owners, at the Franchised Business's address. As of the Effective Date of this Agreement, notices should be addressed as set forth on page one of this Agreement unless and until a different address has been designated by written notice to the other party.

41. Miscellaneous.

(a) All provisions of this Agreement are severable, and this Agreement shall be interpreted and enforced as if all invalid or unenforceable provisions were not contained herein, and all partially valid and enforceable provisions shall be interpreted and enforced to the extent they are intelligible, valid and enforceable.

(b) If any applicable and binding law or rule of any jurisdiction requires a greater prior notice of the termination of, or refusal to renew, this Agreement than is required hereunder, the prior notice or other action required by such law or rule shall be substituted for the notice requirements hereof. Such modifications to this Agreement shall be effective only in such jurisdiction and this Agreement shall otherwise be enforced as originally made and entered into in all other jurisdictions.

(c) No waiver by us or by you of any covenant or condition or the breach of any covenant or condition of this Agreement to be kept or performed by the other party shall constitute a waiver by the waiving party of any subsequent breach of such covenant or condition or authorize the breach or non-observance on any other occasion of the same or any other covenant or condition of this Agreement. Subsequent acceptance by us of any payments due to us hereunder shall not be deemed to be a waiver by us of any preceding breach by you of any terms, covenants or conditions of this Agreement. Any conditional waiver granted by us shall be subject to our continuing review, may subsequently be revoked for any reason effective upon your receipt of ten (10) days prior written notice to that effect, and shall be without prejudice to any other rights we may have.

(d) You shall not, on grounds of an alleged non-performance by us of any of our obligations or for any other reason, withhold payment of any amount due pursuant to the terms of this Agreement. No endorsement or statement on any check or payment of any sum less than the full sum due to us shall be construed as an acknowledgement of payment in full or an accord and satisfaction, and we may accept and cash such check or payment without prejudice to its right to recover the balance due or pursue any other remedy provided herein or by law. We may apply any payments made by you against any past due indebtedness of yours as we may see fit. We may set off against any sums payable to you hereunder any unpaid debts due from you to us.

(e) The rights and remedies of the parties hereunder are cumulative and no exercise or enforcement by a party of any right or remedy hereunder shall preclude the exercise or enforcement by that party of any other right or remedy herein contained, or to which it is entitled by law.

(f) The headings of the sections hereof are for convenience only and do not modify, define, limit, expand or construe the contents of such sections.

(g) You agree and acknowledge that you have not been induced to enter into this Agreement in reliance upon, nor as a result of, any statements, representations, warranties, conditions, covenants, promises, or inducements whatsoever, whether oral or written, and whether directly related to the contents hereof or collateral hereto, made by us, our officers, members, managers, directors, shareholders, agents, employees or contractors not contained in this Agreement.

(h) Neither party hereto shall be liable for any loss or damage due to any delay in the performance of the terms hereof (except for the payment of money which shall not be delayed) by reason of strikes, lockouts and other labor troubles, fires, riots, wars, embargos and commotion, or acts of God; provided, however, the forgoing shall not apply to a party's payment obligations hereunder. Any such delay shall extend performance only so long as such event is in progress.

(i) In all respects, time shall be of the essence hereof.

(j) The provisions hereof shall be binding upon, and shall inure to the benefit of, the parties hereto and their respective heirs, successors and assigns unless otherwise specifically restricted by the terms of this Agreement.

(k) You and we agree that if this Agreement contains any errors or omissions that each will sign corrective documents as needed.

(l) You acknowledge and agree that exchanging information with us by electronic transmission ("e-mail") is efficient and desirable for day-to-day communications and that we and you may utilize e-mail for such communications. You authorize the transmission of e-mail by us and our employees, vendors, and Affiliates ("Official Senders") to you during the term and any renewal thereof. You further

agree that: (a) Official Senders are authorized to send e-mails to those of your employees as you may occasionally authorize for the purpose of communicating with us; (b) you will cause your officers, directors, members, managers, and employees to give their consent to Official Senders' transmission of e-mails to them; (c) you will require such persons not to opt out or otherwise ask to no longer receive e-mails from Official Senders during the time that such person works for or is affiliated with you; and (d) you will not opt out or otherwise ask to no longer receive e-mails from Official Senders during the Term and any renewal thereof.

(m) Whenever we reserve or are deemed to have reserved discretion in a particular area or where we agree or are deemed to be required to exercise our rights reasonably or in good faith, we will satisfy our obligations whenever we exercise "Reasonable Business Judgment" in making our decision or exercising our rights. Our decisions or actions will be deemed to be the result of Reasonable Business Judgment, even if other reasonable or even arguably preferable alternatives are available, if our decision or action is intended, in whole or significant part, to promote or benefit the FlyFoe System generally even if the decision or action also promotes our financial or other individual interest. Examples of items that will promote or benefit the FlyFoe System include without limitation enhancing the value of the Licensed Marks, improving customer service and satisfaction, improving service or product quality, improving uniformity, enhancing or encouraging modernization and improving the competitive position of the FlyFoe System. We are not required to consider any of your or any other franchisee's particular economic or other circumstances when exercising our Reasonable Business Judgment. Decisions we make using our Reasonable Business Judgment will not affect all franchisees equally, and some may be benefited while others are not. Neither you nor any third party (including without limitation an arbitrator or a court of competent jurisdiction), shall substitute its judgment for our Reasonable Business Judgment.

(n) This Agreement has been written in the English language and the rules of construction and definitions of the English language will be applied in interpreting this Agreement. You represent that you, your owners, and office personnel are fluent in English and have consulted with legal counsel to the extent necessary to understand the provisions of this Agreement. The English language version of this Agreement will be the official and binding Agreement between the parties. All notices and communications required or permitted under this Agreement, including without limitation all meetings, mediations, arbitration and litigation, will be conducted and written in the English language. In addition, we will provide all services and materials under this Agreement, including without limitations the Manuals and all training programs, seminars, conventions, programs and meetings, in the English language and will not have a duty to provide any translation or interpreter services for any of your personnel. You will be solely responsible for the cost of any related translation or interpreter services.

(o) If you consist of more than one person, your liability under this Agreement shall be joint and several in each and every respect.

42. Acknowledgements.

(a) No representation has been made by us (or any employee, agent or salesperson thereof) and relied upon by you as to the future or past income, expenses, sales, volume or potential profitability, earnings or income of the Franchised Business, or any other franchised business, other than the information provided in our Franchise Disclosure Document.

(b) Prior to the execution of this Agreement, you have had the opportunity to contact all of our existing franchisees.

(c) You have had the opportunity to independently investigate, analyze and construe both the business opportunity being offered hereunder, and the terms and provisions of this Agreement, utilizing the

services of counsel, accountants or other advisors (if you so elect).

(d) No representation or statement has been made by us (or any employee, agent or salesperson thereof) and relied upon by you regarding the anticipated income, earnings, and growth of us or the FlyFoe System, or the viability of the business opportunity being offered hereunder, except as may be included in our Franchise Disclosure Document.

(e) We have certain rights reserved to us to own and operate franchised businesses; to franchise other franchised businesses; and, to otherwise use the FlyFoe System, Licensed Marks, know-how, techniques and procedures, including (without limitation) those expressly set forth in Section 2 of this Agreement.

(f) You acknowledge that you have received a complete copy of this Agreement, with all Attachments, Addenda and Exhibits referenced in this Agreement, and other related Agreements, if any, at least seven (7) days prior to the date on which this Agreement was executed. You further acknowledge that you received our Franchise Disclosure Document at least fourteen (14) days prior to the date on which this Agreement was executed by you.

(g) No representation or statement has been made by us (or any employee, agent or salesperson thereof) and relied upon by you regarding your ability to procure any required license or permit that may be necessary to the offering of one or more of the services contemplated to be offered by the Franchised Business.

(h) You affirm and agree that we may sell our assets, our Licensed Marks, or our FlyFoe System outright to a third party; may go public; may engage in a private placement of some or all of our securities; may merge, acquire other corporations, or be acquired by another corporation; may undertake a refinancing, recapitalization, leveraged buyout or other economic or financial restructuring; and, with regard to any or all of the above sales, assignments and dispositions, you expressly and specifically waive any claims, demands or damages arising from or related to the loss of said Licensed Marks (or any variation thereof) and/or the loss of association with or identification of "FlyFoe, LLC" as franchisor hereunder.

(i) You have been advised to consult with your own advisors with respect to the legal, financial and other aspects of this Agreement, the Franchised Business, and the prospects for that Franchised Business. You have either consulted with such advisors or have deliberately declined to do so.

(j) The covenants not to compete set forth in this Agreement are fair and reasonable, and will not impose any undue hardship on you, since you have other considerable skills, experience and education which afford you the opportunity to derive income from other endeavors.

(k) You affirm that all information set forth in any and all applications, financial statements and submissions to us is true, complete and accurate in all respects, with you expressly acknowledging that we are relying upon the truthfulness, completeness and accuracy of such information.

(l) You specifically acknowledge that the only financial performance information we furnish is set forth in Item 19 of our Franchise Disclosure Document; that no officer, director, employee, agent, representative or independent contractor of ours is authorized to furnish you with any other financial performance information; that, if they nevertheless do, you will not rely on any such financial performance information given to you by any such individual; and, that if any such individual attempts to or actually does give you any such financial performance information in contravention of this provision, you will immediately communicate such activity to us. For the purpose of this Agreement, "financial performance information" means information given, whether orally, in writing or visually which states, suggests or infers

a specific level or range of historic or prospective sales, expenses and/or profits of franchised or non-franchised businesses.

(m) You have carefully considered the nature and extent of the restrictions upon you set forth in this Agreement (including, without limitation, the covenants not to compete and the restrictions on assignment) and the rights and remedies conferred upon you and us under this Agreement. You acknowledge such restrictions, rights and remedies: (a) are reasonable, including, but not limited to, their term and geographic scope; (b) are designed to preclude competition which would be unfair to you and us; (c) are fully required to protect your and our legitimate business interests; and, (d) do not confer benefits upon you or us that are disproportionate to your detriment.

(n) You agree and acknowledge that fulfillment of any and all of our obligations written in this Agreement or based on any oral communications which may be ruled to be binding in a court of law shall be our sole responsibility and none of our agents, employees, representatives, nor any individuals associated with us or our affiliates shall be personally liable to you for any reason.

(o) You acknowledge and understand that any training, support, guidance or tools we provide to you as part of the Franchise are for the purpose of protecting the FlyFoe System, our brand, and the Licensed Marks and to assist you in the operation of your Franchised Business and not for the purpose of controlling or in any way intended to exercise or exert control over your decisions or day-to-day operations of the Franchised Business, including your sole responsibility for the hiring, wages and other compensation (including benefits), training, supervision and termination of your employees and all other employment and employee related matters.

43. Counterparts.

This Agreement may be executed in any number of counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same instrument.

44. Effective Date.

This Agreement shall not be effective until accepted by us as evidenced by signing by an authorized officer of Franchisor.

[Signatures on the following page]

IN WITNESS WHEREOF, the parties hereto have executed this Agreement effective as of the Effective Date.

FRANCHISOR:

FlyFoe, LLC

By: _____

Its: _____

FRANCHISEE:

By: _____

Franchisee

By: _____

Franchisee

FRANCHISE AGREEMENT ADDENDUM A

[RESERVED]

FRANCHISE AGREEMENT ADDENDUM B

FRANCHISE AGREEMENT

DATED _____

BETWEEN FLYFOE, LLC

AND

The "Territory" shall be defined as follows:

The Territory shall include the geographical area of the following zip codes as of _____, 20__;

An official map denoting boundaries will be used for geographical borders. Should the geographical borders of this area change in any way, it will have no effect on the current territory. Homes on the Territory side of roads that are bordering this Territory shall be included within this Territory. Franchisor has the final say in any Territory dispute.

The "Qualified Household Number" applicable to the Territory for purposes of calculating Minimum Royalties is:

FRANCHISE AGREEMENT ADDENDUM C

FORM OF End User License Agreement for FlyFoe Software

END-USER LICENSE AGREEMENT ("Agreement" or "EULA") FOR FlyFoe SOFTWARE

IMPORTANT-READ CAREFULLY: This EULA is a legal agreement between you (either an individual or a single entity) and FlyFoe, LLC ("FlyFoe"), which includes computer software, the associated media, any printed materials, and any "online" or electronic documentation. If you do not agree to the terms of this EULA, FlyFoe is unwilling to license the SOFTWARE to you. In such event, you may not use or copy the SOFTWARE, and you should promptly contact FlyFoe for instructions on returning the SOFTWARE.

SOFTWARE LICENSE

The SOFTWARE is protected by copyright laws and international copyright treaties, as well as other intellectual property laws and treaties. The SOFTWARE is licensed, not sold.

1. GRANT OF LICENSE.

This EULA grants you the following rights:

- Software Access and Use. You may only access and use the SOFTWARE through assigned logins. A login may only be used by the assigned user, and every user must have a unique login. Only registered and approved users may access and use the SOFTWARE, if they have signed an appropriate Non-Disclosure and Confidentiality Agreement. You must pay FlyFoe's license fees for access to the SOFTWARE and be current with your FlyFoe invoices for ongoing access to the SOFTWARE.

2. DESCRIPTION OF OTHER RIGHTS AND LIMITATIONS.

- Limitations on Reverse Engineering, Decompilation and Disassembly. You may not reverse engineer, decompile, or disassemble the SOFTWARE, except and only to the extent that such activity is expressly permitted by applicable law notwithstanding this limitation.

- Rental. You may not rent, lease, or lend the SOFTWARE or access to the SOFTWARE.

- Software Transfer. You are not allowed to transfer the SOFTWARE or access to the SOFTWARE.

- Termination. Without prejudice to any other rights, FlyFoe may terminate your right to use the SOFTWARE under this EULA if you fail to comply with the terms and conditions of this EULA. In such event, you must destroy all copies of materials related to the SOFTWARE.

3. COPYRIGHT.

All title and copyrights in and to the SOFTWARE (including but not limited to any images, photographs, animations, video, audio, music, text and "applets" incorporated into the SOFTWARE), and any accompanying printed or digital materials, are owned by FlyFoe. You may not copy the printed or digital materials accompanying the SOFTWARE. All rights not specifically granted under this EULA are reserved by FlyFoe.

4. SOFTWARE ACCESS.

You may access the SOFTWARE through a web browser and an internet connection. You may not use other mediums. You may not loan, rent, lease, or otherwise transfer access to the SOFTWARE.

5. EXPORT RESTRICTIONS.

You agree that neither you, nor your customers, intend to or will, directly or indirectly, export or transmit the SOFTWARE or related documentation or technical data to any country to which such export or transmission is restricted by any applicable U.S. regulation or statute, without the prior written consent, if required, of the Bureau of Export Administration of the U.S. Department of Commerce, or such other governmental entity as may have jurisdiction over such export or transmission.

6. LIMITED PRODUCT WARRANTY.

FlyFoe warrants that the SOFTWARE will be free from material problems. FlyFoe will use commercially reasonable efforts in attempting to fix any material problems that you report to FlyFoe regarding the SOFTWARE. If we do not fix those problems within a reasonable time after you report those problems, our only obligation is to refund any license fees you have paid specifically for the software from 60 days prior to reporting of the problem.

7. DISCLAIMER.

The warranty and remedies set forth in Section 6 above are exclusive and in lieu of all others, oral or written, expressed or implied. Neither FlyFoe nor any dealer, agent or employee is authorized to make any modifications or additions to this warranty.

EXCEPT AS STATED IN SECTION 6 OF THIS AGREEMENT, FLYFOE DISCLAIMS ALL WARRANTIES AND REPRESENTATIONS EITHER EXPRESSED OR IMPLIED, WITH RESPECT TO THIS SOFTWARE, ITS QUALITY, PERFORMANCE, MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE OR NONINFRINGEMENT. EXCEPT AS STATED IN SECTION 6, YOU, THE LICENSEE, ARE ASSUMING THE ENTIRE RISK AS TO THE SOFTWARE'S QUALITY AND PERFORMANCE.

8. LIMITED LIABILITY.

In no event will FlyFoe be liable for indirect, special, incidental or consequential damages arising out of the use or inability to use the SOFTWARE or DATA, even if advised of the possibility of such damages. In no event will our liability exceed the license fees that you have paid for the SOFTWARE. In addition, FlyFoe shall have no liability for any DATA stored or processed with this SOFTWARE, including the costs of recovering such data.

Some states do not allow the exclusion of implied warranties or liability for incidental or consequential damages, so the above limitation or exclusion may not apply to you.

9. LAW AND JURISDICTION.

This Agreement is governed by the laws of the Commonwealth of Massachusetts, excluding its conflict of laws rules, and any action arising from or relating to this Agreement may only be brought in Massachusetts. You agree to submit to the jurisdiction of courts of Massachusetts.

[SIGNATURES ON FOLLOWING PAGE]

FRANCHISOR:

FlyFoe, LLC

By: _____

Its: _____

FRANCHISEE:

By: _____

Title: _____

FRANCHISE AGREEMENT ADDENDUM D

FRANCHISE COMPLIANCE QUESTIONNAIRE

As you prepare to enter into a Franchise Agreement with FlyFoe, LLC (“FlyFoe”), it is important to determine whether any statements or promises were made to you, either orally or in writing, which were not authorized by FlyFoe, and which may be untrue, inaccurate or misleading.

Please provide honest and complete responses to each of the following:

1. Have you received and personally reviewed our Franchise Agreement and all its attachments?
Yes ____ No ____

2. Have you received and personally reviewed the Franchise Agreement which you are to sign, with all its blanks completed?
Yes ____ No ____

If your answer is Yes, please state what date this completed Franchise Agreement was received:

3. Have you received and personally reviewed our Franchise Disclosure Document (FDD)?
Yes ____ No ____

Please state the date you received the FDD: _____

Did you sign a receipt for the FDD confirming the date you received it?
Yes ____ No ____

4. Did you have an opportunity to review FlyFoe’s Operation Manual and live data via their Cloud System?
Yes ____ No ____

5. Have you had the opportunity to discuss the benefits and risks associated with purchasing a FlyFoe franchise with an attorney, accountant or other professional advisor?
Yes ____ No ____

Do you understand those risks?
Yes ____ No ____

6. Do you understand that the success or failure of your FlyFoe franchise will depend in large part upon your skills and abilities, the competition, and general business and economic factors such as inflation, interest rates and cost of labor?
Yes ____ No ____

7. Do you understand that any training, support, guidance or tools we provide to you as part of the FlyFoe franchise are for the purpose of protecting the FlyFoe brand and trademarks, and to assist you in the operation of your business and not for the purpose of controlling, or in any way intended to exercise or exert control over your decisions or day-to-day operations of your business, including your sole responsibility for the hiring, wages and other compensation (including benefits), training, supervision and termination of your employees and all other employment and employee related matters?
Yes ____ No ____

If No, please comment: _____

CONSIDER THE FOLLOWING QUESTIONS IN REGARD TO INFORMATION PROVIDED DIRECTLY FROM FRANCHISOR OR ITS REPRESENTATIVES (NOT ITS FRANCHISEES):

8. Has any employee, broker or other person representing FlyFoe made any statements or promises concerning the revenues, profits or operating costs of a FlyFoe franchise that contradicts any information in the FDD? Yes ____ No ____

9. Has any employee, broker or other person representing FlyFoe made any statements or promises concerning the amount of money you may earn in the operating of a FlyFoe franchise that contradicts any information in the FDD? Yes ____ No ____

10. Has any employee, broker or other person representing FlyFoe made any statements or promises concerning the likelihood of success that you should or might expect to achieve from operating a FlyFoe franchise that contradicts any information in the FDD? Yes ____ No ____

11. Has any employee, broker or other person representing FlyFoe made any statements or promises concerning the advertising, marketing, training or support service or assistance that we will furnish to you that contradicts any information in the FDD? Yes ____ No ____

12. Has any employee, broker or other person representing FlyFoe, made any statements or promises concerning the costs you may incur in starting or operating the FlyFoe franchise that contradicts any information in the FDD? Yes ____ No ____

13. Has any employee, broker or other person representing FlyFoe made any statements or promises or agreements relating to the FlyFoe franchise that contradicts any information in the FDD? Yes ____ No ____

If you have answered Yes to any of the questions numbered 8 through 13 above, please provide a full explanation **for each**. Attach additional pages if necessary.

Your answers are important to us and we will rely on them; by signing this Questionnaire, you are representing that you have responded truthfully to all of the above questions.

NOTE TO MARYLAND RESIDENTS OR FRANCHISEES WITH A FRANCHISE LOCATED IN MARYLAND:
All representations requiring prospective franchisees to assent to a release, estoppels or waiver of liability are not intended to nor shall they act as a release, estoppels or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

Date: _____ Franchisee: _____

FRANCHISE AGREEMENT ADDENDUM E

GUARANTY AGREEMENT

This guaranty agreement is entered into on this _____ day of _____, 20____, between _____ of _____ (“Guarantor”), and FlyFoe, LLC of Boston, Massachusetts (“Franchisor”).

RECITALS

- A. WHEREAS, Franchisor and _____ (“Franchisee”), have entered into a Franchise Agreement dated _____, 20____.
- B. WHEREAS, Guarantor is a shareholder, director, officer, member, owner and/or partner of Franchisee.

NOW, THEREFORE, in consideration of, and as an inducement to Franchisor to enter into the Franchise Agreement with Franchisee and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Guarantor hereby covenants and agrees as follows:

1. Guarantor warrants that the facts contained in Recital A and B are correct;
2. Guarantor has read the terms and conditions of the Franchise Agreement;
3. Guarantor personally and unconditionally makes all the covenants, representations and agreements of Franchisee set forth in the Franchise Agreement, and that Franchisee is obligated to perform thereunder;
4. Guarantor personally, unconditionally, and irrevocably guarantees to Franchisor and its successors and assigns, that all of Franchisee's obligations, undertakings, agreements and covenants set forth in the Franchise Agreement, will be punctually paid and performed during the term of the Franchise Agreement and thereafter, as applicable;
5. Guarantor unconditionally and irrevocably agrees to be personally bound by, and personally liable for the breach of, each and every provision in the Franchise Agreement entered into by the Franchisee;
6. Upon default by Franchisee or notice from Franchisor, Guarantor will immediately make each payment and perform each obligation required of Franchisee under the Franchise Agreement;
7. Without affecting the obligations of any Guarantor under this Guaranty Agreement, Franchisor may, without notice to Guarantor, waive, renew, extend, modify, amend or release any indebtedness or obligation of Franchisee or any Guarantor, or settle, adjust or compromise any claims against Franchisee or any Guarantor;
8. Guarantor waives all demands and notices of every kind with respect to enforcement of this Guaranty Agreement, including, without limitation, notice of presentment, demand for payment or performance by Franchisee, any default by Franchisee or any Guarantor, and any release of any Guarantor or other security for the Franchise Agreement or the obligations of Franchisee;

9. Franchisor may pursue its rights against any Guarantor without first exhausting its remedies against Franchisee and without joining any other Guarantor hereto, and no delay on the part of Franchisor, in the exercise of any right or remedy, shall operate as a waiver of such right or remedy, and no single or partial exercise of such right or remedy, shall preclude the further exercise of such right or remedy. Guarantor shall be jointly and severally liable for all obligations under the Franchise Agreement and the Guaranty Agreement with all other guarantors guaranteeing the obligations under the Franchise Agreement regardless of whether such guarantors have executed this Guaranty Agreement or separate Guaranty Agreements;
10. Upon receipt by Franchisor of notice of the death of Guarantor, the estate of the deceased Guarantor shall be bound by the foregoing Guaranty Agreement, but only for defaults and obligations under the Franchise Agreement existing at the time of death; the obligations of all other Guarantors shall continue in full force and effect;
11. This Guaranty Agreement will continue and is irrevocable during the term of the Franchise Agreement and, after its termination or expiration with respect to those provisions that survive its termination or expiration;
12. Guarantor's obligations under this Guaranty Agreement are effective on the Effective Date of the Franchise Agreement, regardless of the actual date of signature;
13. This Guaranty Agreement is governed by Massachusetts law and Guarantor irrevocably submits to the jurisdiction and venue of the courts of Massachusetts;
14. If Franchisor is required to enforce this Guaranty Agreement in any judicial or arbitration proceeding or on any appeals, Guarantor must reimburse Franchisor for its enforcement costs. Enforcement costs include reasonable accountants', attorneys', attorney's assistants', arbitrators', and expert witness fees, costs of investigation and proof of facts, court costs, filing fees, other litigation expenses and travel and living expenses, whether incurred prior to, in preparation for, or in contemplation of the filing of any written demand, claim, action, hearing or proceeding to enforce this Guaranty Agreement;
15. Guarantor acknowledges that he or she has obtained independent legal advice before signing this Guaranty Agreement.

IN WITNESS WHEREOF, Guarantor has signed this Guaranty Agreement under seal.

Signature

Print Name

Address

FRANCHISE AGREEMENT ADDENDUM F

TELEPHONE LISTING AGREEMENT

THIS TELEPHONE LISTING AGREEMENT (the “Telephone Listing Agreement”) is made and entered into as of the ____ day of _____, 20__ (the “Effective Date”), by and between FlyFoe, LLC, a Massachusetts limited liability company (the “Franchisor”), and _____, a(n) _____ (the “Franchisee”).

W I T N E S S E T H:

WHEREAS, Franchisee desires to enter into a Franchise Agreement with Franchisor for the FlyFoe Franchised Business (the “Franchise Agreement”); and

WHEREAS, Franchisor would not enter into the Franchise Agreement without Franchisee’s agreement to enter into, comply with, and be bound by all the terms and provisions of this Telephone Listing Agreement;

NOW, THEREFORE, for and in consideration of the foregoing and the mutual promises and covenants contained herein, and in further consideration of the Franchise Agreement and the mutual promises and covenants contained therein, and for other good and valuable consideration, the receipt and sufficiency of all of which are hereby acknowledged, the parties hereto agree as follows:

1. DEFINITIONS

All terms used but not otherwise defined in this Telephone Listing Agreement shall have the meanings set forth in the Franchise Agreement. “Termination” of the Franchise Agreement shall include, but shall not be limited to, the voluntary termination, involuntary termination, or natural expiration thereof.

2. TRANSFER; APPOINTMENT

2.1 Interest in Telephone Numbers and Listings. Franchisee has, or will acquire, during the term of the Franchise Agreement, certain right, title, and interest in and to those certain telephone numbers and regular, classified, yellow-page, and other telephone directory listings (collectively, the “Numbers and Listings”) related to the Franchised Business or the Marks (all of which right, title, and interest is referred to herein as “Franchisee’s Interest”).

2.2 Transfer. On Termination of the Franchise Agreement, if Franchisor directs Franchisee to do so, Franchisee will immediately direct all telephone companies, telephone directory publishers, and telephone directory listing agencies (collectively, the “Telephone Companies”) with which Franchisee has Telephone Numbers and Listings: (i) to transfer all Franchisee’s Interest in such Telephone Numbers and Listings to Franchisor; and (ii) to execute such documents and take such actions as may be reasonably necessary to effectuate such transfer. In the event Franchisor does not desire to accept any or all such Telephone Numbers and Listings, Franchisee will immediately direct the Telephone Companies to terminate such Telephone Numbers and Listings or will take such other actions with respect to the Telephone Numbers and Listings as Franchisor directs.

2.3 Appointment; Power of Attorney. Franchisee hereby constitutes and appoints Franchisor and any officer or agent of Franchisor, for Franchisor’s benefit under the Franchise Agreement and this Telephone Listing Agreement or otherwise, with full power of substitution, as Franchisee’s true and lawful attorney-

in-fact with full power and authority in Franchisee's place and stead, and in Franchisee's name or the name of any affiliated person or affiliated company of Franchisee, on Termination of the Franchise Agreement, to take any and all appropriate action and to execute and deliver any and all documents that may be necessary or desirable to accomplish the purposes of this Telephone Listing Agreement. Franchisee further agrees that this appointment constitutes a power coupled with an interest and is irrevocable until Franchisee has satisfied all of its obligations under the Franchise Agreement and any and all other agreements to which Franchisee and any of its affiliates on the one hand, and Franchisor and any of its affiliates on the other, are parties, including, without limitation, this Telephone Listing Agreement. Without limiting the generality of the foregoing, Franchisee hereby grants to Franchisor the power and right to do the following:

2.3.1 Direct the Telephone Companies to transfer all Franchisee's Interest in and to the Telephone Numbers and Listings to Franchisor;

2.3.2 Direct the Telephone Companies to terminate any or all of the Telephone Numbers and Listings; and

2.3.3 Execute the Telephone Companies' standard assignment forms or other documents in order to affect such transfer or termination of Franchisee's Interest.

2.4 Certification of Termination. Franchisee hereby directs the Telephone Companies that they shall accept, as conclusive proof of Termination of the Franchise Agreement, Franchisor's written statement, signed by an officer or agent of Franchisor, that the Franchise Agreement has terminated.

2.5 Cessation of Obligations. After the Telephone Companies have duly transferred all Franchisee's Interest in such Telephone Numbers and Listings to Franchisor, as between Franchisee and Franchisor, Franchisee will have no further Interest in, or obligations under, such Telephone Numbers and Listings. Notwithstanding the foregoing, Franchisee will remain liable to each and all of the Telephone Companies for the sums Franchisee is obligated to pay such Telephone Companies for obligations Franchisee incurred before the date Franchisor duly accepted the transfer of such Interest, or for any other obligations not subject to the Franchise Agreement or this Telephone Listing Agreement.

3. MISCELLANEOUS

3.1 Release. Franchisee hereby releases, remises, acquits, and forever discharges each and all of the Telephone Companies and each and all of their parent corporations, subsidiaries, affiliates, directors, officers, stockholders, employees, and agents, and the successors and assigns of any of them, from any and all rights, demands, claims, damage, losses, costs, expenses, actions, and causes of action whatsoever, whether in tort or in contract, at law or in equity, known or unknown, contingent or fixed, suspected or unsuspected, arising out of, asserted in, assertable in, or in any way related to this Telephone Listing Agreement.

3.2 Indemnification. Franchisee is solely responsible for all costs and expenses related to Franchisee's performance, Franchisee's nonperformance, and Franchisor's enforcement of this Agreement, which costs and expenses Franchisee will pay Franchisor in full, without defense or setoff, on demand. Franchisee agrees that it will indemnify, defend, and hold harmless Franchisor and its affiliates, and the directors, officers, shareholders, partners, members, employees, agents, and attorneys of Franchisor and its affiliates, and the successors and assigns of any and all of them, from and against, and will reimburse Franchisor and any and all of them for, any and all loss, losses, damage, damages, claims, debts, claims, demands, or obligations that are related to or are based on this Telephone Listing Agreement.

3.3 No Duty. The powers conferred on Franchisor under this Telephone Listing Agreement are solely to protect Franchisor's interests and shall not impose any duty on Franchisor to exercise any such powers. Franchisee expressly agrees that in no event shall Franchisor be obligated to accept the transfer of any or all of Franchisee's Interest in any or all such Telephone Numbers and Listings.

3.4 Further Assurances. Franchisee agrees that at any time after the date hereof, it will perform such acts and execute and deliver such documents as may be necessary to assist in or accomplish the purposes of this Telephone Listing Agreement.

3.5 Successors, Assigns, and Affiliates. All Franchisor's rights and powers, and all Franchisee's obligations, under this Telephone Listing Agreement shall be binding on Franchisee's successors, assigns, and affiliated persons or entities as if they had duly executed this Telephone Listing Agreement.

3.6 Effect on Other Agreements. Except as otherwise provided in this Telephone Listing Agreement, all provisions of the Franchise Agreement and exhibits thereto shall remain in effect as set forth therein.

3.7 Survival. This Telephone Listing Agreement shall survive the Termination of the Franchise Agreement.

3.8 Joint and Several Obligations. All Franchisee's obligations under this Telephone Listing Agreement shall be joint and several.

3.9 Governing Law. This Telephone Listing Agreement shall be governed by and construed under the laws of the Commonwealth of Massachusetts, without regard to the application of Massachusetts conflict of law rules.

IN WITNESS WHEREOF, the parties hereto have duly executed and delivered this Telephone Listing Agreement as of the Effective Date.

FRANCHISOR:

FLYFOE, LLC

By: _____

Date: _____

FRANCHISEE:

By: _____
Franchisee

Date: _____

FRANCHISE AGREEMENT ADDENDUM G

FLYFOE, LLC ELECTRONIC FUNDS TRANSFER (EFT) AUTHORIZATION AGREEMENT FOR DIRECT PAYMENTS

I (We, if joint account) the undersigned, hereby authorize FlyFoe, LLC, a Massachusetts limited liability company, with principal offices at 77 North Washington Street, 3rd Floor, Boston, MA 02114, to initiate electronic transfer of funds out of my (our) primary Checking or Savings selected below, at the Financial Institution indicated, for payment of Royalties or other amounts which I may owe FlyFoe, LLC.

I (We) acknowledge that the origination of Automated Clearing House (ACH) transactions to my (our) account must comply with the provisions of the United States law. All costs and expenses, including any resulting from the dishonor by my (our) bank of any electronic funds transfer, shall be my (our) sole responsibility. This authorization is irrevocable and shall remain in effect until the termination or expiration of the underlying Franchise Agreement with FlyFoe, LLC.

If I (we) do not have enough money in my (our) account to cover the transfer, or if my (our) Financial Institution for any other reason refuses to honor a transfer, I (we) will separately pay for the charges I (we) owe under my (our) Franchise Agreement with FlyFoe, LLC.

ACH Information		
Financial Institution:		
Branch:		
City	State:	Zip:
Routing/Transit Number:		
Account/Bank Number:		

Bullwinkle Moose
123 Anywhere St.
Anywhere, USA 00000

23-2057/4550 1322

Date _____

Pay To The Order Of _____ \$ _____ Dollars

XYZ Bank
111 SW Main St.
Anywhere, USA 00000

For _____

214061651 168 145888 2 1322

Routing/Transit # Account #

I (we) acknowledge that these funds will be debited on **the last day of each month**, or the closest business day thereafter.

Name(s): _____

Signature: _____ Date: _____

Signature: _____ Date: _____

Day Phone: () _____ Evening Phones: () _____

Please fill out this form and attach a voided check.

FRANCHISE AGREEMENT ADDENDUM H

PROMISSORY NOTE

\$ _____, 20 _____
Boston, Massachusetts

FOR VALUE RECEIVED, the undersigned, _____, a _____ (“Maker”), promises to pay to the order of FlyFoe, LLC, a Massachusetts limited liability company (herein with its successors and/or assigns, “Payee”) at 77 North Washington Street, 3rd Floor, Boston, MA 02114, or at such other place as the Payee or other holder hereof may direct in writing, the aggregate principal sum of _____ (\$ _____), together with interest from the date hereof on the unpaid principal amount at the rate(s) hereinafter stated, payable as follows:

1. Interest. The unpaid principal amount of this Promissory Note (“Note”) from time to time outstanding shall bear interest from the date hereof at the rate of eight percent (8%) per annum. If Maker fails to pay any installment or make any payment on this Note for ten (10) days after the same shall become due, whether by acceleration or otherwise, Payee may, at its option, impose a late charge on the undersigned in an amount equal to five percent (5%) of such installment or payment. If any payment or installment is not made within thirty (30) days after the same shall become due, Payee may, at its option, impose an additional late charge on the undersigned in an amount equal to five percent (5%) of such installment or payment. Such installment or payment shall be subject to an additional five percent (5%) late charge for each additional period of thirty (30) days thereafter that such installment or payment remains past due. The late charge shall apply individually to all installments and payments past due with no daily adjustment and shall be used to defray the costs of Payee incident to collecting such late installment or payment. This provision shall not be deemed to excuse a late installment or payment or be deemed a waiver of any other rights Payee may have, including, but not limited to, the right to declare the entire unpaid balance due under this Note immediately due and payable. In no event shall the rate of interest payable hereunder at any time exceed the highest rate of interest allowed under applicable usury laws.

2. Principal and Interest Payments. This Note shall be due and payable by electronic funds transfer in _____ (_____) consecutive monthly installments, with the initial installment being due and payable on _____, 20____, and the remaining installments being due and payable on the same day of each consecutive month thereafter. The final installment shall be due and payable on _____, 20____, and shall consist of the remaining principal balance of this Note, and all unpaid interest, accrued thereon. In the event any payment date shall fall due on a Saturday, Sunday or United States banking holiday, payment shall be made on the next succeeding business day, and interest will continue to accrue on the unpaid amount during the interim. All payments of principal and interest are to be made in lawful money of the United States of America in immediately available funds.

3. Payment Application. Payments shall be applied first to expenses, costs, and attorney’s fees which are payable under this Note, secondly to interest and finally to the reduction of principal; provided, such payments may at the option of Payee or other holder hereof, be applied to the payment of delinquent taxes, installments of special assessments, insurance premiums and/or other legal charges.

4. The Security. This Note may be executed and delivered by Maker, pursuant to and is entitled to, the benefits of a Security Agreement dated on even date herewith, between Maker and Payee (the “Security Agreement”). Reference may be made to the Security Agreement for terms and provisions

regarding the collateral security for payment of this Note (the “Collateral”), and for all other pertinent purposes.

5. **“Event of Default”**. An “Event of Default shall be deemed to have occurred in the event that: (a) any installment of principal or interest due hereunder is not paid after becoming due and payable; or (b) any default by Maker occurs in the performance of the covenants, obligations or other provisions under the Franchise Agreements between Maker and Payee (the “Franchise Agreement(s)”), or any other agreement between Maker (or its affiliates) and Payee; or (c) any representation or warranty of the Maker set forth in the Franchise Agreement(s), or any other agreement between Maker and Payee proves to have been incorrect in any material respect; or (d) Maker becomes subject to any bankruptcy, insolvency or debtor relief proceedings; or (e) Maker fails to comply with or perform any provision of this Note not constituting a default under the previous items of this paragraph and such failure continues for fifteen (15) days after notice thereof to Maker; or (f) a default occurs causing the acceleration of any material obligation of Maker to any other creditors; or (g) any guarantors of the Franchise Agreement(s) revokes or renounces his or other guaranty; or (h) the Franchise Agreement(s) is terminated by Maker or by Payee or is declared terminated in any judicial proceeding.

6. **Default and Remedies**. Upon the occurrence of an Event of Default as defined herein or at any time thereafter, the entire principal and accrued interest of this Note shall become immediately due and payable, without further notice to Maker, at the option of Payee or other holder hereof. Payee or other holder hereof may also exercise any rights and remedies available to it as a secured party under the Security Agreement (if applicable), the Massachusetts Uniform Commercial Code or other applicable law. To the extent permitted by applicable law, all benefits, rights and remedies hereunder shall be deemed cumulative and not exclusive of any other benefit, right or remedy herein. The failure of Payee or other holder hereof to exercise any right or remedy hereunder shall not be deemed to be a release or waiver of any obligation or liability of the Maker.

7. **Obligations Absolute**. All obligations of Maker hereunder are absolute and unconditional, irrespective of any offset or counterclaim of Maker against Payee or other holder hereof. Maker hereby waives the right to claim or enforce any right of offset, counterclaim, recoupment or breach in any action brought to enforce the obligations of Maker under this Note.

8. **Waivers**. Maker and any co-makers, sureties, endorsers and guarantors of this Note, hereby jointly and severally waive presentment for payment, notices of non-performance or nonpayment, protest, notice of protest, notice of dishonor, diligence in bringing suit hereon, against any party hereto and notice of acceleration. Payee reserves the right, in its sole and exclusive discretion, to waive the requirement in Section 2 above that all payments hereunder be due by electronic funds transfer.

9. **Collection Costs; Attorney’s Fees**. Maker agrees to pay all expenses and costs of collection, including all reasonable attorney’s fees and expenses, court costs, costs of sale and costs of maintenance and repair and similar costs incurred by Payee in connection with the enforcement of this Note, the collection of any amounts payable hereunder, whether by acceleration or otherwise, and/or the sale or other disposition of any Collateral.

10. **Prepayment**. Maker may prepay this Note, in whole or in part, at any time without premium or penalty. Any partial payments shall be applied first to accrued interest and then to principal installments in reverse order of maturity.

11. **Severability**. If any term or provision of this Note or application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Note, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or

unenforceable, shall not be affected thereby, and shall be valid and enforced to the fullest extent permitted by law.

12. Limitation on Interest. All agreements between Maker and Payee, whether now existing or hereafter arising and whether written or oral, are hereby limited so that in no contingency, whether by reason of demand or acceleration of the maturity hereof or otherwise, shall the interest contracted for charged, or received by Payee, or any subsequent holder hereof, exceed the maximum amount permissible under applicable law. If any interest in excess of the maximum amount of interest allowable by said applicable laws is inadvertently paid to Payee or the holder hereof, at any time, any such excess interest shall be refunded by the holder to the party or parties entitled to the same after receiving notice of payment of such excess interest. All interest paid or agreed to be paid to Payee shall, to the extent permitted by applicable law, be amortized, prorated, allocated, and spread throughout the full period until payment in full of the principal (including the period of any renewal or extension hereof) so that the interest hereon for such full period shall not exceed the maximum amount permitted by applicable law. This paragraph shall control all agreements between Maker and Payee.

13. Notice. All notices pursuant to this Agreement shall be in writing and delivered by certified or registered mail, by reputable commercial delivery service, or by telecopy (with a confirmation copy mailed, postage prepaid). Until changed by written notice to the other party, notices to each party must be addressed as follows:

Notices to Payee: FlyFoe, LLC
77 North Washington Street, 3rd Floor
Boston, Massachusetts 02114

Notices to Maker: _____

14. Jurisdiction and Venue. It is hereby agreed that any and all claims, disputes or controversies whatsoever arising from or in connection with this Note, shall be commenced, filed and litigated, if at all, in the judicial district in which Boston, Massachusetts is located, unless the conduct of such litigation is not within the subject matter jurisdiction of the court of such district. The parties waive all questions of personal jurisdiction, convenience of forum and venue for purposes of carrying out this provision.

15. Jury Trial Waiver. MAKER AND PAYEE IRREVOCABLY WAIVE TRIAL BY JURY, REGARDLESS OF THE FORUM, IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM BROUGHT BY EITHER OF THEM AGAINST THE OTHER ARISING FROM, WHETHER DIRECTLY OR INDIRECTLY, THIS NOTE.

16. Governing Law. In order to effect uniform interpretation of this Note, this Note, and all disputes or controversies arising or related hereto shall be interpreted and construed under the laws of the Commonwealth of Massachusetts. In the event of any conflict of law question, the law of Massachusetts shall prevail, without regard to the application of Massachusetts' conflict of law rules.

17. Amount Owed. The records of Payee or other holder of this Note shall be prima facie evidence of the amount owing on this Note.

18. Release. In consideration of the credit given to the Maker as evidenced by this Note, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, each of the undersigned, for himself and his agents, employees, representatives, associates, heirs, successors and assigns (collectively the “Franchisee Entities”), does hereby fully and finally release and forever discharge the Payee (“FlyFoe, LLC”), and its officers, shareholders, directors, agents, employees, representatives, associates, successors and assigns (collectively, the “FlyFoe Entities”) of and from any and all actions and causes of action, suits claims, demands, damages, judgments, accounts, agreements, covenants, debts, levys and executions, including without limitation attorneys’ fees, whatsoever, whether known or unknown, liquidated or unliquidated, fixed, contingent, direct or indirect, whether at law or in equity, which the Franchisee Entities, or any one or more of them, have had, now have or may in the future, have against the FlyFoe Entities, or any one or more of them, arising out of, in connection with or relating in any way to that certain franchise agreement between the undersigned and FlyFoe, LLC, dated _____, 20____ (the “Franchise Agreement”), or any other agreement between the undersigned and FlyFoe, LLC including but not limited to, any actions for fraud or misrepresentation, violation of any franchise laws, violation of any state or federal antitrust or securities laws, or violation of any common law, from the beginning time to the date of this Note; provided, however, specifically excluded from the release provisions of this Note shall be all obligations of FlyFoe, LLC, under the Franchise Agreement first accruing on and after the date hereof.

19. Assignment. Payee may sell or assign this Note at Payee’s sole discretion.

IN WITNESS WHEREOF, Maker has made, executed and delivered this Note effective as of the date first above written.

MAKER: _____
By: _____
Name: _____
Title: _____

SECURITY AGREEMENT

THIS AGREEMENT is made and entered into on _____, 20____, by and between _____ (“Debtor”), of _____ and FlyFoe, LLC, a Massachusetts limited liability company with its principal place of business at 77 North Washington Street, 3rd Floor, Boston, MA 02114 (“Secured Party”).

1. **Definitions.** As used in this Agreement, the following terms shall have the meanings indicated below:

1.1. “Code” shall mean the Uniform Commercial Code of the Commonwealth of Massachusetts, as the same may from time to time be in effect.

1.2. “Collateral” shall mean the following, whether or not owned or existing or hereafter acquired or arising: (a) all of Debtor’s accounts, contract rights and general intangibles, including, without limitation, all Franchise Rights; (b) all accounts, revenue and rights to payment arising from Debtor’s mosquito and tick control service business; (c) all of Debtor’s securities, certificates of deposit and deposit accounts; (d) all of Debtor’s goods, fixtures, furniture, vehicles, computer hardware and software, equipment and inventory; (e) all of Debtor’s chattel paper, instruments, documents, and other property used or useful in the ownership, maintenance and operation of the business conducted by Debtor pursuant to any agreements between Debtor and Secured Party; and (f) to the extent not otherwise included, all proceeds of any of the foregoing.

1.3. “Franchise Rights” shall mean the following: (a) certain contractual rights granted Secured Party pursuant to the following FlyFoe, LLC Franchise Agreements, including without limitation, any rights to be a franchisee and any value in being a franchisee under those agreements.

(a) <u>Franchisee</u>	<u>Date of Franchise Agreement</u>
_____	_____ 20____
Name	

Address	

(b) any other FlyFoe, LLC Franchise Agreement(s), in addition to the Agreement(s) described above; and

(c) any rights to receive certain monies not yet earned that Secured Party may have, pursuant to the above agreements between Debtor and Secured Party.

1.4. “Obligations” shall mean any and all liabilities, obligations, and indebtedness of Debtor to Secured Party arising under or evidenced by the Promissory Note dated _____, 20_____, in the original principal amount of _____ (\$_____), the Franchise Agreement(s) described in Section 1.3 herein, or any other agreement between Debtor and Secured Party, and all other liabilities, obligations, and indebtedness of Debtor to Secured Party of every kind and description, now existing or hereafter incurred or arising, matured or unmatured, direct or indirect, absolute or contingent, due or to become due, and any renewals, consolidations and extensions, including any

future advances from Secured Party to Debtor.

1.5. “Proceeds” shall mean with respect to property included in the Collateral: (i) any stock rights, rights to subscribe, liquidating dividends, dividends, stock dividends, dividends paid in stock or cash, new securities, or any other property which Debtor may hereafter become entitled to receive on account of such property; (ii) any proceeds in the form of accounts, collections, contract rights, documents, instruments, chattel paper or general intangibles relating in whole or in part to such property; and (iii) any other property constituting proceeds within the meaning of the Code.

2. **Grant of Security Interest.** To secure the prompt payment and performance of the Obligations, Debtor assigns for collateral purposes and grants to Secured Party a first and priority security interest in the Collateral.

3. **Representations and Warranties.** Debtor warrants and represents that there are no restrictions or prior rights granted in or to the Collateral and agrees not to grant any rights in the Collateral to any party during the term of this Agreement and that the security interest granted herein is and will remain a valid, first, prior and perfected security interest.

4. **Covenants.**

4.1. Debtor agrees to execute and deliver such additional assignments, security agreements, financing statements and chattel mortgages as Secured Party shall reasonably request to render the collateral assignment and security interest granted hereby a valid, first prior and perfected collateral assignment and security interest in the Collateral.

4.2. Debtor shall, at its own cost and expense, maintain satisfactory and complete records of the Collateral and mark its books and records to reflect the collateral assignment and security interest granted hereby.

4.3. Debtor shall not mortgage, assign, pledge, or otherwise encumber any of the Collateral without prior written consent of Secured Party, which shall not be unreasonably withheld.

4.4. Debtor agrees to indemnify and defend Secured Party against any claim of interest or assertions of priority against Secured Party.

5. **Default.** An “Event of Default” shall be deemed to have occurred in the event that: (a) any instalment of principal or interest due hereunder is not paid after becoming due and payable; or (b) any default by Debtor occurs in the performance of the covenants, obligations or other provisions under the Franchise Agreement set forth in Section 1.3 herein (the “Franchise Agreement(s)”), or any other agreement between Debtor (or its affiliates) and Secured Party; or (c) any representation or warranty of Debtor set forth in the Franchise Agreement(s), or any other agreement between Debtor and Secured Party proves to have been incorrect in any material respect; (d) Debtor becomes a subject to any bankruptcy, insolvency or debtor relief proceedings; or (e) Debtor fails to comply with or perform any provisions of the Note or this Agreement not constituting a default under the previous items of this paragraph and such failure continues for fifteen (15) days after notice thereof to Debtor; or (f) a default occurs causing the acceleration of any material obligation of Debtor to any other creditors; or (g) any guarantors of the Franchise Agreement(s) revokes or renounces his or her guaranty; or (h) the Franchise Agreement(s) is terminated by Debtor or

Secured Party or is declared terminated in any judicial proceeding.

6. **Remedies Upon Event of Default.** On an Event of Default, Secured Party, at the Secured Party's option, may declare all obligations secured hereby immediately due and payable, and may proceed to enforce payment of the same, and exercise any and all of the rights and remedies provided by the Code, as well as all other rights and remedies possessed by Secured Party under law. Secured Party may require Debtor to assemble the Collateral and make the Collateral available to Secured Party at a place to be designated by Secured Party which is reasonably convenient to both parties and agree to execute such documents as are necessary to transfer all interest in the Collateral to Secured Party. The expenses of retaking, holding, preparing for sale, selling and the like will include Secured Party's reasonable attorney's fees and legal expenses. If the amount of the Collateral is insufficient to cover any outstanding indebtedness of Debtor to Secured Party pursuant to this Agreement, plus any expenses associated with default thereon, Debtor shall remain liable to Secured Party for any deficiency, in accordance with applicable state law. Debtor agrees to pay all expenses and costs of collection, including reasonable attorney's fees and expenses, court costs, costs of sale and costs of maintenance and repair and similar costs incurred by Secured Party in connection with the enforcement of the Note, the collection of any amounts payable hereunder, whether by acceleration or otherwise, and/or the sale or other disposition of the Collateral. If any notification of any intended disposition of any of the Collateral is required by law, such notification shall be deemed reasonable and properly given if mailed by certified mail, return receipt requested, postage prepaid, or delivered by overnight courier, to the address of Debtor stated in this Security Agreement, at least ten (10) days prior to such disposition.

7. **General Provisions.**

7.1. Notice. All notices pursuant to this Agreement shall be in writing and delivered by certified or registered mail, by reputable commercial delivery service, or by telecopy (with as confirmation copy mailed, postage prepaid). Until changed by written notice to the other party, notices to each party must be addressed as follows:

Notices to Secured Party:

FlyFoe, LLC
77 North Washington Street, 3rd Floor
Boston, MA 02114

Notices to Debtor:

7.2. Entire Agreement. This Agreement and the documents referred to herein constitute the entire Agreement between Secured Party and Debtor concerning the subject matter hereof and supersede all prior agreements, negotiations, representations, and correspondence concerning the same subject matter.

7.3. Jurisdiction and Venue. It is hereby agreed that any and all claims, disputes, or controversies whatsoever arising from or in connection with this Agreement shall be commenced, filed and litigated in the judicial district in which Boston, Massachusetts is located, unless the conduct of such litigation is not within the subject matter jurisdiction of the court of such district. The parties waive all questions of personal jurisdiction, convenience of forum, and venue for the purposes of carrying out this provision.

7.4. Jury Trial Waiver. **DEBTOR AND SECURED PARTY IRREVOCABLY WAIVE TRIAL BY JURY, REGARDLESS OF THE FORUM, IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM BROUGHT BY EITHER OF THEM AGAINST THE OTHER IN CONNECTION WITH THIS AGREEMENT.**

7.5. Governing Law. In order to effect uniform interpretation of this Agreement, this Agreement and all disputes or controversies arising or related hereto shall be interpreted and construed under the laws of the Commonwealth of Massachusetts. In the event of any conflict of law question, the law of Massachusetts shall prevail, without regard to the application of Massachusetts conflict of law rules.

IN WITNESS HEREOF, the parties have executed this Agreement effective the date and year first written above.

“SECURED PARTY”: FlyFoe, LLC

By: _____
Name: _____
Title: _____

“DEBTOR”: _____

By: _____
Name: _____
Title: _____

FRANCHISE AGREEMENT ADDENDUM I

FIRST FRANCHISE OPTION AMENDMENT TO FRANCHISE AGREEMENT

THIS AMENDMENT TO FRANCHISE AGREEMENT (the "Amendment") is made and entered into this _____ day of _____, 20____, by and between FLYFOE, LLC, a Massachusetts limited liability company, with its principal place of business at 77 North Washington Street, 3rd Floor, Boston, Massachusetts (hereinafter "Franchisor"), and _____, a _____ with its _____ at _____ (hereinafter "Franchisee").

WITNESSETH

RECITALS

WHEREAS, Franchisor and Franchisee desire to enter into a Franchise Agreement of even date herewith with respect to the operation of a business which provides on-location residential and commercial cleaning and other related services (hereinafter "the Franchise Agreement");

WHEREAS, Franchisor and Franchisee have agreed to amend the Franchise Agreement as set forth herein to provide certain discounts to Franchisee based upon Franchisee's (or Franchisee's owner's) status as a first time franchisee of Franchisor who desires this amendment ("First Time Option") as a condition to entering into the Franchise Agreement;

NOW, THEREFORE, in consideration of the mutual covenants and agreements hereinafter set forth, and other good and valuable consideration the receipt and sufficiency of which is hereby acknowledged, the parties do hereby agree as follows:

1. The Recitals above are incorporated herein by reference.
2. Section 8(a) of the Franchise Agreement is hereby amended by adding the following provision to that section:

"Based upon the status of Franchisee, where Franchisee is an individual, or the status of Franchisee's owner where Franchisee is a business entity, as a First Time franchisee with us or any of our franchisor affiliates, Franchisor hereby waives the Initial Franchise Fee."
3. Section 8(c) of the Franchise Agreement is hereby amended by adding the following provision to that section:

"In exchange for the waiver of the Initial Franchise Fee, Franchisee agrees that Franchisee's Continuing Royalty rate will be increased by an additional one and one-half percent (1.5%) of the Gross Consumer Sales per month for the initial five (5) year Term of the Franchise Agreement and the first five (5) year renewal term, if renewed. For example, if the monthly Continuing Royalty rate for Franchisee under this Agreement would be four percent (4%) without this amendment, Franchisee's monthly Continuing Royalty rate will increase to five and one-half percent (5.5%)."

4. Except as specifically amended above, all other provisions of the Franchise Agreement remain in full force and effect.
5. If there is a conflict between this Amendment and the Franchise Agreement, this Amendment will prevail.

IN WITNESS THEREOF, the parties hereto have executed this Amendment on the day and year first above written.

FLYFOE, LLC

By:_____

FRANCHISEE

By:_____

EXHIBIT D

STATE SPECIFIC ADDENDA AND RIDERS

ADDENDUM TO FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF CALIFORNIA

- A. THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE DISCLOSURE DOCUMENT.
- B. NO PERSON IN ITEM 2 OF THE FDD IS SUBJECT TO ANY CURRENTLY EFFECTIVE ORDER OF ANY NATIONAL SECURITIES ASSOCIATION OR NATIONAL SECURITIES EXCHANGE, AS DEFINED IN THE SECURITIES EXCHANGE ACT OF 1934, 15 U.S.C.A. 78A ET SEQ., SUSPENDING OR EXPELLING SUCH PERSONS FROM MEMBERSHIP IN SUCH ASSOCIATION OR EXCHANGE.
- C. CALIFORNIA BUSINESS AND PROFESSIONS CODE 20000 THROUGH 20043 PROVIDES RIGHTS TO THE FRANCHISEE CONCERNING TERMINATION, TRANSFER OR NON-RENEWAL OF A FRANCHISE. IF THE FRANCHISE AGREEMENT CONTAINS A PROVISION THAT IS INCONSISTENT WITH THE LAW, THE LAW WILL CONTROL."
- D. THE FRANCHISE AGREEMENT PROVIDES FOR TERMINATION UPON BANKRUPTCY. THIS PROVISION MAY NOT BE ENFORCEABLE UNDER FEDERAL BANKRUPTCY LAW. (11 U.S.C.A. SEC. 101 ET SEQ.).
- E. THE FRANCHISE AGREEMENT CONTAINS A LIQUIDATED DAMAGES CLAUSE. UNDER CALIFORNIA CIVIL CODE SECTION 1671, CERTAIN LIQUIDATED DAMAGES CLAUSES ARE UNENFORCEABLE.
- F. THE FRANCHISE AGREEMENT REQUIRES BINDING ARBITRATION. THE ARBITRATION WILL OCCUR IN BOSTON MASSACHUSETTS WITH THE COSTS BEING BORNE BY THE FRANCHISEE. PROSPECTIVE FRANCHISEES ARE ENCOURAGED TO CONSULT PRIVATE LEGAL COUNSEL TO DETERMINE THE APPLICABILITY OF CALIFORNIA AND FEDERAL LAWS (SUCH AS BUSINESS AND PROFESSIONS CODE SECTION 20040.5, CODE OF CIVIL PROCEDURE SECTION 1281, AND THE FEDERAL ARBITRATION ACT) TO ANY PROVISIONS OF A FRANCHISE AGREEMENT RESTRICTING VENUE TO A FORUM OUTSIDE THE STATE OF CALIFORNIA. THIS PROVISION MAY NOT BE ENFORCEABLE UNDER CALIFORNIA LAW.
- H. SECTION 31125 OF THE CALIFORNIA CORPORATIONS CODE REQUIRES US TO GIVE YOU A DISCLOSURE DOCUMENT, IN A FORM CONTAINING THE INFORMATION THAT THE COMMISSIONER MAY BY RULE OR ORDER REQUIRE, BEFORE A SOLICITATION OF A PROPOSED MATERIAL MODIFICATION OF AN EXISTING FRANCHISE.
- I. OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS, CONCERNING THE CONTENTS OF THIS WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION at www.dfpi.ca.gov.

- J. THE FRANCHISE AGREEMENT REQUIRES APPLICATION OF THE LAWS OF COMMONWEALTH OF MASSACHUSETTS. THIS PROVISION MAY NOT BE ENFORCEABLE UNDER CALIFORNIA LAW.
- K. YOU MUST SIGN A GENERAL RELEASE OF CLAIMS IF YOU RENEW OR TRANSFER YOUR FRANCHISE. CALIFORNIA CORPORATIONS CODE SECTION 31512 VOIDS A WAIVER OF YOUR RIGHTS UNDER THE FRANCHISE INVESTMENT LAW (CALIFORNIA CORPORATIONS CODE SECTIONS 31000 THROUGH 31516). BUSINESS AND PROFESSIONS CODE SECTION 20010 VOIDS A WAIVER OF YOUR RIGHTS UNDER THE FRANCHISE RELATIONS ACT (BUSINESS AND PROFESSIONS CODE SECTIONS 20000 THROUGH 20043).

In recognition of the California Franchise Investment Law, Cal. Bus. & Prof Code § 31000, et seq., and the California Franchise Relations Act, Cal. Corp. Code § 20000, et seq., the Franchise Disclosure Document for FlyFoe, LLC offering franchises under the “FlyFoe” mark for use in the State of California shall be amended as follows:

1. Item 17, “Renewal, Termination, Transfer and Dispute Resolution” shall be amended by adding the following disclosure:

If you execute a general release, in a form prescribed by the Franchisor, of any and all claims against the Franchisor and its affiliates, and their respective officers, directors, agents, and employees, the release must exclude such claims that you may have that have arisen under the California Franchise Investment Law or the California Franchise Relations Act.

2. Item 17, “Renewal, Termination, Transfer and Dispute Resolution”, shall be amended by adding the following disclosure:

The California Franchise Relations Act provides to franchisees additional rights concerning non-renewal. Notice of intention by the Franchisor not to renew a franchise agreement must be given at least 180 days prior to the expiration of the franchise agreement. In the event that any of the provisions of a franchise agreement conflict with the statute, the conflicting provisions will be considered invalid.

3. Item 17, “Renewal, Termination, Transfer and Dispute Resolution” shall be amended by adding the following disclosure:

The California Franchise Relations Act provides to franchisees additional rights concerning termination. A franchise may be terminated only for good cause, and franchisees must be given notice of default and a reasonable opportunity to cure defects (except for certain defects, as specified in the statute, which require no notice or cure). In the event that any of the provisions of a franchise agreement conflict with the statute, the conflicting provisions will be considered invalid.

4. Item 17, “Renewal, Termination, Transfer and Dispute Resolution” shall be amended by adding the following disclosure:

Covenants not to compete upon termination or expiration of the Franchise Agreement are not enforceable under California Law, except in limited circumstances. The Franchisor does not know whether the foregoing covenants are enforceable under California Law.

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF CALIFORNIA

In recognition of the California Franchise Investment Law, Cal. Bus. & Prof. Code § 31000 et seq., and the California Franchise Relations Act, Cal. Corp. Code § 20000 et seq., the parties to the attached Franchise Agreement (the “Agreement”) agree as follows:

1. Sub-Section 20 (c) (7) of the Agreement, under the heading “Assignment by Franchisee” shall be deleted in its entirety and shall have no force or effect, and the following shall be substituted in lieu thereof:

You shall execute a general release under seal, in a form satisfactory to us, of any and all claims against us and our officers, directors, shareholders and employees, in their corporate and individual capacities, including, without limitation, claims arising under federal, state and local laws, rules and ordinances. California Corporations Code §31512 voids a waiver of your rights under the Franchise Investment Law (California Corporations Code §§31000 through 31516). Business and Professions Code §20010 voids a waiver of your rights under the Franchise Relations Act (Business and Professions Code §§20000 through 20043).

2. A new Sub-Section 16(d) of the Agreement, under the sub-heading “Termination in California” shall be added, as follows:

To the extent that the provision of this Paragraph 15 regarding termination are inconsistent with the requirements of the California Franchise Relations Act, the termination provisions are superseded by the Act's requirements and shall have no force or effect.

3. A new Sub-Section 25(n) of the Agreement, under the sub-heading “Application of Covenants in California” shall be added as follows:

This Agreement contains a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under California law.

4. A new Sub-Section 29(k) of the Agreement shall be added as follows:

The Agreement requires binding arbitration in Massachusetts. Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of a franchise agreement restricting venue to a forum outside the State of California.

[Signatures on following page]

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed and delivered this Amendment to the Franchise Agreement in duplicate on the day and year first above written.

FRANCHISOR:

FlyFoe, LLC

By: _____
Its: _____

FRANCHISEE:

By: _____
Franchisee

By: _____

By: _____
Its: _____

FRANCHISEE:

By: _____
Franchisee

By: _____
Franchisee

NOTICE REQUIRED UNDER HAWAIIAN FRANCHISE LAW

THESE FRANCHISES WILL BE/HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS OR A FINDING BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, OR SUBFRANCHISOR, AT LEAST SEVEN DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OR ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE DISCLOSURE DOCUMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THIS DISCLOSURE DOCUMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

ADDENDUM TO FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF ILLINOIS

Illinois law governs the agreements between the parties to this franchise.

Section 4 of the Illinois Franchise Disclosure Act provides that any provision in a franchise agreement that designates jurisdiction or venue outside the State of Illinois is void. However, a franchise agreement may provide for arbitration outside of Illinois.

Section 41 of the Illinois Franchise Disclosure Act provides that any condition, stipulation, or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void.

Your rights upon termination and non-renewal of a franchise agreement are set forth in sections 19 and 20 of the Illinois Franchise Disclosure Act.

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF ILLINOIS

Illinois law governs the agreements between the parties to this franchise.

Section 4 of the Illinois Franchise Disclosure Act provides that any provision in a franchise agreement that designates jurisdiction or venue outside the State of Illinois is void. However, a franchise agreement may provide for arbitration outside of Illinois.

Section 41 of the Illinois Franchise Disclosure Act provides that any condition, stipulation, or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void.

Your rights upon termination and non-renewal of a franchise agreement are set forth in sections 19 and 20 of the Illinois Franchise Disclosure Act.

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed and delivered this Amendment to the Franchise Agreement in duplicate on the day and year first above written.

FRANCHISOR:

FlyFoe, LLC

By: _____
Its: _____

FRANCHISEE:

By: _____
Franchisee

By: _____
Franchisee

By: _____
Franchisee

ADDENDUM TO FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF INDIANA

In recognition of the Indiana Franchise Law, Title 23, Article 2, Chapter 2.5 Sections 1 through 51, the Franchise Disclosure Document for FlyFoe, LLC offering franchises under the "FLYFOE" mark for use in the State of Indiana shall be amended as follows:

1. Item 17(c), pertaining to "Requirements for you to Renew or Extend" your Franchise Agreement, is hereby amended by adding the following paragraph:

"Indiana State Code 23-2-2.7-1(5) deems it unlawful for you to prospectively assent to a release, assignment, novation, waiver or estoppel which purports to relieve FLYFOE from liability imposed by Indiana State Code 23-2-2.7.

2. Item 17(m) pertaining to requirements for approval of transfer, is hereby amended by adding the following:

"Indiana State Code 23-2-2.7-1(5) deems it unlawful for you to prospectively assent to a release, assignment, novation, waiver or estoppel which purports to relieve FLYFOE from liability imposed by Indiana State Code 23-2-2.7.

3. Item 17(r), pertaining to the post-termination non-competition covenants, is hereby amended by adding the following paragraph:

"The post-termination covenant not to compete complies with Indiana State Code 23-2-2.7-1(9) which prohibits FLYFOE from prohibiting you from competing for a period longer than 3 years or in an area greater than the exclusive area contained in your agreement."

4. Item 17(t), pertaining to the integration/merger clause, is hereby amended by adding the following paragraph:

"Notwithstanding anything to the contrary contained in your agreement, you do not waive any right under the Indiana statutes with regard to prior representations made in the Indiana Franchise Disclosure Document."

5. Item 17(v), pertaining to the choice of forum, is hereby amended by adding the following paragraph:

"Choice of forum in any jurisdiction other than Indiana is prohibited under IC 23-2-2.7-1(10). FLYFOE may not require that you agree to participate in any form of alternative dispute resolution other than arbitration before an independent arbitrator."

6. Item 17(w), pertaining to the choice of law, is hereby amended by adding the following paragraph:

"The choice of Massachusetts law shall be subject to the superceding provisions in Indiana's Franchise Acts, IC 23-2-2.5 and 2.7."

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF INDIANA

In recognition of Indiana Deceptive Franchise Practices Law, §§ IC 23-2-2.7. the parties to the attached FLYFOE Franchise Agreement (the "Agreement") agree as follows:

1. Section 30 of the Agreement, under the heading "Indemnification", shall be supplemented by the addition of the following sentence:

"In no event shall this indemnification apply to liability caused by your proper reliance on or use of procedures or materials provided by FLYFOE or because of FLYFOE's negligence."

2. Section 25 of the Agreement, under the heading "Covenants of Non-Disclosure, Non-Solicitation and Non-Competition", Section 29 of the Agreement, under the heading "Binding Arbitration", Section 35 of the Agreement, under the heading "Damages and Waiver of Jury Trial", and Addendum E of this Agreement "Guaranty Agreement" shall each be supplemented by the addition of the following paragraph:

"The reservation of rights by FLYFOE to injunctive relief and specific damages or limitations on the remedies available to either party without benefit of appropriate process is prohibited under IC 23-2-2.7-1(10). You cannot be required to recognize the adequacy or inadequacy of any remedy. The waiver or release of any rights with regard to the Agreement is prohibited under IC 23-2-2.7-1(5)."

3. Section 3 of the Agreement, under the heading "Term" and Section 20 of the Agreement, under the heading "Assignment by Franchisee", shall be supplemented by the addition of the following sentence:

"You cannot be required to prospectively assent to a release, assignment, novation, waiver or estoppel which purports to relieve FLYFOE from liability under Indiana Code 23-2-2.7."

4. Section 41 of the Agreement, under the heading "Miscellaneous", shall be supplemented by the addition of the following sentence:

"Notwithstanding anything to the contrary in this provision, you do not waive any right under the Indiana statutes with regard to prior representations made in the Indiana Franchise Disclosure Document."

5. Section 29 of the Agreement, under the heading "Binding Arbitration", shall be supplemented by the addition of the following paragraph:

"Notwithstanding anything to the contrary in this provision, venue for any cause of action brought under this Agreement shall be in Indiana pursuant to IC 23-2-2.7-1(10). Notwithstanding anything to the contrary in this provision, the choice of law for any cause of action brought under this Agreement shall be subject to any superceding provisions contained in Indiana's Franchise Acts, IC 23-2-2.5 and 2.7. You shall be permitted to bring actions arising under IC 23-2-2.5 at any time within 3 years from the date of violation pursuant to IC 23-2-2.7-7."

FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF MARYLAND

In recognition of the MARYLAND Franchise Registration and Disclosure Law, as amended, the Franchise Disclosure Document for FLYFOE, LLC, for use in the State of MARYLAND shall be amended as follows:

- (1) Item 5 of this Disclosure Document is modified as follows: Based upon the franchisor's financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, all initial fees and payments owed by franchisees shall be deferred until the franchisor completes its pre-opening obligations under the franchise agreement.
- (2) Item 17 of this Disclosure Document is modified to state that any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the award of the franchise.
- (3) Item 17 of this Disclosure Document is modified to state that provisions allowing termination on bankruptcy may not be enforceable under federal bankruptcy law (11U.S.C. 101 et seq.).
- (4) Item 17 of this Disclosure Document, in the summary column of part (c), is modified to state that the general release required as a condition of renewal will not apply to any claim arising under the Maryland Franchise Registration and Disclosure Law.
- (5) Item 17 of this Disclosure Document, in the summary column of part (m), is modified to state that the general release required as a condition of transfer will not apply to any claim arising under the Maryland Franchise Registration and Disclosure Law.
- (6) Item 17 of this Disclosure Document, in the summary column of part (v), is modified to state that the franchisee may bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF MARYLAND

The Franchise Agreement between _____ (“Franchisee”) and FLYFOE, LLC, a Massachusetts limited liability company (“Franchisor”), dated _____, 20____ (the “Franchise Agreement”), shall be amended by the addition of the following language, which shall be considered an integral part of this Agreement (this “Amendment”):

MARYLAND LAW MODIFICATIONS

1. Based upon the franchisor's financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, all initial fees and payments owed by franchisees shall be deferred until the franchisor completes its pre-opening obligations under the franchise agreement.

2. The Maryland Securities Division requires that certain provisions contained in franchise documents be amended to be consistent with Maryland law, including the Maryland Franchise Registration and Disclosure Law. To the extent that the Agreement contains provisions that are inconsistent with the following, such provisions are hereby amended:

- a. The Franchise Agreement requires the Franchisee to execute a general release as a condition of renewal. The Franchise Agreement is amended to state that the general release required as a condition of renewal shall exclude claims arising under the Maryland Franchise Registration and Disclosure Law. The general release required as a condition of renewal shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.
- b. The Franchise Agreement requires the Franchisee to execute a general release as a condition of assignment/transfer. The Franchise Agreement is amended to state that the general release required as a condition of assignment/transfer shall exclude claims arising under the Maryland Franchise Registration and Disclosure Law. The general release required as a condition of assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.
- c. The Franchise Agreement requires the Franchisee to acknowledge facts that would negate or remove from judicial review any statement, misrepresentation or action that would violate the Law, or a rule or order under the Law. The Franchise Agreement is amended to state that such acknowledgements shall be void with respect to claims under the Law and such representations are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
- d. The Franchise Agreement requires arbitration to be conducted in the Commonwealth of Massachusetts. The Franchise Agreement is amended to state that the requirement for dispute resolution to be conducted in a forum other than the State of Maryland shall not be interpreted to limit any rights Franchisee may have to bring suit in the state of Maryland. A Franchisee may file an action in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.

- e. The Franchise Agreement requires the Franchisee to disclaim the occurrence and/or acknowledge the non-occurrence of acts that would constitute a violation of the Law as a condition of the sale of a franchise. Maryland Franchise Registration and Disclosure Law prohibits a Franchisor from requiring a prospective franchisee to assent to any release, estoppel or waiver of liability as a condition of purchasing a franchise. The Franchise Agreement is amended to state that such representations are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
- f. The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. Sec. 101 et seq.)

2. Each provision of this Amendment shall be effective only to the extent that the jurisdictional requirements of the Maryland Franchise Registration and Disclosure Law, with respect to each such provision, are met independent of this Amendment. This Amendment shall have no force or effect if such jurisdictional requirements are not met.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties intending to be bound legally have fully executed, sealed and delivered this Amendment to the Agreement as of the day and year contained in the Agreement.

FRANCHISOR:

FlyFoe, LLC

By: _____

Its: _____

FRANCHISEE:

By: _____

Franchisee

By: _____

Franchisee

ADDENDUM TO FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF MINNESOTA

As to franchises governed by the Minnesota franchise laws, if any of the terms of the Franchise Disclosure Document are inconsistent with the terms below, the terms below control:

With respect to franchises governed by Minnesota law, the franchisor will comply with Minnesota Statute Section 80C.14 subdivisions 3, 4 and 5 which require (except in certain specific cases), that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the Franchise Agreement and that consent to the transfer of the franchise will not be unreasonably withheld.

Minn. Stat. Sec. 80C.21 and Minnesota Rule Part 2860.4400J, prohibit the franchisor from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring the franchisee to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Franchise Disclosure Document or agreement(s) can abrogate or reduce any of franchisee's rights provided for in Minnesota Statutes, Chapter 80C, or franchisee's rights to any procedure, forum or remedies provided for by the laws of the jurisdiction.

The franchisor will protect the franchisee's rights to use the trademarks, service marks, trade names, logotypes or other commercial symbols or indemnify the franchisee from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name.

Minnesota Rule Part 2869.4400(d) prohibits franchisor from requiring a franchisee to assent to a general release.

The franchisee cannot consent to the franchisor obtaining injunctive relief. The franchisor may seek injunctive relief. See Minn. Rules 2860.4400J.

The Limitations of Claims section must comply with Minnesota Statutes, Section 80C.17, Subd. 5.

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF MINNESOTA

If any of the terms of the Franchise Agreement are inconsistent with the terms below, the terms below control:

With respect to franchises governed by Minnesota law, the franchisor will comply with Minnesota Statute Section 80C.14 subdivisions 3, 4 and 5 which require (except in certain specific cases), that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the Franchise Agreement and that consent to the transfer of the franchise will not be unreasonably withheld.

Minn. Stat. Sec. 80C.21 and Minnesota Rule Part 2860.4400J, prohibit the franchisor from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial, or requiring the franchisee to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Franchise Disclosure Document or agreement(s) can abrogate or reduce any of franchisee's rights provided for in Minnesota Statutes, Chapter 80C, or franchisee's rights to any procedure, forum or remedies provided for by the laws of the jurisdiction.

The franchisor will protect the franchisee's rights to use the trademarks, service marks, trade names, logotypes or other commercial symbols or indemnify the franchisee from any loss, costs or expenses arising out of any claim, suit or demand regarding the use of the name.

Minnesota Rule Part 2869.4400(d) prohibits franchisor from requiring a franchisee to assent to a general release.

The franchisee cannot consent to the franchisor obtaining injunctive relief. The franchisor may seek injunctive relief. See Minn. Rules 2860.4400J.

The Limitations of Claims section must comply with Minnesota Statutes, Section 80C.17, Subd. 5.

[Signatures on the following page]

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed and delivered this Amendment to the Franchise Agreement in duplicate on the day and year first above written.

FRANCHISOR:
FlyFoe, LLC

By: _____
Its: _____

FRANCHISEE:

By: _____
Its: _____

FRANCHISEE:

By: _____
Franchisee

ADDENDUM TO FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF NEW YORK

1. The following information is added to the cover page of the Franchise Disclosure Document:

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT A OR YOUR PUBLIC LIBRARY FOR SOURCES OF INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THE FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND NEW YORK STATE DEPARTMENT OF LAW, BUREAU OF INVESTOR PROTECTION AND SECURITIES, 28 LIBERTY STREET, 21ST FLOOR, NEW YORK, NEW YORK 10005. THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is added at the end of Item 3:

Except as provided above, with regard to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

A. No such party has an administrative, criminal or civil action pending against that person alleging: a felony, a violation of a franchise, antitrust, or securities law, fraud, embezzlement, fraudulent conversion, misappropriation of property, unfair or deceptive practices, or comparable civil or misdemeanor allegations.

B. No such party has pending actions, other than routine litigation incidental to the business, which are significant in the context of the number of franchisees and the size, nature or financial condition of the franchise system or its business operations.

C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10-year period immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.

D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State, or Canadian franchise, securities, antitrust, trade regulation or trade practice law, resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or

expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

3. The following is added to the end of Item 4:

the franchisor, its affiliate, its predecessor, officers, or general partner during the 10-year period immediately before the date of the offering circular: (a) filed as debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code; (b) obtained a discharge of its debts under the bankruptcy code; or (c) was a principal officer of a company or a general partner in a partnership that either filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code or that obtained a discharge of its debts under the U.S. Bankruptcy Code during or within 1 year after that officer or general partner of the franchisor held this position in the company or partnership.

4. The following is added to the end of Item 5:

The initial franchise fee constitutes part of our general operating funds and will be used as such in our discretion.

5. The following is added to the end of the “Summary” sections of Item 17(c), titled “Requirements for franchisee to renew or extend,” and Item 17(m), entitled “Conditions for franchisor approval of transfer”:

However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this proviso that the non-waiver provisions of General Business Law Sections 687.4 and 687.5 be satisfied.

6. The following language replaces the “Summary” section of Item 17(d), titled “Termination by franchisee”:

You may terminate the agreement on any grounds available by law.

7. The following is added to the end of the “Summary” section of Item 17(j), titled “Assignment of contract by franchisor”:

However, no assignment will be made except to an assignee who in good faith and judgment of the franchisor, is willing and financially able to assume the franchisor’s obligations under the Franchise Agreement.

8. The following is added to the end of the “Summary” sections of Item 17(v), titled “Choice of forum”, and Item 17(w), titled “Choice of law”:

The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or upon the franchisee by Article 33 of the General Business Law of the State of New York

THIS NEW YORK ADDENDUM APPLIES ONLY TO FRANCHISEES WHO ARE RESIDENTS OF NEW YORK OR LOCATE THEIR FRANCHISES IN NEW YORK.

ADDENDUM TO THE FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF NORTH DAKOTA

1. The Summary column of Item 17 paragraph (c) of this Disclosure Document is modified to read as follows:

“Give us at least 90 days’ notice of your intention to renew, sign our current form of franchise agreement and ancillary agreements, sign a release (except for matters coming under the North Dakota Franchise Investment Law (the “North Dakota Law”).”

2. The Summary column of Item 17 Paragraph (r) of this Disclosure Document is modified by adding the following at the end of the sentence:

“Any requirement that you must consent to termination or liquidated damages may not be enforceable under North Dakota Franchise Investment Law.”

3. The Summary column of Item 17 Paragraph (r) of this Disclosure Document is modified by adding the following at the end of the sentence:

“Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota.”

4. The Summary column of Item 17 paragraph (u) of this Disclosure Document is amended by adding the following at the end of the paragraph:

“except that matters coming under the North Dakota Law will be submitted to arbitration in a mutually agreeable location.”

5. The Summary column of Item 17 paragraph (v) of this Disclosure Document is amended to read as follows:

Except for matters coming under the North Dakota Law, litigation and arbitration must be in Massachusetts.

6. The Summary column of Item 17 paragraph (w) of this Disclosure Document is amended to read as follows:

The law of North Dakota governs.*

7. The North Dakota Securities Commissioner has held the following to be unfair, unjust or inequitable to North Dakota franchisees (Section 51-19-09, N.D.C.C.):

Waiver of Exemplary & Punitive Damages: Requiring North Dakota franchisees to consent to a waiver of exemplary and punitive damages;

General Release: Franchise Agreements that require the franchisee to sign a general release upon renewal of the franchise agreement; and

Limitation of Claims: Franchise Agreements that require the franchisee to consent to a limitation of claims. The statute of limitations under North Dakota law applies.

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF NORTH DAKOTA

This Rider is entered into this _____, 20__ (the “Effective Date”), between FLYFOE, LLC, a Massachusetts corporation, with its principal business address at 77 North Washington Street, Boston MA 02114 (“we,” “us,” “our” or “Franchisor”), and _____, whose principal address is _____ (referred to in this Rider as “you,” “your” or “Franchisee”), and amends the Franchise Agreement between the parties dated as of the Effective Date (the “Agreement”).

1. **Precedence and Defined Terms.** This Rider is an integral part of, and is incorporated into, the Agreement. Nevertheless, this Rider supersedes any inconsistent or conflicting provisions of the Agreement. Terms not otherwise defined in this Rider have the meanings as defined in the Agreement.
2. **Grant of Successor Franchise.** You are not required to sign a general release as to any matters coming under the North Dakota Franchise Investment Law (the “North Dakota Law”).
3. **Post-Term Competitive Restrictions.** Post-effective Covenants not to compete, such as those mentioned in Section 25, are generally unenforceable in the State of North Dakota.
4. **Jurisdiction.** All matters coming under the North Dakota Law may be brought in the courts of North Dakota.
5. **Waiver of Punitive Damages.** The first sentence in Section 35 of the Agreement is deleted in its entirety.
6. **Limitation of Claims.** The statute of limitations under North Dakota Law applies to all matters coming under North Dakota Law.
7. **Governing Law.** This Agreement will be governed by North Dakota Law.
8. **Waiver of Jury Trial.** The last 3 sentences in Section 35 of the Agreement are deleted in their entirety.
9. **Arbitration.** All matters being arbitrated under North Dakota Law may be brought in a location agreeable to both the Franchisor and the Franchisee. Intending to be bound, you and we sign and deliver this Rider in 2 counterparts effective on the Agreement Date, regardless of the actual date of signature.
10. **Liquidated Damages.** Franchisee’s consent to termination or liquidated damages, such as those mentioned in Section 35, is generally unenforceable under North Dakota Law.
11. **General Release.** Franchisee’s consent to general release is generally unenforceable under North Dakota Law.

[Signatures on following page]

FRANCHISOR:

FlyFoe, LLC

By: _____

Its: _____

FRANCHISEE:

By: _____

Franchisee

By: _____

Franchisee

By: _____

Franchisee

ADDENDUM TO FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF RHODE ISLAND

In recognition of the Rhode Island Franchise Investment Act, as amended, the Franchise Disclosure Document for FlyFoe, LLC for use in the State of Rhode Island shall be amended as follows:

1. Item 17, “Renewal, Termination, Transfer and Dispute Resolution” shall be amended by the addition of the following paragraph:

“If you are a franchisee in Rhode Island, then the choice of law and venue provisions of your Franchise Agreement will not be enforceable.”

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF RHODE ISLAND

In recognition of the Rhode Island Franchise Investment Act, as amended, the parties to the attached FlyFoe, LLC Franchise Agreement (the “Agreement”) agree as follows:

1. Section 29 of the Agreement, under the heading “Binding Arbitration”, shall be amended to add the following:

“Provided that the Rhode Island Franchise Investment Act or a successor law should void a “choice of law” provision enforcing the laws of a jurisdiction other than Rhode Island, or void a venue provision which restricts jurisdiction outside of Rhode Island, then all references to “choice of law” and/or venue shall read “Rhode Island.”

IN WITNESS WHEREOF, the parties intending to be bound legally, have fully executed, sealed and delivered this Amendment to the Agreement as of the day and year contained in the Agreement.

FRANCHISOR:

FlyFoe, LLC

By: _____
Its: _____

FRANCHISEE:

By: _____
Franchisee

By: _____
Franchisee

ADDENDUM TO THE FLYFOE LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF SOUTH DAKOTA

1. The Summary column of Item 17 Paragraph (g) of this Disclosure Document is modified by adding the following at the end of the sentence:

“Under South Dakota law, termination provisions covering breach of the franchise agreement, failure to meet performance and quality standards, and failure to make royalty payments contained in the Disclosure Document and franchise agreement must afford a franchisee thirty (30) days written notice with an opportunity to cure the default prior to termination.”

2. The Summary column of Item 17 Paragraph (r) of this Disclosure Document is modified by adding the following at the end of the sentence:

“Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of South Dakota, except in certain instances as provided by law.”

3. The Summary column of Item 17 paragraph (u) of this Disclosure Document is amended by adding the following at the end of the paragraph:

“except that matters coming under the South Dakota Law will be submitted to arbitration in a mutually agreeable location.”

4. The Summary column of Item 17 paragraph (v) of this Disclosure Document is amended to read as follows:

Except for matters coming under the South Dakota Law, litigation and arbitration must be in Massachusetts.

5. The Summary column of Item 17 paragraph (w) of this Disclosure Document is amended to read as follows:

The law of South Dakota governs.*.

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF SOUTH DAKOTA

This Rider is entered into this _____, 20____ (the “Effective Date”), between FLYFOE, LLC, a Massachusetts limited liability company, with its principal business address at 77 North Washington Street, Boston MA 02114 (“we,” “us,” “our” or “Franchisor”), and _____, whose principal address is _____ (referred to in this Rider as “you,” “your” or “Franchisee”), and amends the Franchise Agreement between the parties dated as of the Effective Date (the “Agreement”).

1. **Precedence and Defined Terms.** This Rider is an integral part of, and is incorporated into, the Agreement. Nevertheless, this Rider supersedes any inconsistent or conflicting provisions of the Agreement. Terms not otherwise defined in this Rider have the meanings as defined in the Agreement.
2. **Grant of Successor Franchise.** You are not required to sign a general release as to any matters coming under the South Dakota Law.
3. **Post-Term Competitive Restrictions.** Post-effective Covenants not to compete, such as those mentioned in Section 25, are generally unenforceable in the State of South Dakota, except in certain instances provided by law.
4. **Jurisdiction.** All matters coming under the South Dakota Law may be brought in the courts of South Dakota.
5. **Waiver of Punitive Damages.** The first sentence in Section 35 of the Agreement is deleted in its entirety.
6. **Limitation of Claims.** The statute of limitations under South Dakota Law applies to all matters coming under South Dakota Law.
7. **Governing Law.** This Agreement will be governed by South Dakota Law.
8. **Waiver of Jury Trial.** The last 3 sentences in Section 35 of the Agreement are deleted in their entirety.
9. **Arbitration.** All matters being arbitrated under South Dakota Law may be brought in a location agreeable to both the Franchisor and the Franchisee.
10. **Termination.** The following is added as Section 16(d) of the Agreement: You will have 30 days written notice with an opportunity to cure prior to termination for the following: breach of the franchise agreement, failure to meeting performance and quality standards and failure to make royalty payments.

Intending to be bound, you and we sign and deliver this Rider in 2 counterparts effective on the Agreement Date, regardless of the actual date of signature.

[Signatures on following page]

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FRANCHISOR:

FlyFoe, LLC

By: _____
Its: _____

FRANCHISEE:

By: _____
Franchisee

By: _____
Franchisee

ADDENDUM TO THE FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE COMMONWEALTH OF VIRGINIA

1. In recognition of the restrictions contained in Section 13.1-564 of the Virginia Retail Franchising Act, the Franchise Disclosure Document for FlyFoe, LLC for use in the Commonwealth of Virginia shall be amended as follows:

The following statements are added to Item 17.h of the Virginia Disclosure Document:

“Under Section 13.1.564 of the Virginia Franchising Act, it is unlawful for a franchisor to cancel a franchise agreement without reasonable cause. If any ground for default or termination stated in the franchise agreement does not constitute “reasonable cause” as that term may be defined in the Virginia Retail Franchising Act or laws of Virginia, that provision may not be enforceable.

AMENDMENT TO FLYFOE, LLC.
FRANCHISE AGREEMENT & RELATED FRANCHISE DOCUMENTS
FOR THE STATE OF VIRGINIA

The Franchise Agreement between _____ (“Franchisee”) and FLYFOE, LLC, a Massachusetts limited liability company (“Franchisor”), dated _____ (the “Agreement”) shall be amended by the addition of the following language, which shall be considered an integral part of this Agreement (this “Amendment”):

VIRGINIA LAW MODIFICATIONS

1. The provisions of this Amendment form an integral part of, and are incorporated into the Franchise Agreement. This Amendment is being executed because: **(A)** the offer or sale of the franchise to Franchisee was made in the Commonwealth of Virginia; **(B)** Franchisee is a resident of the Commonwealth of Virginia; and/or **(C)** your FlyFoe franchise will be located or operated in the Commonwealth of Virginia.
2. The following sentence is added to the end of Section 8 (a):

Notwithstanding the foregoing, the Virginia State Corporation Commission’s Division of Securities and Retail Franchising requires us to defer payment of the initial franchise fee and other initial payments owed by you to us until we have completed our pre-opening obligations under this Agreement.
3. Any capitalized terms that are not defined in this Amendment shall have the meaning given them in the Franchise Agreement.
4. The provisions of this Amendment will be effective only to the extent that the jurisdictional requirements of the Virginia Retail Franchising Act are met independently of this Amendment.
5. Except as expressly modified by this Amendment, the Franchise Agreement remains unmodified and in full force and effect.

IN WITNESS WHEREOF, the parties intending to be bound legally, have fully executed, sealed and delivered this Amendment to the Agreement as of the day and year contained in the Agreement.

ATTEST: FlyFoe, LLC

Witness By: _____
Franchisor

ATTEST: _____
Witness By: _____
Franchisee

ATTEST: _____
Witness By: _____
Franchisee

WASHINGTON ADDENDUM TO THE FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT

1. Item 5 of this Disclosure Document is amended as follows:

“Franchisees who receive financial incentives to refer franchise prospects to Franchisors may be required to register as franchise brokers under the laws of Washington State.”

The collection of the Initial Franchise Fee will be deferred until the Franchisor has fulfilled its initial pre-opening obligations and the Franchisee is open for business.

Use of Franchise Brokers. The franchisor uses the services of franchise brokers to assist it in selling franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. Do not rely only on the information provided by a franchise broker about a franchise. Do your own investigation by contacting the franchisor’s current and former franchisees to ask them about their experience with the franchisor.

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

RCW 19.100.180 may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

Transfer fees are collectable to the extent that they reflect the franchisor’s reasonable estimated or actual costs in effecting a transfer.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee’s earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor’s earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the franchise agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee, in any way, from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.

WASHINGTON ADDENDUM TO THE FLYFOE, LLC
FRANCHISE AGREEMENT, FRANCHISE COMPLIANCE QUESTIONNAIRE,
AND RELATED AGREEMENTS

The collection of the Initial Franchise Fee will be deferred until the Franchisor has fulfilled its initial pre-opening obligations and the Franchisee is open for business.

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

RCW 19.100.180 may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the franchise agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the franchise agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee, in any way, from (i) soliciting or hiring any employee of a franchisee of the same franchisor, or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the Franchise Agreement, or elsewhere are void and unenforceable in Washington.

[Signatures on following page]

The undersigned does hereby acknowledge receipt of this addendum

Dated this ____ day of _____, 20____.

FlyFoe, LLC

Prospective Franchisee

ADDENDUM TO FLYFOE, LLC
FRANCHISE DISCLOSURE DOCUMENT
REQUIRED BY THE STATE OF WISCONSIN

Franchise Disclosure Document for FlyFoe, LLC, for use in the State of Wisconsin shall be amended as follows:

Cover Page:

THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE WISCONSIN FRANCHISE INVESTMENT LAW. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF SECURITIES OF WISCONSIN OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE WISCONSIN FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE AT LEAST 10 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 10 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

THIS DISCLOSURE DOCUMENT AND THE FRANCHISE AGREEMENTS ARE SUBJECT TO THE WISCONSIN FRANCHISE INVESTMENT LAW.

1. Item 17, Renewal, Termination, Transfer and Dispute Resolution, shall be amended by the addition of the following paragraphs at the conclusion of the Item 17 disclosures:

"To the extent that the provisions regarding renewal described in this section are inconsistent with the requirements of the Wisconsin Fair Dealership Law (which, among other things, grants you the right, in most circumstances, to 90 days prior written notice of termination and 60 days within which to remedy any claim deficiencies), the renewal provisions will be superseded by the requirements of the Wisconsin Fair Dealership Law and will have no force or effect."

"To the extent that the provisions regarding termination described in this section are inconsistent with the requirements of the Wisconsin Fair Dealership Law (which, among other things, grants you the right, in most circumstances, to 90 days prior written notice to termination and 60 days within which to remedy any claim deficiencies), the termination provision will be superseded by the requirements of the Wisconsin Fair Dealership Law and will have no force or effect."

"Covenants not to compete during the term of and upon termination or expiration of a Franchise Agreement are enforceable only under certain conditions according to Wisconsin Law."

AMENDMENT TO FLYFOE, LLC
FRANCHISE AGREEMENT
REQUIRED BY THE STATE OF WISCONSIN

In recognition of the Wisconsin Fair Dealership Law, Wisconsin Statutes, §§ 135.01 -135.07, the parties to the attached FlyFoe, LLC Franchise Agreement (the "Agreement") agree as follows:

1. Section 3 of the Agreement, under the heading "Term", shall be supplemented by the addition of a new final paragraph as follows:

"To the extent that the provisions of Section 3 regarding renewal are inconsistent with the requirements of the Wisconsin Fair Dealership Law (which, among other things, grants you the right, in most circumstances, to 90 days prior written notice to termination and 60 days within which to remedy any claims deficiencies), said renewal provision will be superseded by the requirement of the Wisconsin Fair Dealership Law and will have no force or effect."

2. Section 16 of the Agreement under the heading "Termination of the Franchise", shall be supplemented by the following new subparagraph 16 (d) entitled "Termination Rights under Wisconsin Law:

"To the extent that the provision of Section 16 regarding termination are inconsistent with requirements of the Wisconsin Fair Dealership Law (which, among other things, grants you the right, in most circumstances to 90 days prior written notice of termination and 60 days within which to remedy any claimed deficiencies), said termination provisions will be superseded by the requirements of the Wisconsin Fair Dealership Law and will have no force or effect."

IN WITNESS WHEREOF, the parties hereto have duly executed, sealed and delivered this Amendment to the Franchise Agreement in duplicate on the day and year first above written.

FRANCHISOR:

FlyFoe, LLC

By: _____

Its: _____

FRANCHISEE:

By: _____

Franchisee

By: _____

Franchisee

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EXHIBIT E

FORM OF MUTUAL TERMINATION AND GENERAL RELEASE

FORM OF MUTUAL TERMINATION AND GENERAL RELEASE

THIS MUTUAL TERMINATION AND GENERAL RELEASE is made and entered into this _____ day of _____, 20____, by and between FLYFOE, LLC, a Massachusetts limited liability company, with its principal place of business at 77 North Washington Street, 3rd Floor, Boston, Massachusetts 02114 (hereinafter, "Franchisor"), and _____ located at _____ (hereinafter, "Franchisee").

WHEREAS, Franchisor and Franchisee had entered into a Franchise Agreement dated _____, 20____ (hereinafter "Original Franchise Agreement"), with respect to the operation of a business which provides on-location residential mosquito and tick control services (hereinafter "FlyFoe Franchise"); and

WHEREAS, the Franchisor has agreed to Franchisee's purchase of additional territory on the condition that Franchisee enters into Franchisor's then-current Franchise Agreement (hereinafter "the New Franchise Agreement"), and upon so doing, Franchisor and Franchisee agree to mutually terminate the Original Franchise Agreement by signing this Mutual Termination Agreement.

NOW, THEREFORE, in consideration of the mutual covenants and agreements hereinafter set forth, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties do hereby agree as follows:

1. It is hereby mutually agreed between the undersigned parties that subject to the terms and conditions of this Mutual Termination and Release, the Original Franchise Agreement is hereby terminated.

2. Franchisee hereby acknowledges that by entering into this Mutual Termination and Release, all of the Franchisee's rights under the Original Franchise Agreement as a FlyFoe franchisee are immediately terminated.

3. Effective as of the date hereof and to the extent allowed by applicable law, Franchisee, for itself and its beneficiaries, attorneys, representatives, successors, heirs and assigns (collectively hereinafter the "Franchisee Parties") hereby waive, release and forever discharge Franchisor and its shareholders, affiliates, beneficiaries, officers, partners, directors, employees, attorneys, representatives, successors, heirs and assigns, jointly and severally, from all demands, actions, causes of action, suits, proceedings, covenants, claims, executions, judgments, losses, damages, penalties, obligations and liabilities whatsoever (collectively "Claims or Suits"), of every nature, kind, type, or description, in law or in equity, directly or indirectly arising out of, resulting from or relating to the Original Franchise Agreement or the performance of the obligations of the parties thereto, whether known, unknown, direct, indirect, absolute, contingent, disclosed or undisclosed, that Franchisee Parties have or ever had against Franchisor. It is the express intention of the parties hereto, that this release be as broad as permitted by law.

4. Franchisee intends this Release to acquit and forever fully discharge Franchisor, and any parent or direct or indirect subsidiary thereof, any division or affiliate, and its or their respective officers, directors, shareholders, employees, agents, representatives, successors and assigns, and each of them.

5. Franchisee acknowledges that Franchisee is still bound by Sections 15, 17, 25 and 28 of the Original Franchise Agreement and hereby agrees to comply with the provisions of those sections.

6. Franchisee agrees that Franchisee will not use the FlyFoe System or FlyFoe network of franchisees for any purpose without the Franchisor's prior written permission.

7. Franchisee agrees that Franchisee will not disparage Franchisor, its successors and assigns, the FlyFoe System, or any of their present or former shareholders, directors, officers, employees or franchisees.

8. Franchisee acknowledges and agrees that Franchisor's damages from a breach of this agreement will be difficult to prove and therefore, Franchisee agrees that if Franchisee breaches any provision of this Mutual Termination and Release, Franchisee shall pay Franchisor liquidated damages in the sum of _____ Dollars (\$_____), per occurrence.

9. This Mutual Termination and Release and the rights and obligations of the parties hereunder shall in all respects be governed by and construed and enforced in accordance with the laws of the Commonwealth of Massachusetts.

10. This Mutual Termination and Release shall be binding upon Franchisee and their heirs, legal representatives, successors and assigns, and upon Franchisor and its successors and assigns.

11. This Mutual Termination and Release may be executed in any number of counterparts each of which, when executed and delivered, shall be deemed an original, but all of which shall together constitute one and the same instrument.

IN WITNESS WHEREOF, the parties hereto have executed this document as of the day and year first written above.

FRANCHISOR:

FlyFoe, LLC

By: _____

Its: _____

FRANCHISEE:

By: _____

Title: _____

Applicable to Maryland Residents Only: This Release shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law

EXHIBIT F

LIST OF CURRENT AND FORMER FRANCHISEES **(AS OF DECEMBER 31, 2020)**

CURRENT OPEN AND OPERATING FRANCHISEES

CURRENT FRANCHISEES	
Alabama	
Bill & Marilyn Collier 2531 Meadowview Lane Suite D Pelham, AL 35124 205-719-5565	
Massachusetts	
Stephen Novick 1200 Hancock Street Quincy, MA 02169 617-977-4001	
Missouri	
Brian & Randy Leasure 3211 S. Providence Rd #109 Columbia, MO 65203 573-303-0050	
New Jersey	
Philip Sargent 2020 Fairfax Ave Suite 102 Cherry Hill, NJ 08003 856-312-3640	
Pennsylvania	
Jesse Zook 212 West Main Street Collegeville, PA 19426 610-628-19426	
Jesse Zook 37 West Ave, Suite 104 Wayne, PA 19087 484-626-0410	
South Carolina	
Kenneth Fuller & John Noe 406 Sidney Kay Lane Inman, SC 29349 864-342-7069	

FORMER FRANCHISEES
NONE

EXHIBIT G

FLYFOE, LLC

CONVERSION FRANCHISE ADDENDUM

This Conversion Addendum ("this Addendum") is made and entered into this _____ day of _____, 20_____, between FLYFOE, LLC, a Massachusetts limited liability company, with its principal place of business at 77 North Washington Street, 3rd Floor, Boston, Massachusetts (hereinafter, "Franchisor"), and _____ whose principal address is _____, an individual/business entity organized in the State of _____ (hereinafter, "Conversion Franchisee")

RECITALS

WHEREAS, Franchisor and Conversion Franchisee have simultaneously herewith entered into a certain Franchise Agreement whereby Conversion Franchisee is granted a franchise to operate a FlyFoe Franchised Business, to use Franchisor's Marks, and to utilize Franchisor's System in connection therewith;

WHEREAS, Conversion Franchisee has submitted an application to Franchisor seeking permission to become a Conversion Franchisee of Franchisor and Franchisor has approved such application;

WHEREAS, Conversion Franchisee presently owns and operates a business providing on-location residential and/or commercial mosquito and tick control services similar, if not identical, to those offered by FlyFoe Franchised Businesses from a location approved by Franchisor and has done so for a period of not less than six (6) continuous months; and further, Conversion Franchisee represents and acknowledges that it has met Franchisor's standards and qualifications to be classified as a "Conversion", and upon reliance on Conversion Franchisee's representation to Franchisor of such, Franchisor approves of such conversion classification;

WHEREAS, Conversion Franchisee represents and acknowledges that during the immediately preceding six (6) months of business operations, its business has generated in excess of TWENTY-FIVE THOUSAND DOLLARS (\$25,000) in sales;

WHEREAS, Conversion Franchisee has represented and acknowledged that it does not operate under a franchise agreement, licensing agreement, or a prescribed marketing plan or system of another company, and is not subject to any agreements limiting or restricting Conversion Franchisee's ability to conduct said business;

WHEREAS, Conversion Franchisee acknowledges that by becoming a Franchisee of Franchisor it will be subject to covenants against competition, confidentiality agreements and standards of performance and quality which otherwise would not attach to its business operations; and

WHEREAS, Franchisor desires to grant to Conversion Franchisee a franchise upon the terms and subject to the conditions hereof, and subject to the terms and conditions of the Franchise Agreement executed simultaneously herewith.

NOW, THEREFORE, THE PARTIES, IN CONSIDERATION OF THE UNDERTAKINGS AND COMMITMENTS OF EACH PARTY TO THE OTHER SET FORTH IN THIS ADDENDUM, HEREBY AGREE AS FOLLOWS:

1. RECITALS.

The Recitals set forth above are incorporated herein by reference.

2. AMENDMENT OF FRANCHISE AGREEMENT.

- a. This Addendum shall amend and supplement the Franchise Agreement simultaneously executed by the parties herein. The terms, covenants, and conditions of this Addendum are incorporated into the Franchise Agreement, and with respect to any conflict between the two (2) agreements, the terms of this Addendum shall be controlling with respect to the subject matter thereof.
- b. Except as expressly set forth in this Addendum, the rights, duties and obligations of the parties with respect to the FlyFoe Franchised Business shall be the same as the rights, duties, and obligations of the parties with respect to the Franchised Business described in the Franchise Agreement.

3. INITIAL FRANCHISE FEE.

In consideration for the franchise granted herein, Franchisor shall waive the Initial Franchise Fee.

4. CONTINUING ROYALTY FEE.

For the first 3 years of the Franchise Agreement only, Conversion Franchisee will have a discounted monthly Continuing Royalty rate of two percent (2%) of the prior month's Gross Consumer Sales or a Minimum Royalty of One Hundred and Fifty Dollars (\$150), whichever is greater.

5. CONVERSION OF FRANCHISEE'S BUSINESS TO THE FLYFOE SYSTEM.

- a. Prior to the execution of the Franchise Agreement and this Addendum, Conversion Franchisee shall have furnished to Franchisor, in conjunction with its application to be accepted as a FlyFoe Conversion Franchisee, information pertaining to the existing site of Conversion Franchisee's business. Such information includes, but is not limited to, a map and written description of the existing site; demographic and population information relating to the local market; photographs and architectural plans of the existing location; the lease for the location; and, such other information as Franchisor in its sole discretion deems appropriate.
- b. Prior to the commencement of operation of the Franchised Business, Conversion Franchisee must remove all materials, furniture, fixtures, signs and equipment which do not conform with the FlyFoe System; are not approved by Franchisor; and, which do not meet the standards and specifications prescribed in Franchisor's Confidential Manuals and Videos (as amended from time-to-time).
- c. Conversion Franchisee understands and hereby acknowledges that every component of the FlyFoe System is vital to Franchisor, to other FlyFoe franchisees and to the operation of the business franchised hereby, and that compliance with the System is of the essence of this Addendum.

Conversion Franchisee shall at all times conduct the Franchised Business hereunder in compliance with the FlyFoe System and cease rendering services or using equipment, materials, furniture, fixtures or signs which are not designated by Franchisor to be components of the FlyFoe System.

- d. As of the date on which Conversion Franchisee commences operating its business as a FlyFoe Franchised Business, Conversion Franchisee shall identify and represent its business as a FlyFoe business through the use and display of Franchisor's proprietary marks. During a period of one (1) year from the commencement of business as a FlyFoe franchisee, Conversion Franchisee may display, with Franchisor's prior written approval, secondary signage of such size, content and style as is prescribed by Franchisor in its Confidential Manuals, for the purpose of advising the public of the former trade name under which Conversion Franchisee had previously conducted its business. However, on the first anniversary of the commencement of operations as a FlyFoe franchisee, or at such later date as the parties may agree, Conversion Franchisee, at its sole cost and expense, shall cease using all references to its prior trade name and carry out its business activities only as a FlyFoe franchisee and only under the FlyFoe Marks.
- e. As of the date on which Conversion Franchisee commences operating its business as a FlyFoe franchisee, Conversion Franchisee shall convert all of its books, accounts, ledgers, customer lists, bookkeeping systems, etc. so as to comply with the standards and specifications of the FlyFoe System, as is more fully set forth in Franchisor's Confidential Manuals, as amended from time-to-time.
- f. Unless otherwise approved in writing by Franchisor, Conversion Franchisee shall successfully complete Franchisor's required training program; complete all necessary construction, renovations, or refurbishing; comply with all of Franchisor's standards and specifications with respect to goods, materials, equipment and services; and commence operation of the Franchised Business within sixty (60) days after the execution of the Franchise Agreement and this Addendum.

6. CONFIDENTIAL INFORMATION AND RESTRICTIVE COVENANTS.

- a. Conversion Franchisee acknowledges that notwithstanding the fact that it has operated a business or has been employed in a business of providing on-site residential and/or commercial mosquito and tick control services and related activities similar to those offered under the FlyFoe System, it covenants and agrees to be bound by the restrictions on the use of confidential information set forth in the Franchise Agreement. Conversion Franchisee further acknowledges that all information pertaining to customers of Conversion Franchisee prior to the execution of the Franchise Agreement shall be deemed to be "confidential information" as that term is used in the Franchise Agreement.
- b. Conversion Franchisee expressly acknowledges that despite the fact that it had been in the business or has been employed in the business of providing on-site residential and/or commercial mosquito and tick control services and related activities prior to becoming a FlyFoe franchisee, Conversion Franchisee shall be bound by the in-term and post-term covenants not to compete set forth in the Franchise Agreement, and all other applicable post-termination obligations of the Franchise Agreement.

7. ACKNOWLEDGMENTS.

Conversion Franchisee acknowledges, warrants and represents to Franchisor that:

- a. It has, for at least six (6) continuous months, owned and operated a business of providing on-site residential and/or commercial mosquito and tick control services and related services and offering and providing services similar to those offered through the Flyfoe System during the immediately preceding six (6) months of business operations Conversion Franchisee's business has generated in excess of TWENTY-FIVE THOUSAND DOLLARS (\$25,000)
- b. Its business does not operate under either a franchise agreement, licensing agreement, or pursuant to any form of commercial arrangement whereby a third party prescribes a particular marketing plan or system upon its business operations. Furthermore, Conversion Franchisee is not subject to any covenant against competition.
- c. No other person, firm, corporation, or other entity has any right, title or interest in or to Conversion Franchisee's business; Conversion Franchisee's business has not been mortgaged, pledged, or assigned; and, there are no judgments, liens, executions or proceedings pending which may alter, decrease or remove Conversion Franchisee's interest in said business.
- d. Conversion Franchisee acknowledges that the information submitted and the representations made to Franchisor as an inducement for Franchisor to enter into this Addendum are accurate and truthful.
- e. Conversion Franchisee acknowledges that by virtue of the terms and conditions of the Franchise Agreement and this Addendum the manner and operation of its business must be in strict compliance with Franchisor's standards and specifications and furthermore acknowledges that its ability to directly or indirectly engage in any other business which offers or sells services or products which comprise or may in the future comprise a part of the FlyFoe System is expressly limited.
- f. Furthermore, Conversion Franchisee expressly acknowledges and understands that this Addendum amends and supplements the Franchise Agreement, and that the terms and conditions of this Addendum, are incorporated into the Franchise Agreement, as though set forth in full therein.
- g. Nothing in this Addendum, or any related agreement, is intended to disclaim the representations made in the Franchise Disclosure Document by the Franchisor.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties hereunder have duly executed, sealed and delivered this Addendum on the day and year first set forth above.

FLYFOE, LLC

By: _____

CONVERSION FRANCHISEE:

Name:
Title:

Name:
Title:

EXHIBIT H

FLYFOE, LLC

SPOUSAL NON-DISCLOSURE AND NON-COMPETITION AGREEMENT

This Agreement is made and entered into _____, 20____, between FLYFOE, LLC, a Massachusetts limited liability company, with its principal place of business at 77 North Washington Street, Boston, Massachusetts ("Franchisor") and _____, a/an _____ with its principal place of business at _____ ("Franchisee") and _____, the spouse or domestic partner of an owner of Franchisee ("Signer") with a primary residence at _____.

RECITALS

WHEREAS, Franchisor has developed, is using and is the owner of all rights in a unique system (hereinafter "FLYFOE SYSTEM") for the development and operation of a business which provides residential and commercial mosquito and tick control services and other related services under the trade name and mark FLYFOE (hereinafter "FLYFOE");

WHEREAS, FLYFOE SYSTEM includes but is not limited to certain trade names, trademarks, trade dress and logos including, but not limited to, the mark FLYFOE, service marks, trade symbols, trade dress, signs, slogans, associated logos, designs, emblems, URLs, domain names, Website addresses, email addresses, digital cellular addresses, wireless Web addresses and the like and copyrights and such other trade names and trademarks as Franchisor may develop in the future for the purposes of identifying FLYFOE SYSTEM, and such other distinguishing characteristics of FLYFOE SYSTEM including, without limitation, distinctive sales and marketing procedures; knowledge and procedures for providing residential and commercial mosquito and tick control services and other related services; management and financial control methods; and training and assistance, all of which may be changed, improved and further developed by Franchisor from time to time ("Trade Secrets");

WHEREAS, Franchisor's Trade Secrets provide economic advantages to Franchisor and are not generally known to or readily ascertainable by proper means by Franchisor's competitors who could obtain economic value from knowledge and use of Franchisor's Trade Secrets;

WHEREAS, Franchisor has taken and intends to take all reasonable steps to maintain the confidentiality and secrecy of Franchisor's Trade Secrets;

WHEREAS, Franchisor and Franchisee desire to enter into a Franchise Agreement which will grant Franchisee a limited right to operate a Franchised Business within a territory using FLYFOE SYSTEM and Franchisor's Trade Secrets for a period defined in the Franchise Agreement ("Franchise Agreement");

WHEREAS, Franchisor and Franchisee have agreed in the Franchise Agreement on the importance to Franchisor and to Franchisee and other licensed users of FLYFOE SYSTEM of restricting use, access and dissemination of Franchisor's Trade Secrets; and

WHEREAS, it is anticipated that Signer may have access to learn Franchisor's Trade Secrets as Franchisee develops and maintains Franchisee's Business using FLYFOE SYSTEM.

NOW, THEREFORE, in consideration of the mutual covenants and obligations contained herein, the parties agree as follows:

1. Franchisee may disclose to Signer some or all of Franchisor's Trade Secrets relating to FLYFOE SYSTEM.

2. Signer shall receive Franchisor's Trade Secrets in confidence, maintain them in confidence, and shall use them only in connection with the development and/or maintenance by Franchisee of the Franchised Business using FLYFOE SYSTEM, for so long as Franchisee is licensed by Franchisor to use FLYFOE SYSTEM.

3. Signer shall not, at any time, make copies of any documents or compilations containing some or all of Franchisor's Trade Secrets without the express written permission of Franchisor.

4. Signer shall not disclose or permit the disclosure of Franchisor's Trade Secrets to anyone.

5. That all information and materials, including without limitation, specifications, techniques and compilations of data which Franchisor shall designate as confidential shall be deemed Franchisor's Trade Secrets for the purposes of this Agreement.

6. Signer shall not, directly or indirectly, do any act or omit to do any act, which would or would likely to be injurious or prejudicial to the goodwill associated with FLYFOE SYSTEM.

7. In order to protect the goodwill and unique qualities of FLYFOE SYSTEM and the confidentiality and value of Franchisor's Trade Secrets, and in consideration for the disclosure to Signer of Franchisor's Trade Secrets, Signer further undertakes and covenants that, during the time Franchisee is a franchisee of Franchisor and for the eighteen (18) months following the termination or expiration of Franchisee's Franchise Agreement, Signer will not:

(a) Directly or indirectly, for himself/herself or through, on behalf of or in conjunction with any person, partnership or business entity, engage in or acquire any financial or beneficial interest in (including interest in business entities, partnerships, trusts, unincorporated associations or joint ventures), advise, help or make loans to any entity involved in business which is the same as or similar to that conducted by FLYFOE which business is, or is intended to be located, within the United States; or

(b) Divert or attempt to divert, directly or indirectly, any business, business opportunity or client of Franchisee's Franchised Business(s) to any competitor.

8. Franchisee undertakes to use Franchisee's best efforts to ensure that Signer acts as required by this Agreement.

9. Signer agrees that in the event of a breach of this Agreement, Franchisor would be irreparably injured and be without an adequate remedy at law. Therefore, in the event of such a breach, or threatened or attempted breach of any of the provisions thereof, Franchisor shall be entitled to enforce the provisions of this Agreement against Franchisee and Signer, and may seek, in addition to any other remedies which are made available to it at law or in equity, including the right to terminate the Franchise Agreement, a temporary and /or permanent injunction and a decree for the specific performance of the terms of this Agreement, without being required to furnish a bond or other security.

10. Signer agrees that the period during which the post-termination/expiration restrictions above apply shall be extended uninterrupted by the length of any period of time during which Signer was in violation of such restrictions.

11. This Agreement shall be governed by and construed under the laws of Massachusetts.

12. If any Court or other tribunal having jurisdiction to determine the validity or enforceability of this Agreement determines that it would be unenforceable as written, its provisions shall be determined to be withheld, modified or limited to such extent or in such manner as is necessary for it to be valid and enforceable to the greatest extent possible.

IN WITNESS WHEREOF, the undersigned have entered into this Agreement as witnessed by their signatures below.

FRANCHISEE:

By: _____
Name: _____
Title: _____
Date: _____

FRANCHISOR:

By: _____
Name: _____
Title: _____
Date: _____

SIGNER:

By: _____
Name: _____
Title: _____
Date: _____

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	June 30, 2021 [Amendment Pending]
Hawaii	<i>See Hawaii Specific FDD</i>
Illinois	June 23, 2021 [Amendment Pending]
Indiana	June 27, 2021 [Amendment Pending]
Maryland	September 23, 2021 [Amendment Pending]
Michigan	May 25, 2021 as amended January __, 2022
Minnesota	August 16, 2021 [Amendment Pending]
New York	November 15, 2021 [Amendment Pending]
North Dakota	July 13, 2021 [Amendment Pending]
Rhode Island	June 30, 2021 [Amendment Pending]
South Dakota	June 21, 2021 as amended January __, 2022
Virginia	July 20, 2021 [Amendment Pending]
Washington	October 27, 2021 [Amendment Pending]
Wisconsin	October 12, 2021, as amended January __, 2021

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

EXHIBIT I

RECEIPT (Our Copy)

This disclosure document summarizes provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If FlyFoe, LLC offers you a franchise, it must provide this disclosure document to you 14 calendar-days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale.

New York requires that we give you this disclosure document at the earlier of the first personal meeting or 10 business days before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship.

Michigan requires we give you this disclosure document at least 10 business days before the execution of any franchise or other agreement or the payment of any consideration, whichever occurs first.

If FlyFoe, LLC does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580, and the state agency listed on Exhibit A.

The Franchisor is FlyFoe, LLC, located at 77 North Washington St., Boston, MA 02114. Its telephone number is (617) 742-8787.

The Franchise Seller for this offering is.

Other Sellers: _____

Other Sellers: _____

Issuance Date: May 25, 2021, as amended January 5, 2021.

I received a disclosure document dated May 25, 2021, as amended January 5, 2021 that included the following Exhibits:

See Exhibit A for our registered agents authorized to receive service of process.

A. Franchisor's Agents for Service of Process and State Franchise Administrators	F. List of Current and Former Franchisees
B. Financial Statements/Parent Guarantee	G. Conversion Franchise Agreement
C. Franchise Agreement w/Addendums A-J	H. Spousal Non-Disclosure and Non-Competition Agreement
D. State Specific Addenda and Riders	I. Receipt
E. Form of Mutual Termination and General Release	

Date: _____
(Do not leave blank)

Signature of Prospective Franchisee

Print Name

Please sign this copy of the receipt, date your signature, and return it to FlyFoe, LLC, 77 North Washington Street, 3rd Floor, Boston, MA 02114.

EXHIBIT I

RECEIPT (Your Copy)

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D. State Specific Addenda and Riders	I. Receipt
E. Form of Mutual Termination and General Release	

Date: _____
(Do not leave blank)

Signature of Prospective Franchisee

Print Name

Please sign and date your signature. KEEP THIS COPY FOR YOUR RECORDS.

4858-3254-4520, v. 4

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©FlyFoe, LLC 2021

Franchise Disclosure Document issued May 25, 2021, as amended January 2022

EX. I.